



The Role Of Leadership And Culture In Shaping Employee Performance: A Commitment Perspective

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ABSTRACT

This research aims to analyze the influence of transformational leadership style and organizational culture on employee performance and examine the role of organizational commitment in mediating the impact of transformational leadership style and organizational culture on employee performance. The method used is quantitative with Structural Equation Model-Partial Least Square (SEM-PLS) analysis using the SmartPLS 4.1.0.9 program for data processing. The respondents in this research consisted of 139 employees, and the sampling technique was simple random sampling. The results of this study indicate that transformational leadership style does not significantly affect employee performance. Organizational culture and organizational commitment have a significant effect on employee performance. Organizational commitment can mediate the influence of transformational leadership style and organizational culture on employee performance.

Keywords: *employee performance, transformational leadership style, organizational culture, organizational commitment*

1. INTRODUCTION

The dynamics of economic, technological, and public policy development, which are becoming increasingly complex, make the role of human resources even more critical. Humans are considered organizational assets because they possess advantages such as intellect, emotions, and intuition that other resources do not have [1]. Therefore, the resources owned by the organization, such as capital, methods, and machines, cannot provide optimal results if not supported by human resources with optimal performance [2]. Performance indicates the organization's ability to advance and survive in a competitive environment [3]. Therefore, performance improvement becomes a key aspect expected by employees and organizations [4].

Several factors can influence performance, including leadership [5]–[7]. The transformational leadership style has become an interesting topic because leaders who adopt this style are considered to have an open mindset, capable of leading well, and encouraging employees to achieve results that exceed expectations, making it an important aspect for organizations that want to prepare for change by creating a supportive environment [5].

Another factor that can influence employee performance is organizational culture [6]. Organizational culture shapes attitudes and behaviors and can help individuals understand the organization's core values and participate more actively [8]. A well-created and well-built organizational culture will influence employee performance. Furthermore, the culture embedded within the organization provides distinctive characteristics that differentiate it from competitors [9].

Commitment to the organization reflects the employees's psychological bond with the organization, which impacts various aspects, including performance improvement. Committed employees will be willing to sacrifice to achieve organizational goals, encouraging the desire to improve performance and achieve more extraordinary achievements [10]. Therefore, employees with strong organizational commitment will focus on their work.

The Social Exchange Theory (SET) explains that exchange interactions result in economic or social benefits where there is a comparison between the time invested and the result obtained [11]. Leaders provide positive feedback to their employees by motivating them to work harder and inspiring them to think creatively when facing complex problems, thus improving their performance. Transformational leaders also play a role in increasing employee commitment [12]. In addition, a transformational leader can increase employee commitment and strengthen their commitment to the organization.

Previous research conducted by [13], [14], [15], and [16] shows that transformational leadership style significantly affects employee performance. However, the research results by [17] and [9] show different outcomes, indicating that transformational leadership style does not affect employee performance.

Furthermore, the research conducted by [18], [19], [20], and [21] reveals that organizational culture significantly affects employee performance. In contrast, the research conducted by [22] shows an influence but it is not significant on employee performance. Additionally, research by [23] revealed that organizational culture does not significantly affect employee performance.

Previous research conducted by [24], [25], [26], and [27] shows that organizational commitment significantly affects employee performance. However, the research results by [28] and [29] show different outcomes, indicating that organizational commitment does not affect employee performance.

Balai Karantina Hewan, Ikan, dan Tumbuhan is located at Kembangarum, Semarang Barat District, Semarang City. Balai Karantina Hewan, Ikan, dan Tumbuhan is an institution tasked with protecting the region from the potential entry of pests and diseases affecting animals, plants, and fish. It is responsible for implementing quarantine measures for related products abroad and domestically.

Based on the results of unstructured interviews conducted by the researcher with the Head of the General Subdivision at Balai Karantina Hewan, Ikan, dan Tumbuhan, there is the implementation of transformational leadership style and a good organizational culture, such as providing inspiration, conducting in-house training programs, giving employees the freedom to express ideas and suggestions to the leadership, and forming teams to promote a collaborative work culture. However, the efforts made by the organization to improve employee performance have not resulted in employees working at their maximum capacity. The research findings indicate a decline in employee performance over the past three years at the Balai Karantina, Hewan, Ikan, dan Tumbuhan. Here is a graph illustrating performance based on work results for those years.

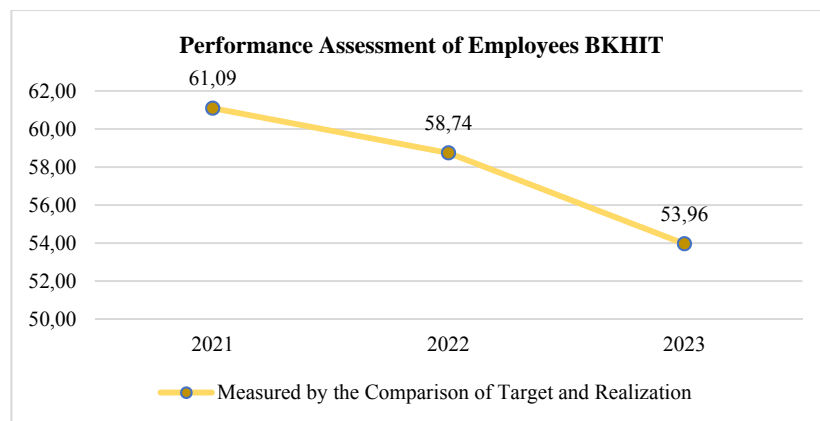


Figure 1. Graph of Employee Performance Decline at BKHIT

Source: General Subdivision BKHIT (2024)

Based on Figure 1, the annual performance data obtained from the assessment of work results and work behavior, the phenomenon occurring at Balai Karantina Hewan, Ikan, dan Tumbuhan shows that employee performance over the past three years from 2021 to 2023 has declined. This data shows that performance cannot meet the set targets and reflects a decline in the quality of employees' work. An initial study was conducted with 30 employees to verify the truth of the statements made during unstructured interviews. The initial research results indicate that employees are experiencing issues with task performance and contextual performance.

Based on the research gaps and the phenomena previously described, the researcher is interested in re-examining the influence of transformational leadership style and organizational culture on employee performance with organizational commitment as an intervening variable.

2. LITERATUR REVIEW AND HYPOTHESIS

Grand Theory

Employee performance is the work results an employee achieves by the standards and criteria agreed upon within a certain period [30]. According to [31], employee performance is the extent to which an employee can efficiently meet the given job's demands efficiently using the available resources. Employee performance is the achievement of work results that meet the established standards and criteria, including the ability to carry out tasks efficiently by utilizing the available resources.

Transformational leadership style is a leadership style that inspires and motivates employees to achieve their goals by maximizing their potential, skills, and abilities optimally [32]. Another definition of transformational leadership is motivating employees to exceed their previously imagined limitation, inspiring them to support shared goals and vision, encouraging creative problem-solving, and enhancing their abilities through coaching, mentoring, and supervision [33]. Transformational leadership is a process where a leader build relationship with employees to enhance their motivation, morale, and potential and encourages creativity and development to achieve common goals.

Organizational culture describes the psychological atmosphere in an organizational unit and the norms that are formed in response to that atmosphere [34]. According to [35], organizational culture is the collective mindset that distinguishes members of one organization from another, including beliefs, values, practices, and shared expectations embraced by the organization's members. Organizational culture is the psychological atmosphere in the workplace formed based on existing norms, encompassing collective mindsets, values, beliefs, and practices that distinguish one organization from another.

In general, organizational commitment is not just passive loyalty but involves an active role in building relationships with the organization [36]. Organizational commitment is also defined as the psychological relationship between an individual and the organization, reflected in work involvement, loyalty, and trust towards the organization [37]. Organizational commitment is the psychological relationship of employees with the organization that reflects attachment, active loyalty, work involvement, and trust, manifested through the desire to join, stay, and be proud to be part of the organization.

According to [38], Social Exchange Theory (SET) is voluntary actions taken by individuals with the expectation of obtaining certain benefits, which are generally reciprocated by others. In SET, relationships in the exchange are interdependent because they involve reciprocal transactions, where each party gives something and receives a return [39]. Social Exchange Theory involves reciprocal relationships between organizations and their employees, where employees are expected to respond positively to the organization while the organization strives to enhance transformational leadership style, foster a positive organizational culture, and cultivate high organizational commitment to improving employee performance.

Hypothesis

The Influence of Transformational Leadership Style on Employee Performance

The transformational leadership style within an organization can significantly influence employee performance [21]. Leaders with a transformational leadership style set higher expectations for their employees by providing more significant support and encouragement, thereby driving better outcomes. According to [40], the better the transformational leadership style applied, the higher the employee performance produced.

The research conducted by [13] on employees from several major hotels in Spain shows that the transformational leadership style positively and significantly affects employee performance. This is in line with research by [14], [15], and [16], which show that transformational leadership style has a positive and significant effect on employee performance.

H₁: Transformational leadership style has an effect on employee performance

The Influence of Organizational Culture on Employee Performance

Organizational culture influences individual performance as members of the organization and the overall performance of the organization [41]. [42] state that without a culture that encourages trust between colleagues and a willingness to share knowledge, the organization will face difficulties in improving performance and risks being unable to survive amid of various challenges.

Research conducted by [18] states that organizational culture positively and significantly affects employee performance. In line with research conducted by [22], organizational culture has an influence but is not significant on employee performance. These results are consistent with the study by [19] and [21], which proved that organizational culture positively and significantly affects on employee performance.

H₂: Organizational culture has an effect on employee performance

The Influence of Transformational Leadership Style on Organization Commitment

The transformational leadership style is crucial for understanding employee commitment to the organization [43]. This aligns with a leader's expectation to integrate vision and encourage employees to contribute to achieving organizational goals, ensuring employees are committed to carrying out their tasks [44].

Research conducted by [45], [46], [5], and [43] states that transformational leadership style has a positive and significant effect on organizational commitment. This is in line with the research conducted by [47], which states that transformational leadership style has an influence but is not significant on organizational commitment. These results are consistent with the research [48], which proves that transformational leadership style has a positive and significant effect on organizational commitment.

H₃: Transformational leadership style has an effect on organizational commitment

The Influence of Transformational Leadership Style on Organization Commitment

Organizational culture determines how much employees commit to their organization [22]. The alignment of the values declares with the values perceived by individuals will enhance the level of commitment to the organization [49].

Research conducted by [49] and [50] states that organizational culture positively and significantly affects organizational commitment. This is in line with the research conducted by [51] and [52], which organizational culture significantly influences organizational commitment. These results are consistent with the research by [8], which found that organizational culture has a positive and significant effect on organizational commitment.

H₄: Organizational culture has an effect on organizational commitment

The Influence of Organizational Commitment on Employee Performance

Organizational commitment positively influences employee performance [53]. Building strong organizational commitment among employees is important step to achieve organizational goals optimally [24]. This will ultimately positively impact employee performance [54].

Research conducted by [24] states that organizational commitment positively and significantly affects employee performance. This is in line with the research conducted by [25], which shows that organizational commitment significantly affects employee performance. These results are consistent with the research by [26] and [27], showing that organizational commitment positively and significantly affects employee performance.

H₅: Organizational commitment has an effect on employee performance

The Influence of Transformational Leadership Style on Employee Performance through Organizational Commitment

Organizational commitment becomes an important element in improving overall employee performance because the success of the organization's success in achieving its goals dramatically depends on the performance of employees who support the organization's vision and mission [24]. Employees must also have a strong organizational commitment, such as loyalty to the organization's mission, values, and goals [55].

Research conducted by [24] shows that organizational commitment can mediate the influence of transformational leadership style on employee performance. This is supported by the research results of [27],

which prove that transformational leadership style positively and significantly affects employee performance through organizational commitment.

H₆: Transformational leadership style has an effect on employee performance through organizational commitment

The Influence of Organizational Culture on Employee Performance through Organizational Commitment

According to [41], organizational commitment can mediate the relationship between organizational culture variables and employee performance. Organizational culture can help employees adjust to perform tasks according to prevailing values [56]. A well-developed organizational culture will strengthen all employees' commitment to the organization. This can ultimately affect the overall performance of employees [41].

Research conducted by [57] states that organizational culture has a positive and significant impact on employee performance through organizational commitment, in line with the research by [9], which proves that organizational commitment is capable of mediating the influence of organizational culture on employee performance.

H₇: Organizational culture has an effect on employee performance through organizational commitment

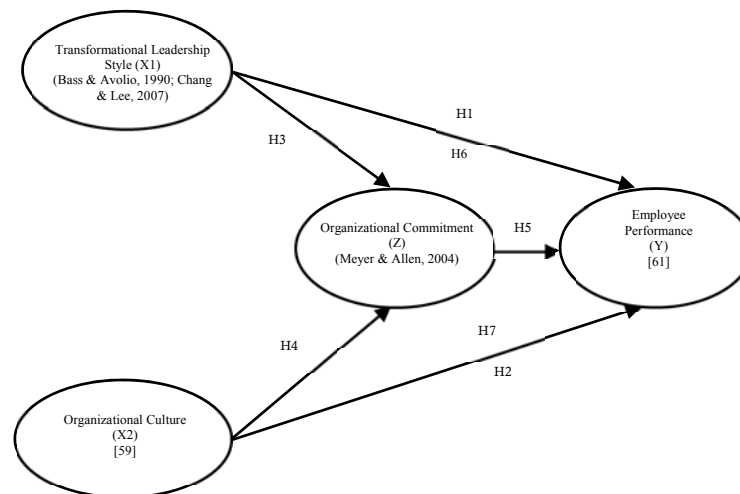


Figure 2. Research Model

3. METHOD

This research uses a quantitative method with primary and secondary data types. This study has a population of 214 employees of Balai Karantina Hewan, Ikan, dan Tumbuhan, with 139 respondents collected through probability sampling techniques with simple random sampling techniques. Data were obtained through interviews and distributing questionnaires through Google Form with a Likert scale of 1-5. Data were analyzed using the Structural Equation Model (SEM) method with SmartPLS 4.1.0.9 software.

This study uses four variables. Transformational leadership style uses indicators from [58] and [59] with 11 items, organizational culture indicators from [59] with 9 items, organizational commitment uses indicators from [60] with 12 items, and employee performance uses indicators from [61] with 14 items.

4. RESULT AND DISCUSSION

RESULT

Descriptive Analysis of Characteristics

Descriptive analysis is data used to describe the condition of respondents based on the results of the data that has been successfully collected. The result of the descriptive analysis of the respondent's characteristics can be seen in Table 1 below:

Table 1. Descriptive Analysis of Research Variables

Variable	Mark	Frequency	Percentage
Gender	Man	77	55%
	Woman	62	45%
Age	< 30 y	30	21,58%
	30 - 39 y	52	37,41%
	40 - 49 y	38	27,34%
	≥ 50 y	19	13,67%
Marriage Status	Unmarried	14	10,07%
	Married	125	89,93%
Work Experience	≤ 1 y	4	2,88%
	2 - 4 y	34	24,46%
	5 - 7 y	24	17,27%
	8 - 10 y	26	18,71%
	> 10 y	51	36,69%
Education	Senior High School/Equivalent	40	28,78%
	D-3	23	16,55%
	S-1	65	46,76%
	S-2/higher	11	7,91%

Source: Primary data processed (2024)

Descriptive Analysis of Research Variables

According to Ferdinand (2014), descriptive analysis is an empirical description outlines the characteristics of respondents, especially those related to the research variables used in hypothesis testing. As shown in Table 2 below:

Table 2. Descriptive Analysis of Research Variables

Variable	Index	Criteria
Transformational Leadership Style	84.88%	High
Organizational Culture	86.91%	High
Organizational Commitment	86.21%	High
Employee Performance	85.10%	High

Source: Primary data processed (2024)

Convergent Validity Test

Convergent validity is measured by outer loadings > 0.70 and Average Variance Extracted (AVE) > 0.50 . After conducting a convergent validity test, it is evident that all statement instruments are declared valid with an outer loading value > 0.70 . The AVE value can be seen in Table 3 as follows:

Table 3. Average Variance Extracted (AVE) Values

Variable	AVE
Transformational Leadership Style	0,682
Organizational Culture	0,720
Organizational Commitment	0,662
Employee Performance	0,671

Source: Primary data processed (2024)

Table 3 shows that the indicators used in this study meet the convergent validity, namely outer loadings > 0.70 and Average Variance Extracted (AVE) > 0.50 .

Discriminant Validity Test

Discriminant validity is measured the square root of AVE $>$ the correlation of latent variables and cross loading factor > 0.70 on one variable. The root AVE value can be seen in Table 4 as follows:

Table 4. AVE Root Value

Variable	Average Variance Exxtracted (AVE)	AVE Root Value
Transformational Leadership Style	0.682	0.826
Organizational Culture	0.720	0.849
Organizational Commitment	0.662	0.814
Employee Performance	0.671	0.819

Source: Primary data processed (2024)

Table 4 shows that the square root of AVE is greater than the construct value of other constructs, which means that all items have discriminant validity or are valid.

Realibility Test

The reliability test results in this study can be seen in Table 5 as follows:

Table 5. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Desc.
Transformational Leadership Style	0.953	0.959	Reliable
Organizational Culture	0.951	0.959	Reliable
Organizational Commitment	0.953	0.959	Reliable
Employee Performance	0.962	0.966	Reliable

Source: Primary data processed (2024)

Table 5 shows that all variables have a Cronbach's alpha value > 0.70 and a composite reliability value > 0.70 , which means that all statement items in this study are reliable.

Effect Size (F²)

The effect size value results in this study can be seen in Table 6 as follows:

Table 6. Effect Size

Variable	Effect Size	Criteria
Transformational Leadership Style → Employee Performance	0.036	Small
Organizational Culture → Employee Performance	0.103	Small
Transformational Leadership Style → Organizational Commitment	0.593	Large
Organizational Culture → Organizational Commitment	0.178	Medium
Organizational Commitment → Employee Performance	0.331	Medium
Average	0.248	Medium

Source: Primary data processed (2024)

Table 6 shows that the average effect size value in this research model is 0.248, indicating that the magnitude of the influence between variables in this study falls into the moderate category.

Predictive Relevance (Q²)

The predictive relevance value results in this study can be seen in Table 7 as follows:

Table 7. Predictive Relevance

Variabel	Nilai Q ²
Organizational Commitment	0.874
Employee Performance	0.851

Source: Primary data processed (2024)

Table 7 shows that the Q² calculation for the organizational commitment variable has a Q² value of 0.874, and the employee performance variable has a Q² value of 0.851. The predictive relevance results for

these two variables have values greater than 0 (zero), so the model in this study has good predictive relevance in predicting the original data values.

Determinant Coefficient (R²)

The R square value result in this study can be seen in Table 8 as follows:

Table 8. Deteminant Coefficient Value

Variable	R-square
Organizational Commitment	0.866
Employee Performance	0.884

Source: Primary data processed (2024)

Table 8 shows that 86.6% of the variation in organizational commitment can explained by the transformational leadership style and organizational culture variables, while other variables outside the model explain the remaining 13.4%. Meanwhile, the R² value of the employee performance variable is 88.4%, meaning that the transformational style, organizational culture, and organizational commitment variables influence 88.4% of the variation in the employee performance. In comparison, the remaining 11.6% is explained by other variables outside the model.

Hypothesis Testing

Hyphotesis testing was carried out using the Partial Least Square (PLS) method, through the SmartPLS 4.1.0.9, also using the bootstrapping method to determine the specific direct and indirect effect based on the original sample, t-statistic > 1.96 (two-tailed), and p-value < 0.05. Here is the bootstrapping model in this study.

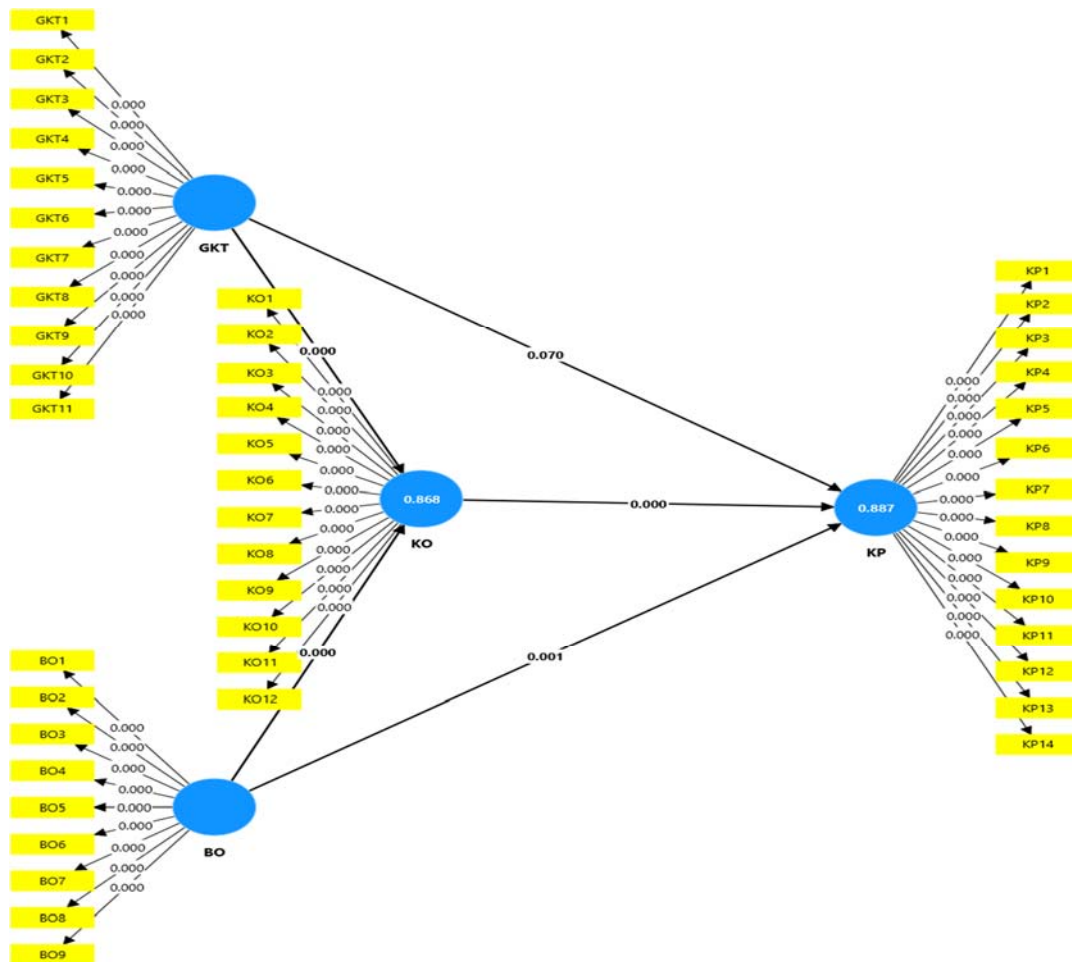


Figure 3. Bootstrapping Model

Source: SmartPLS Version 4.1.0.9 (2024)

The direct and indirect hypothesis tests results can be seen in the table below.

Table 9. Direct Effect

	Original sample	T	P	Desc.
TLS (X1) → EP (Y)	0.178	1.813	0.070	Rejected
OC (X2) → EP (Y)	0.259	3.206	0.001	Accepted
TLS (X1) → OC (Z)	0.617	8.959	0.000	Accepted
OC (X2) → OC (Z)	0.339	4.581	0.000	Accepted
OC (Z) → EP (Y)	0.534	5.754	0.000	Accepted

Source: Primary data processed (2024)

Table 10. Indirect Effect

	Original sample	T	P	Desc.
TLS (X1) → OC (Z) → EP (Y)	0.330	4.414	0.000	Accepted
OC (X2) → OC (Z) → EP (Y)	0.181	3.928	0.000	Accepted

Source: Primary data processed (2024)

DISCUSSION

Based on the first hypothesis test regarding to the influence of transformational leadership style on employee performance, H1 is rejected. With an original sample value of 0.178, a t-statistics value of 1.813 < 1.96, or a P-value of 0.070 > 0.05. This result proves that transformational leadership style does not significantly impact employee performance. This means that the transformational leadership style alone cannot improve employee performance. Although leaders are considered competent in being role models and creating a positive work environment, several aspects are still not optimal, such as providing new directions and helping employees solve problems. Leaders' lack of intellectual stimulation can hinder employees from developing creativity and critical thinking, thereby preventing the maximization of innovation and work efficiency potential. This condition ultimately reduces the positive impact of leadership on overall performance. Moreover, the rejection of the hypothesis may also be due to the influence of other variables acting as mediators in the relationship between transformational leadership style and employee performance, as found in the studies by [24] and [27]. The results of this study support previous research conducted by [17] and [9], which state that transformational leadership style does not have a significant effect on employee performance.

Based on the second hypothesis test regarding to the influence of organizational culture on employee performance shows that H2 is accepted. With an original sample value of 0.259, a t-statistics value of 3.206 > 1.96, and a P-value of 0.001 < 0.05. These results prove that organizational culture has a significant effect on employee performance. This means that the better the organizational culture implemented, the higher the employee performance. Employees have experienced a good organizational culture within their organization, which encourages an improvement in employee performance. A good and structured organizational culture not only supports the creation of a conducive work atmosphere for employees but also promotes an increase in their commitment to the organization's vision and improves the quality of services provided to the community. This proves that employees are capable of continuously developing their skills and knowledge, as well as being responsible for each task to achieve the expected results. The results of this study support previous research conducted by [18], [22], [19], [20], and [21], which state that organizational culture has a significant effect on employee performance.

Based on the third hypothesis test regarding to the influence of transformational leadership style on organizational commitment, it shows that H3 is accepted. With an original sample of 0.617, a t-statistics value of 8.959 > 1.96 and a P-value of 0.000 < 0.05. These results prove that transformational leadership style significantly affects organizational commitment. This means that the better the leader applies the transformational leadership style, the stronger the employees demonstrate organizational commitment. Leaders inspire and motivate employees to build a shared vision and goals, influencing employees' affective, normative, and continuous commitment to the organization. With support, motivation, and trust, employees feel confident performing their tasks well and remain loyal to the organization. Furthermore, employees with a high commitment focus on the maximum contribution and develop more innovative work behaviors to support their organization's progress. The results of this study support previous research conducted by [45],

[62], [5], [43], [47], and [48], which state that transformational leadership style has a significant effect on organizational commitment.

Based on the fourth hypothesis test regarding the influence of organizational culture on organizational commitment, it shows that H4 is accepted. With an original sample value of 0.339, a t-statistics value of $4.581 > 1.96$, and a P-value of $0.000 < 0.05$. These results prove that organizational culture has a significant effect on organizational commitment. This means that the stronger the organizational culture that is formed, the higher the level of organizational commitment. An organizational culture that creates a sense of comfort and high trust can encourage improved work behavior, strengthen individual solidarity, and enhance employee commitment to giving their best. Furthermore, employees who are committed to the organization have a harmonious relationship with the organization, feel aligned with the organization's values, and understand the goals that the organization aims to achieve. The results of this study support previous research conducted by [49], [50], [51], [52], and [8], which state that organizational culture has a significant effect on organizational commitment.

Based on the fifth hypothesis test regarding the influence of organizational commitment on employee performance, it shows that H5 is accepted. With an original sample value of 0.534, a t-statistics value of $5.754 > 1.96$, and a p-value of $0.000 < 0.05$. These results prove that organizational commitment has a significant effect on employee performance. This means that the higher the organizational commitment employees possess, the higher their performance will be. Employees feel connected to the organization and are encouraged to take responsibility for the organization's progress. This commitment motivates employees to prioritize the interests of the organization over personal interests of the organization over personal interests and to make significant contribution toward achieving goals. Employees will demonstrate better performance with a strong commitment to advancing the organization. The results of this study support previous research conducted by [24], [25], [26], and [27], which state that organizational commitment has a significant effect on employee performance.

Based on the sixth hypothesis test regarding the influence of transformational leadership style on employee performance through organizational commitment as an intervening variable, it shows that H6 is accepted. With an original sample value of 0.330, a t-statistics value of $4.414 > 1.96$, and a P-value of $0.000 < 0.05$. These results prove transformational leadership style indirectly influence employee performance through organizational commitment. This means that organizational commitment plays a role in mediating the influence of transformational leadership style on employee performance. Transformational leadership applied well by leaders can strengthen employees' emotional attachment and responsibility, ultimately encouraging employees to improve their performance. Competent transformational leaders, confident in facing challenges, and able to serve as role models through expertise, decisiveness, and an inspiring attitude, can create stronger employee commitment. The results of this study support previous research conducted by [24] and [27], which state that organizational commitment mediates the influence of transformational leadership style on employee performance.

Based on the seventh hypothesis test regarding the influence of organizational culture on employee performance through organizational commitment as an intervening variable, it shows that H7 is accepted. With an original sample value of 0.181, a t-statistics value of $3.928 > 1.96$, and a P-value of $0.000 < 0.05$. These results prove that organizational culture indirectly influence employee performance through organizational commitment. This means that organizational commitment plays a role in mediating the influence of organizational culture on employee performance. A good organizational culture enhances organizational commitment, especially in emotional attachment and employees' sense of responsibility. High commitment encourages employees to work more optimally through their dedication to self-development and performance improvement. The results of this study support previous research conducted by [57] and [9], which state that organizational commitment mediates the influence of organizational culture on employee performance.

5. CONCLUSION AND RECOMMENDATION

CONCLUSION

This research aims to analyze the influence of transformational leadership style and organizational culture on employee performance and examine the role of organizational commitment in mediating the impact of transformational leadership style and organizational culture on employee performance. Based on the results of the analysis and discussion, it can be concluded as follows:

1. Transformational leadership style does not have a significant effect on employee performance.
2. Organizational culture has a significant effect on employee performance.
3. Transformational leadership style has a significant effect on organizational commitment.
4. Organizational culture has a significant effect on organizational commitment.
5. Organizational commitment has a significant effect on employee performance.
6. Transformational leadership style has a significant effect on employee performance through organizational commitment.
7. Organizational culture has a significant effect on employee performance through organizational commitment.

RECOMMENDATION

The limitation of this study is that the respondents are predominantly (almost 90%) married employees. Therefore, future research is advised to use marital status as a control variable, especially when studying public organizations.

The analysis results show that the employee performance variable's R-square value indicates have not been studied. Therefore, subsequent research recommended exploring other variables influencing employee performance, such as organizational climate, compensation, extrinsic rewards, and intrinsic rewards [63].

Future researchers should conduct studies on different objects, such as organizations with different cultural backgrounds, to expand the generalization of results [9].

Based on the descriptive analysis of the transformational leadership style variable, leaders can enhance communication and provide more interactive discussion forums so that employees gain new insight and more innovative solutions. The analysis of the organizational culture variable indicate that leaders can develop sustainable innovation programs, form special teams for research and development, and provide adequate budgets to support the development of new strategies. Meanwhile, the organizational commitment variable analysis shows that employees need to build an emotional attachment to the organization by being more active in various organizational activities, improving communication with colleagues and superiors, and understanding the organization's vision and mission more deeply. Furthermore, the results of the descriptive analysis of employee performance variables indicate that employees need to improve their time management skills and task completion strategies by creating more structured work plans, setting task priorities, and developing more effective work techniques, such as goal-based task management.

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