



## Does Transformational Leadership and Organizational Culture Affect Organizational Commitment to Improving the Performance of Employees?

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### ABSTRACT

This research aims to find out the influence of transformational leadership and organisational culture on organisational commitment, which then influences the performance of the Maluku Provincial Forestry Service employees.

The research method is causal quantitative through collecting employee response data with questionnaires and processing with the SEM-PLS technique using SmartPLS3.2.9. The study population consisted of 135 employees of the Maluku District Forestry Service. The sampling technique used was a saturated sample where the entire population was sampled because the population size was relatively small. It found a positive and significant direct relationship between transformational leadership and organisational commitment, organisational culture, organisational commitment, organisational commitment to employee performance and organisational culture to organisational performance. This study also found that the relationship of transformational leadership had no positive and insignificant effect on organisational performance. Regarding indirect ties, both the relationship between transformational leadership on employee performance and the relationship between organisational culture on employee performance which is mediated by organisational commitment, show a positive and significant relationship.

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### INTRODUCTION

The role of HR is very important in the success of an organisation or institution, especially in government, because many things in government show the role of the apparatus in government, one of which is employee performance. Employee performance problems arise in the employee's environment, often due to employee absences after the end of the holiday or the first day of work. Good and effective performance impacts organisational development to achieve its goals. Evaluation of Achievement of the Maluku Provincial Forestry Service Performance Targets found that employee performance has tended to decline over the past three years. Apart from the COVID-19 pandemic, there are still many absences and absences in terms of absenteeism. Late access to the office or starting work (Iskamto, 2022; Iskanto et al., 2020, 2022).

Improved performance can be achieved if a good role model from the leadership and the welfare of the employees is achieved (Aurelia, 2013). But superiors at the Maluku Forestry Service have not met expectations because there are still several indicators related to leadership that indicate negative causes of employees, such as superiors being less sensitive to supporting infrastructure. In addition to transformational leadership, organisational culture plays a role in improving performance.

Organisational culture is about how employees perceive their organisation's characteristics (Arianty, 2014). When innovation needs to be carried out due to reforms demanding private and public organisations, organisational culture is useful as a management tool to achieve organisational goals (Hasibuan, 2015). Next, there is the role of organisational commitment to performance as a manifestation of loyalty to the organisation's vision, mission and goals. Organisational commitment develops organisational views and stimulates employee volunteerism at work (Latief et al., 2019)

As a research gap, this is evidenced by the results of Soedjono's (2005) and Kurniawan's (2011) studies, namely, organisational culture does not affect employee performance; this is different from the study of Wardani et al. (2016) who found the attachment of organisational culture and performance. Then Hakam & Ruhana (2015) showed a significant positive attachment of transformational leadership to employee performance. The results differed from Kamel & Noermijat (2014), where transformational leadership had nothing to do with employee performance. Shaputra (2015) and Supiyanto (2015) found a positive relationship between organisational commitment and employee performance, although this is different from the results of Warongan's (2014) study, which stated that this was not related.

This study aimed to determine the relationship between transformational leadership and organisational culture on organisational commitment so that it impacts employee performance. Hopefully can provide feedback to the Maluku Provincial Forestry Service regarding perceptions of transformational leadership, organisational culture, organisational commitment and employee performance.

## **LITERATURE REVIEW & RESEARCH HYPOTHESIS DEVELOPMENT**

### **The Relationship between Transformational Leadership and Organisational Commitment**

A statement about the extent to which employees side with their organisation and voluntarily work is the definition of organisational commitment (Robbins, 2016). Meanwhile, leaders are declared as initiators, executors, and holders of control over their resources to achieve organisational goals (Rivai, 2020). Employees with high commitment can be seen in agreeing, being proud, and voluntarily being part of the organisation. Employees at the Maluku Provincial Forestry Service have low organisational commitment. Hence, if leaders can inspire their employees, it can improve organisational commitment. Michael's research (2014), Ahmad et al. (2016), (Indica, 2013; Oupen & Yudana, 2020; Putra Widyatmika & Riana, 2020; Rahmi, 2014; Widyastuti et al., 2014) proven that transformational leadership affects increasing organisational commitment.

H1: Transformational leadership has a positive and significant effect on organisational commitment

### **Relationship between Organizational Culture and Organizational Commitment**

An organisational culture is a form of inheritance of work values to employees (Belias and Athanasios, 2014), and mutually agreed patterns of values and beliefs can become a code of ethics. These values focus on job views such as attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability, and these efforts can influence organisational commitment. Djastuti (2011) argued that work habits are more effective when employees are driven by culture. The stronger the organisational culture, the greater the employee's commitment. Nugroho (2011), Taurisa and Intan (2012) and Sinha et al. (2017) showed a significant relationship between organisational culture and organisational commitment, as well as Alvie et al. (2014), (Ayu et al., 2017; Logahan & Aesaria, 2014; Usmany et al., 2016; Wibawa & Putra, 2018).

H2: Organisational culture has a positive and significant effect on organisational commitment

### **The Relationship between Organizational Commitment and Performance**

Organisational commitment reflects employee behaviour, such as emotional closeness and interest in the organisation (Meutia et al., 2019). Organisational commitment is necessary to achieve optimal employee performance, and this does not happen unilaterally. All parties must jointly create conditions conducive to achieving organisational commitment (Nadapdap, 2017). Employees who are committed to the organisation tend to have a strong desire to come to work and contribute to goals. Management's view of the best employees is employees who last a long time in the organisation regardless of their work results and new employees who can adapt to their jobs (Pratiwi, 2012). In general, employee commitment to the organisation can be proven by increasing performance, loyalty, work performance, job satisfaction, and the behavior of organisational members (Prayitno et al., 2022). Sutrisno et al. (2018) argues, organisational commitment is formed on trust, will and desire to achieve goals and maintain existence. Commitment plays an important role in employee performance

(Ramadhan, 2017; Bodroastuti, 2016), so that employees can face existing challenges. Research that supports the establishment of this hypothesis includes (Akbar et al., 2017; Prabayanthi & Widhiyani, 2018; Sutanto & Ratna, 2015).

H3: Organisational commitment has a positive and significant effect on performance

#### **The Relationship between Transformative Leadership and Performance**

The role of superiors is very important for the growth and continuity of the organisation, for example in critical organisational conditions. In these conditions, superiors must make concrete decisions to improve organisational performance. Transformational leadership can be a solution in directing the vision, mission, goals, and ideas of the organisation (Widyastuti et al., 2014). Transformational leadership is an option because it reflects trust, loyalty and respect which can change the level of employee involvement (Nasution, 2018). Sitio et al. (2014), Satriowati et al. (2016) stated that transformational leadership is positively related to auditor performance. Other similar studies include (Asbari et al., 2020; Herminingsih, 2020), (Yuwono et al., 2020).

H4: Transformational leadership positive and significant effect on performance

#### **Relationship between Organizational Culture and Performance**

Basically, all parties in the organisation try to define something that is in accordance with the interests of all parties so that they can carry out activities without conflicts between individuals. Kreitner & Kinicki (2005) argues, organisational culture is a value that is shared as a corporate identity. McKinnon et al. (2003) found that there is a relationship between organisational culture and performance. Similarly, Chen (2004) shows that organisational culture and leadership have a significant positive relationship with employee performance.

H5: Organisational culture has a positive and significant effect on performance

#### **The Relationship between Transformative Leadership and Performance is influenced by Organizational Commitment**

Transformational leaders are able to empower employees and realise the vision of the organisation (Kim, 2014). Transformational leaders are also able to increase ties between parties as a predictor of performance outcomes (Li & Hung, 2009). Research by Laily & Suryalena (2017) and Sina & Suharnomo (2013) found a good and strong influence of transformational leadership on employee performance. Research by Eliyana & Ma'arif (2019) has also examined the role of organisational commitment as a link between transformational leadership activities and performance. Sina & Suharnomo (2013) found organisational commitment to mediate the relationship between transformational leadership and employee performance. Transformational leadership directly impacts performance and indirectly via organisational commitment (Hussain et al, 2019). Transformational leadership has a positive correlation with work performance and performance via the mediation of organisational commitment (Almutairi, 2016).

H6: Organisational commitment can intervene in the relationship between transformative leadership and performance.

#### **The relationship between Organizational Culture and Performance is influenced by Organizational Commitment**

Hakim (2015) shows that organisational commitment acts as a good mediation between organisational culture and employee performance. Soepardjo & Seno's (2014) and Gusty & Seno, (2018) studies show organisational culture and organisational commitment affect employee performance simultaneously or together. In addition, the study concluded that the mediating role of organisational commitment has a positive effect on employee performance. From this it is concluded that organisational commitment mediates organisational culture and performance.

H7: Organisational commitment can intervene in the relationship between organisational culture and performance

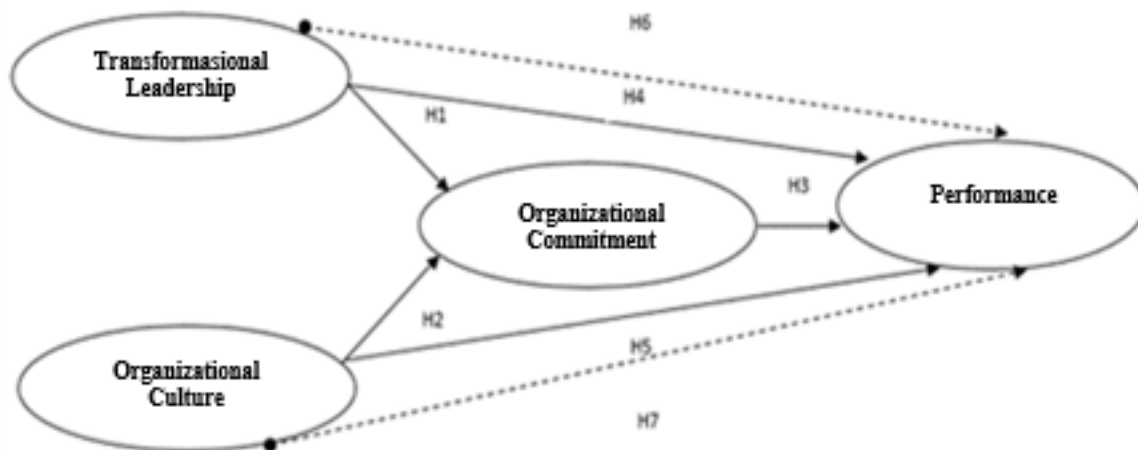


Figure 1: Conceptual Framework

## METHOD

Regarding the research methodology at a glance, this quantitative causal research aims to obtain relationships between variables using data as a tool to analyse information (Sekaran & Bougie, 2016). The population is the employees of the Provincial Forestry Service. There are 135 Moluccans, all of whom are part of the sample because this study uses saturated sampling as a determinant of sample size. Data is processed using PLS SEM and processed by the SmartPLS 3.2.9 application.

## RESULT AND DISCUSSION

### Characteristics of Respondents

Table 1. Characteristics of Respondents

Items		Total	%
Gender	Male	92	68.44%
	Female	43	31.56%
age(yo)	<20	1	0.74%
	21 – 30	67	49.63%
	31–40	39	28.89%
	41–50	25	18.52%
	>50	3	2.22%
Education Level	High School	3	2.22
	Diploma	59	43.70
	Bachelors	68	50.37
	Masters	5	3.71

Source: Primary Data Processed (2022)

### SEM-PLS Data Analysis Techniques

#### Outer Model Evaluation

The measurement model test aims to determine the relationship between latent variables and their indicators. Testing this measurement model uses the PLS algorithm procedure. The analysis phase of the measurement model is measured by validity and reliability tests.

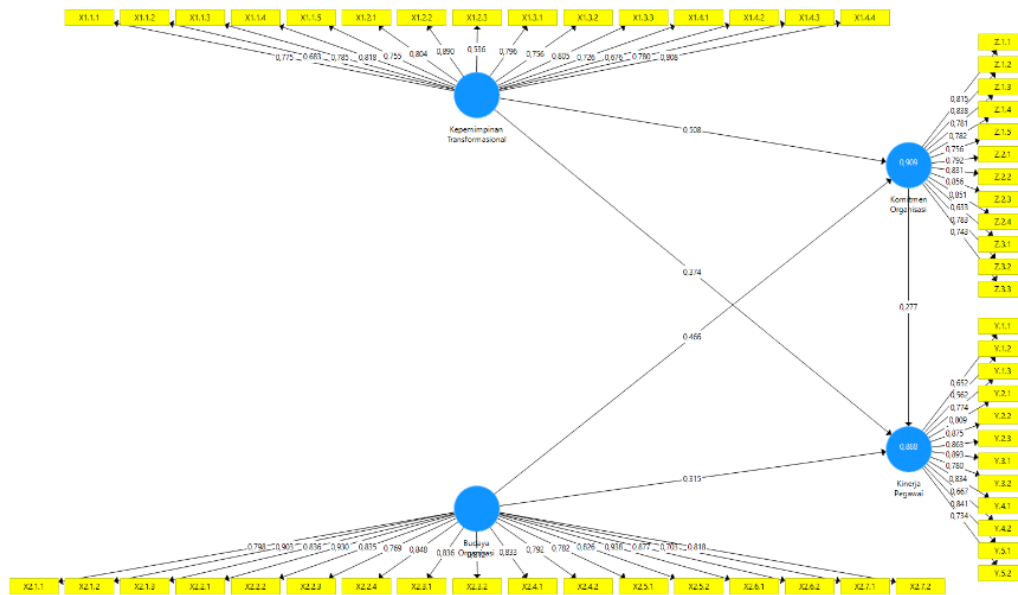


Figure 2. Initial Loading Factor Results

In Figure 2 , it can be seen that almost all of the loading factor calculation results are above 0.7. However, there are some whose scores are still below 0.7 which makes this question must be eliminated, including X1.1.2; X1.2.3; X1.4.2; Z.3.1; Y.1.1; Y.1.2; Y.4.2 . and the changes are described in Figure 3 and Table 2.

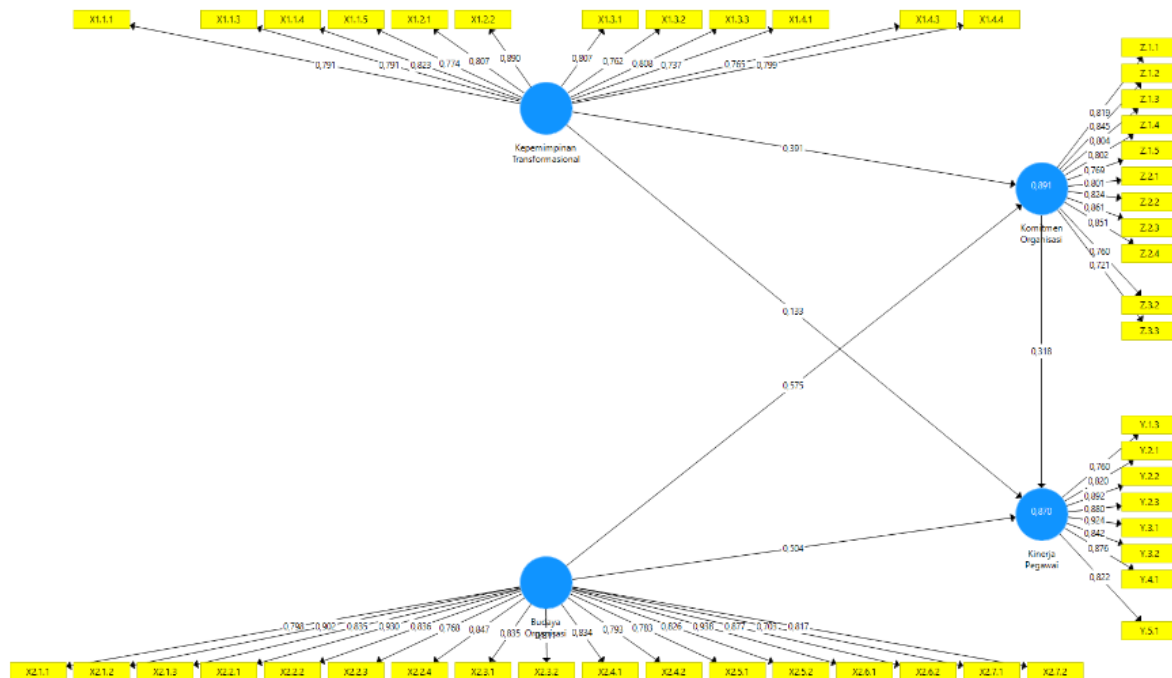


Figure 3. Final Loading Factor Results

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Table 2. Final Loading Factor & AVE Results

Variable	Indicator	Loading Factor	Information	AVE
Transformative Leadership	X1.1.1	0.791	Valid	<b>0.583</b>
	X1.1.3	0.791	Valid	
	X1.1.4	0.823	Valid	
	X1.1.5	0.774	Valid	
	X1.2.1	0.807	Valid	
	X1.2.2	0.890	Valid	
	X1.3.1	0.807	Valid	
	X1.3.2	0.762	Valid	
	X1.3.3	0.808	Valid	
	X1.4.1	0.737	Valid	
	X1.4.3	0.765	Valid	
	X1.4.4	0.799	Valid	
	X2.1.1	0.798	Valid	
	X2.1.2	0.902	Valid	
Organisational culture	X2.1.3	0.835	Valid	<b>0.694</b>
	X2.2.1	0.930	Valid	
	X2.2.2	0.836	Valid	
	X2.2.3	0.768	Valid	
	X2.2.4	0.847	Valid	
	X2.3.1	0.835	Valid	
	X2.3.2	0.811	Valid	
	X2.4.1	0.834	Valid	
	X2.4.2	0.793	Valid	
	X2.5.1	0.783	Valid	
	X2.5.2	0.826	Valid	
	X2.6.1	0.938	Valid	
	X2.6.2	0.877	Valid	
	X2.7.1	0.703	Valid	
Organisational Commitment	X2.7.2	0.817	Valid	<b>0.625</b>
	Z. 1.1	0.819	Valid	
	Z. 1.2	0.845	Valid	
	Z. 1.3	0.804	Valid	
	Z. 1.4	0.802	Valid	
	Z. 1.5	0.769	Valid	
	Z. 2.1	0.801	Valid	
	Z. 2.2	0.824	Valid	
	Z. 2.3	0.861	Valid	
	Z. 2.4	0.851	Valid	
	Z.3.2	0.760	Valid	
	Z.3.3	0.721	Valid	
Employee Performance	Y.1.3	0.760	Valid	<b>0.608</b>
	Y.2.1	0.820	Valid	
	Y.2.2	0.892	Valid	
	Y.2.3	0.880	Valid	
	Y.3.1	0.924	Valid	
	Y.3.2	0.842	Valid	
	Y.4.1	0.876	Valid	
	Y.5.1	0.822	Valid	

Source: Processed Data (2022)

*Convergent validity* can also be seen from the AVE ( *Average Variance Extracted* ) value with a good score above 0.5 . From the table it was decided that this research was valid and of good value.

The *discriminant validity test* can be seen from the *cross loading value*, namely seeing the indicator value on the variable represented is greater than the other variables (Ghozali 2015).

Table 3. Cross Loading

Transformational	Organizational Culture	Organisational	Employee
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	Leadership (X1)	(X2)	Commitment (Z)	Performance (Y)
X1.1.1	0.775	0.649	0.706	0.714
X1.1.2	0.683	0.627	0.654	0.638
X1.1.3	0.785	0.651	0.690	0.704
X1.1.4	0.818	0.763	0.736	0.784
X1.1.5	0.755	0.651	0.653	0.711
X1.2.1	0.804	0.736	0.744	0.759
X1.2.2	0.890	0.816	0.853	0.845
X1.2.3	0.536	0.426	0.457	0.445
X1.3.1	0.796	0.697	0.732	0.712
X1.3.2	0.756	0.640	0.676	0.669
X1.3.3	0.805	0.742	0.762	0.737
X1.4.1	0.726	0.608	0.661	0.653
X1.4.2	0.676	0.656	0.633	0.648
X1.4.3	0.780	0.708	0.789	0.745
X1.4.4	0.808	0.728	0.780	0.712
X2.1.1	0.753	0.798	0.778	0.714
X2.1.2	0.837	0.903	0.849	0.812
X2.1.3	0.772	0.836	0.783	0.783
X2.2.1	0.856	0.930	0.874	0.837
X2.2.2	0.721	0.835	0.759	0.772
X2.2.3	0.736	0.769	0.733	0.755
X2.2.4	0.775	0.848	0.752	0.789
X2.3.1	0.796	0.836	0.751	0.779
X2.3.2	0.722	0.812	0.709	0.699
X2.4.1	0.778	0.833	0.800	0.767
X2.4.2	0.679	0.792	0.739	0.701
X2.5.1	0.680	0.782	0.719	0.710
X2.5.2	0.745	0.826	0.797	0.754
X2.6.1	0.870	0.938	0.905	0.881
X2.6.2	0.822	0.877	0.837	0.865
X2.7.1	0.640	0.703	0.636	0.610
X2.7.2	0.760	0.818	0.727	0.696
Y.1.1	0.623	0.526	0.565	0.652
Y.1.2	0.531	0.485	0.549	0.562
Y.1.3	0.766	0.706	0.734	0.774
Y.2.1	0.735	0.789	0.750	0.809
Y.2.2	0.754	0.795	0.758	0.875
Y.2.3	0.727	0.774	0.760	0.863
Y.3.1	0.795	0.844	0.840	0.893
Y.3.2	0.691	0.765	0.728	0.780
Y.4.1	0.770	0.824	0.818	0.834
Y.4.2	0.585	0.539	0.558	0.667
Y.5.1	0.819	0.773	0.769	0.841
Y.5.2	0.733	0.630	0.665	0.734
Z. 1.1	0.742	0.775	0.815	0.714
Z. 1.2	0.817	0.817	0.838	0.786
Z. 1.3	0.652	0.691	0.781	0.668
Z. 1.4	0.626	0.679	0.782	0.673
Z. 1.5	0.618	0.671	0.756	0.613
Z. 2.1	0.687	0.735	0.792	0.742
Z. 2.2	0.795	0.811	0.831	0.740
Z. 2.3	0.801	0.840	0.856	0.806
Z. 2.4	0.841	0.800	0.851	0.825
Z. 3.1	0.642	0.588	0.633	0.608
Z.3.2	0.717	0.703	0.783	0.767
Z.3.3	0.704	0.659	0.743	0.714

Source: Processed Data (2022)

The table above shows that it appears that the *loading factor value* for each indicator is greater than its *cross loading value*. So it was decided that all indicators in this study were valid.

The reliability test on the model is declared reliable if the composite reliability value is more than 0.7 and Cronbach's alpha is more than 0.6 (Ghozali, 2015). From the following table it is decided that this research is reliable.

Table 4. Cronbach's Alpha & Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Transformational leadership	0.948	0.954
Organisational culture	0.972	0.975
Organisational Commitment	0.945	0.952
Employee Performance	0.939	0.948

Source: Processed Data (2022)

### Evaluation of the Inner Model

The inner model examines the relationship between constructs or latent variables by examining the coefficients of the estimated parameters and their significance. The  $R^2$  test is carried out to see the alignment of the structure. There are 3 categories of  $R^2$  values, namely 0.67 (strong), 0.33 (moderate) and 0.19 (weak) (Ghozali, 2015).

Table 5.  $R^2$  Test

Variables	$R^2$	$R^2$ Adjusted	Prediction models
Employee Performance	0.888	0.886	strong
Organisational Commitment	0.909	0.908	strong

Source: Processed Data (2022)

The explanation of the results above is that the Employee Performance variable has a value of 0.888 which can be interpreted as the ability of variance which can be explained by the variables Transformational Leadership, Organizational Culture, and Organizational Commitment to Employee Performance is 88.8%, while for the Organizational Commitment variable it has a value of 0.909 so that the ability of the variance it can be explained that the variables of Transformational Leadership, Organizational Culture on Organizational Commitment are as much as 90.9%.

$F^2$  test to see whether exogenous latent variables on endogenous variables have a substantive effect. The recommended value is  $> 0.02$  which has a weak effect;  $> 0.15$  has a moderate effect and  $> 0.35$  has a strong effect.

Table 6.  $f^2$  test

	Transformational leadership	Organisational culture	Organisational Commitment	Employee Performance
Transformational leadership			0.455	0.138
Organisational culture			0.384	0.103
Organisational Commitment				0.063
Employee Performance				

Source: Processed Data (2022)

From the table above it appears that the magnitude of the impact of Transformational Leadership and Organizational Culture on Organizational Commitment is strong, while the impact of Transformational Leadership, Organizational Culture, and Organizational Commitment on Employee Performance is weak.

Q2 test was also carried out to determine the predictive relevance of the samples compiled and the following results were obtained.

Table 7.  $Q^2$  Test

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Transformational leadership	1620,000	1620,000	
Organisational culture	2295,000	2295,000	
Organisational Commitment	1485,000	638,123	0.570
Employee Performance	1080,000	406,387	0.624

Source: Processed Data (2022)

The compiled Q2 value is  $> 0$ , so it meets predictive relevance where the sample has been reconstructed properly.

In the t-test in this study, a significance level of 5% is 1.67. The significance value can be calculated using the bootstrap method.

Table 8. Path Coefficient & Specific Indirect Effect

Original	Sample	Standard	T	P Values	Results
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	Sample (O)	Means (M)	Deviation (STDEV)	Statistics ( O/STD EV )		
Transformational leadership -> Organizational Commitment	0.391	0.392	0.077	5,057	0.000	Accept
Organizational Culture -> Organizational Commitment	0.575	0.574	0.076	7,583	0.000	Accept
Organisational commitment -> Employee Performance	0.318	0.313	0.106	3,004	0.001	Accept
Transformational leadership -> Employee Performance	0.133	0.134	0.096	1,383	0.083	Reject
Organizational Culture -> Employee Performance	0.504	0.509	0.111	4,552	0.000	Accept
Transformational leadership -> Organizational Commitment -> Employee Performance	0.124	0.124	0.051	2,423	0.008	Accept
Organizational Culture -> Organizational Commitment -> Employee Performance	0.183	0.179	0.063	2,908	0.002	Accept

Source: Processed Data (2022)

## Discussion

In the hypothesis test, H1 is accepted and it means that transformational leadership has a positive and significant influence on organisational commitment. This means that if the leader has good transformational leadership, employee commitment will also be good. The dimension that has the most influence is intellectual stimulation, while the dimension that has the least effect is idealised influence. The basis of *leadership* is a focus on the mission of the organisation. Leaders are expected to be role models for their members and increase employee commitment (Utarayana & Adnyani, 2020). Jain & Duggal (2018) released the positive and significant role of transformative leadership influencing organisational commitment. Even this research is in line with the research of Bogar et al. (2018), Utarayana & Adnyani (2020) and Widyatmika & Riana (2020).

Then the H2 hypothesis test is accepted and indicates organisational culture has a positive and significant effect on employee performance and means that if the implementation of a good organisational culture will have an impact on better organisational commitment. The most influential dimension is attention and the least influential dimension is stability. Positive organisational culture is enthusiasm in building morale for members and spurring increased employee commitment (Yanti & Dahlan, 2017). Robbins & Judge (2015) stated that organisational culture has an impact on employee behavior, which maximises employee commitment. Wibawa & Putra (2018) stated the positive influence of organisational culture on organisational commitment and showed that the better the organisational culture, the higher employee commitment. The same thing was also stated in the study by Kawiana et al. (2018) and Ellys & Ie (2020).

For H3 it is accepted which confirms that organisational commitment has a positive and significant influence on employee performance and means that if employee competency is high then it will have a good impact on employee intrinsic motivation, and vice versa. The dimension that has the greatest influence is Continuance Commitment and the lowest is Normative Commitment. Commitment is a value orientation towards the organisation that shows individuals care about their organisation (Muis et al., 2018). Transformational leaders have a vision for the future and can empower employees to achieve the vision (Kim, 2014). Transformational leadership will improve performance (Li & Hung, 2009). Laily & Suryalena (2017) and Sina & Suharnomo (2013) explain that transformational leadership style has a positive and significant effect on employee performance. In the research by Manery et al. (2018) found that organisational commitment has a positive effect on employee performance, this is similar to the research of Putro (2018) and Metria & Riana (2018).

The results of the H4 hypothesis test were rejected. In this study, it turns out that transformational leadership does not affect both positively and significantly on performance, which means that both good and bad leaders who have a transformational style carry out their leadership without having an

impact on performance. Maybe because the bureaucratic culture in this institution is still old-fashioned or rigid, coupled with its location outside the country (not the center, which is usually more flexible and up to date). In addition, there is no relationship between transformational leadership and employee performance in this study. In theory, transformational leadership has an effective influence on subordinates so that their way of thinking becomes creative and innovative. The existence of transformational leaders makes an effective influence on their subordinates, encourages and motivates them to think positively, creatively, and innovatively, because it provides high performance by supporting the actions of subordinates to make choices. However, it seems that for government agencies, this leadership may not have any effect because agencies usually have a rigid bureaucracy. This research is supported by other studies which turned out to have no positive and insignificant relationship between transformative leadership and employee performance, including Asbari et al. (2020), Nurhuda et al. (2020), Yuwono et al. (2020), and Novitasari et al. (2020).

Next, H5 is accepted with the meaning that organisational culture has a positive and significant influence on employee performance. The explanation of the results above is that if the organisational culture is high, it will have a good impact on employee performance, and vice versa. The most influential dimension is attention and the least influential dimension is stability. Organisational culture is usually bound by the values, norms, attitudes, and work ethics held by the organisation. A good organisational culture can increase organisational commitment and contribute to company success (Rivai, 2020). Organisational culture has an impact on performance which has been studied previously and supports research results, including Rosvita et al (2018), Munawirsyah (2018), Meutia & Husada (2019), and Rivai (2020).

H6 is accepted, one of the indirect relationship hypotheses in this study means that organisational commitment as a mediator of the relationship between Transformative Leadership and Employee Performance has succeeded in mediating the relationship in which the relationship between Transformative Leadership and Employee Performance through organisational commitment has a positive and significant effect. Previous research tested the role of organisational commitment as a mediation of transformational leadership on performance. Eliyana & Ma'arif (2019) explained that organisational commitment mediates the influence of transformational leadership style on employee performance. Sina & Suharnomo (2013) stated that transformational leadership has an impact on performance with organisational commitment as a mediator. Transformational leadership has a direct effect on performance and indirectly via organisational commitment (Hussain et al, 2019). And affective organisational commitment mediates the relationship between transformational leadership and work performance (Almutairi, 2016).

Lastly, H7 as an indirect relationship hypothesis is also accepted. Organisational commitment as a mediator of the relationship between Organizational Culture and Employee Performance in fact succeeded in mediating the relationship in which the relationship between Organizational Culture and Employee Performance through organisational commitment has a positive and significant effect. Hakim (2015) produced a statement that organisational commitment as a successful mediator influences the relationship between organisational culture and employee performance. Soepardjo & Seno (2014) also stated that organisational culture has a significant influence on employee performance through organisational commitment. This is in accordance with the statement of Gusty & Seno (2018). So it was concluded that organisational commitment mediates the influence of organisational culture and performance.

## **CONCLUSION**

This study ends at several points of conclusion including that a positive and significant influence is found in a direct relationship between transformational leadership on organisational commitment, organisational culture on organisational commitment, organisational commitment and employee performance, organisational culture on employee performance. And found a direct non-positive and insignificant relationship from transformational leadership on employee performance. In addition to the indirect relationship, all relationships mediated by organisational commitment turn out to be positively and significantly related. The construct correlations found in this study and the paths formed in this study can be further developed in subsequent studies. This research explores the relationship of transformational leadership on employee performance both personally and mediated by

organisational commitment. The influence of these variables on employee performance indicates that there are other possible variables in the nature of behavior, attitudes, or other working conditions that have an impact on employee performance, for example exploring other leadership styles

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