

The Influence of Transformational Leadership and Work Environment on the Performance of Employees at the Department of Industry and Trade of East Kutai Regency with Organizational Commitment as an Intervening Variable

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ABSTRACT : This study aims to analyze the influence of transformational leadership and work environment on employee performance, with organizational commitment as an intervening variable. The population of this study were employees of the East Kutai Regency Industry and Trade Office. The sampling technique used total sampling, with a sample size of 156 respondents. The data analysis method used was Partial Least Square (PLS-SEM) to test the direct and indirect relationships between variables. The results showed that transformational leadership has a positive and significant influence on employee performance and organizational commitment. The work environment has a positive but insignificant influence on employee performance, and organizational commitment has a positive influence on employee performance. Transformational leadership has a positive influence on employee performance through organizational commitment, and the work environment has a positive and significant influence on employee performance through organizational commitment.

KEYWORDS : *Transformational Leadership, Work Environment, Organizational Commitment, and Employee Performance*

I. INTRODUCTION

Employee performance is a critical determinant of organizational success, as it reflects both individual effectiveness and the overall achievement of institutional goals. In today's competitive environment, improving employee performance has become a priority for public and private organizations alike. Prior studies emphasize that factors such as motivation, work environment, and managerial support play a central role in enhancing productivity (Afsar et al., 2020). Performance is defined not only as the quality and quantity of work completed according to assigned responsibilities (Mangkunegara, 2017) but also as the behavioral processes through which results are achieved (Armstrong & Taylor, 2020). Thus, employee performance serves as a key driver of organizational effectiveness, including within government agencies such as the Department of Industry and Trade in East Kutai Regency.

Leadership and work environment are consistently identified as major influences on employee performance. Transformational leadership, in particular, motivates employees to exceed expectations by reshaping their perspectives and aligning personal goals with organizational objectives (Buil et al., 2019; Eliyana et al., 2019). Empirical evidence from diverse contexts, including China (Jiang et al., 2022) and Indonesia's Islamic banking sector (Yamin, 2020), confirms its positive impact, often mediated by psychological capital, job satisfaction, or organizational commitment. However, findings remain inconsistent across settings, suggesting the need for further investigation (Prasetya et al., 2023; Smith et al., 2022).

The work environment also plays a vital role in shaping performance. Conducive environments—encompassing physical conditions, interpersonal relations, and organizational culture—have been shown to enhance productivity and employee well-being (Jayaweera et al., 2021; Abou El-Ela et al., 2023). Conversely, rigid bureaucracies, poor facilities, and high work pressure undermine satisfaction and output. Evidence from multiple studies, including meta-analyses, reinforces the robust positive relationship between supportive environments and employee performance (Fachrezi & Khair, 2020; Jayaweera et al., 2021).

Organizational commitment further mediates the relationship between leadership, environment, and performance. Employees with high commitment demonstrate stronger loyalty, higher productivity, and greater innovative contributions (Suhana et al., 2019; Purwanto et al., 2020). Weak commitment, on the other hand, is reflected in absenteeism, turnover, and apathy, which obstruct service quality and strategic program implementation.

Within the Department of Industry and Trade in East Kutai Regency, these challenges are evident. Leadership often prioritizes administrative routines over innovation, the work environment is constrained by rigid structures and inadequate facilities, and organizational commitment remains low. Consequently, performance indicators such as service quality and responsiveness to public needs fall below expectations.

This study aims to empirically examine the influence of transformational leadership and the work environment on employee performance, with organizational commitment as a mediating variable. The findings are expected to contribute theoretically by enriching public sector human resource management literature and practically by guiding policymakers in designing strategies to strengthen leadership practices, foster supportive environments, and enhance organizational commitment for improved performance.

II. RESEARCH METHODOLOGY

The population of this study comprised all 156 civil servants (ASN) and government contract employees (PPPK) working at the Department of Industry and Trade of East Kutai Regency, including three Market Technical Implementation Units (UPT): Sangatta Utara, Wahau, and Sangkulirang.

Sample and Data Collection

A total sampling (census) technique was applied, involving all members of the population (Sugiyono, 2019). The sample consisted of 70 male and 86 female respondents, totaling 156 participants. Data were collected through a structured questionnaire distributed via Google Form. A 5-point Likert scale was used, with variables operationalized into indicators that guided the design of the questionnaire items. Each item was measured using five response options.

Operational Variables

Transformational leadership, work environment, organizational commitment, and employee performance were analyzed based on standard indicators from existing literature.

Table 1. Operational Variables

Variable	Definition	Indicators	Source
Transformational Leadership (X1)	A leadership style that inspires and motivates employees to perform beyond expectations.	1. Idealized influence 2. Inspirational motivation 3. Intellectual stimulation 4. Individualized consideration	Bass & Avolio (1994)
Work Environment (X2)	Physical and psychological conditions at the workplace that affect comfort and productivity.	1. Employee relationships 2. Work atmosphere 3. Work facilities 4. Security	Sunyoto (2012)
Organizational Commitment (Z)	The degree to which employees identify with and remain loyal to their organization.	1. Identification 2. Involvement 3. Loyalty	Steers & Porter (1983)
Employee Performance (Y)	The quality and quantity of outcomes achieved in fulfilling job responsibilities.	1. Quality 2. Quantity 3. Timeliness 4. Collaboration 5. Cost control 6. Initiative & innovation	Mangkunegara (2013); Kasmir (2016)

Data Analysis

The study employed Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS. PLS was selected for its predictive orientation, flexibility with small samples, and minimal distributional assumptions. The analysis followed two stages: evaluation of the measurement model (outer model) through convergent validity, discriminant validity, and reliability tests, and assessment of the structural model (inner model) using R^2 and predictive relevance (Q^2) to test the hypothesized relationships.

III. RESULTS

Profile Of Survey Respondents

The demographic characteristics of the 156 ASN/PPPK employees at the Department of Industry and Trade of East Kutai Regency provide essential context for interpreting the study results. The key attributes are summarized as follows:

- 1) Gender Distribution: The sample consisted of 86 women (55.1%) and 70 men (44.9%), indicating a slightly higher representation of female employees.
- 2) Educational Background: The majority of employees held at least an undergraduate degree. Specifically, 77 respondents (49.0%) held a bachelor's degree, 57 (36.3%) had completed high school, 14 (8.9%) possessed a master's degree, and 7 (4.5%) had a diploma. This reflects a workforce dominated by academically qualified personnel.
- 3) Organizational Distribution: Employees were spread across various units, with the largest concentration in the Subdivision of Planning, Finance, and General Affairs (32 employees, 20.4%). Other significant units

included Metrology (28), UPT Pasar Induk Sangatta Utara (22), Industry (16), and UPT Pasar Wahau (16). Smaller but essential groups included Domestic and Foreign Trade divisions (14 each) and UPT Pasar Sangkulirang (11). Leadership positions (Head of Department and Secretary) were held by one person each, reflecting the lean structure at the top.

Evaluation of the Measurement Model (Outer Model)

Before hypothesis testing, the measurement model was evaluated to ensure validity and reliability.

- 1) Convergent Validity: Assessed through standardized loading factors, with all indicators exceeding the recommended threshold of 0.70, confirming strong relationships between indicators and their constructs.

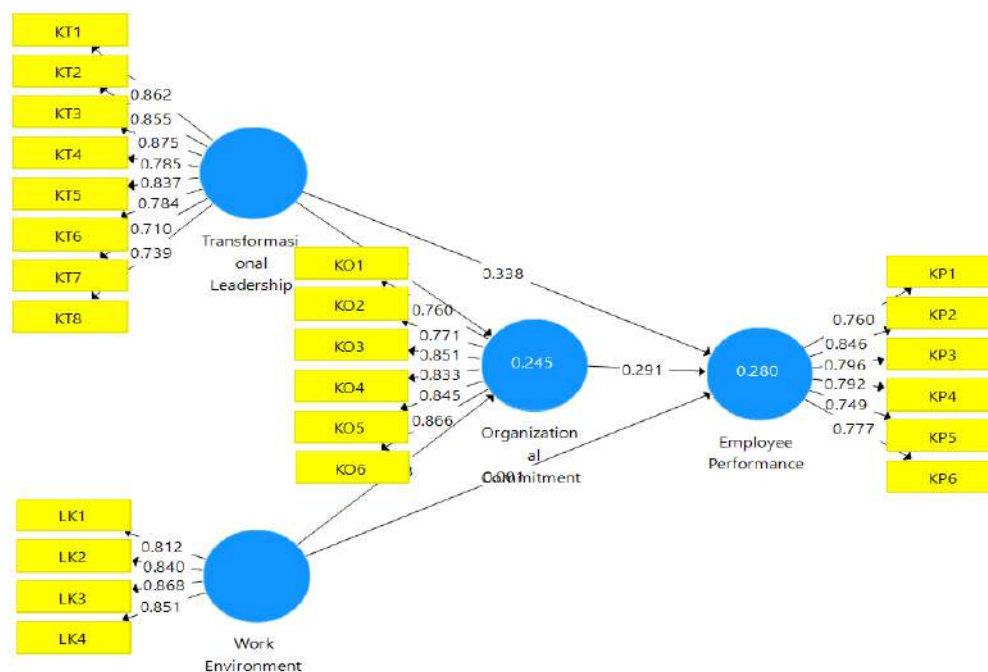


Fig. 1 Diagram of the Measurement Model (Outer Model)

- 2) Discriminant Validity: Evaluated using cross-loadings and the Fornell-Larcker criterion. Results showed that each indicator loaded higher on its respective construct than on others, and the square root of AVE values exceeded inter-construct correlations. All AVE values were above 0.50, confirming good discriminant validity.
- 3) Reliability Test: Cronbach's alpha and Composite Reliability values were all above 0.70, indicating strong internal consistency across constructs.

Table 2. Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Work Environment	0,878	0,890	0,907	0,620
Organizational Commitment	0,905	0,925	0,926	0,676
Transformational Leadership	0,925	0,946	0,937	0,653
Employee Performance	0,871	0,939	0,908	0,711

Source: Data Processed with PLS-SEM.3.0

Structural Model and Hypothesis Testing (Inner Model)

After confirming the measurement model, the structural model was analyzed to assess predictive power and test hypotheses.

- 1) Predictive Power (R^2): The model explained 28.0% of the variance in Employee Performance ($R^2=0.280$), influenced by Transformational Leadership, Work Environment, and Organizational Commitment, indicating a moderate level of explanatory power. For Organizational Commitment, the model accounted for 24.5% of the variance ($R^2=0.245$), also categorized as moderate.

- 2) Hypothesis Testing (Direct and Indirect Effects): Hypothesis testing showed that Transformational Leadership significantly affected Employee Performance ($\beta=0.228$, $p<0.05$) and Organizational Commitment ($\beta=0.327$, $p<0.05$), while the Work Environment had no significant effect on Employee Performance ($\beta=0.104$, $p>0.05$) but significantly influenced Organizational Commitment ($\beta=0.251$, $p<0.05$). Furthermore, Organizational Commitment positively impacted Employee Performance ($\beta=0.266$, $p<0.05$) and mediated the indirect effects of both Transformational Leadership ($\beta=0.087$, $p<0.05$) and Work Environment ($\beta=0.067$, $p<0.05$) on Employee Performance, confirming its role as a significant mediator.

Table 3. Direct Effects & Indirect Effects Hypothesis Testing

	Original Sample	T Statistik	P Value	Result
KT -> KP	0,338	5,463	0,000	Significant
LK -> KP	0,001	0,009	0,993	Not Significant
KT-> KO	0,367	4,185	0,000	Significant
LK -> KO	0,283	4,005	0,000	Significant
KO -> KP	0,291	3,749	0,000	Significant
KT -> KO -> KP	0,107	3,157	0,002	Significant
LK -> KO -> KP	0,082	2,407	0,016	Significant

Source: Data Processed with PLS-SEM.3.0

Description:

KT = Kepemimpinan Transformasional (X1)

LK = Lingkungan Kerja (X2)

KO = Komitmen Organisasional (Z)

KP = Kinerja Pegawai (Y)

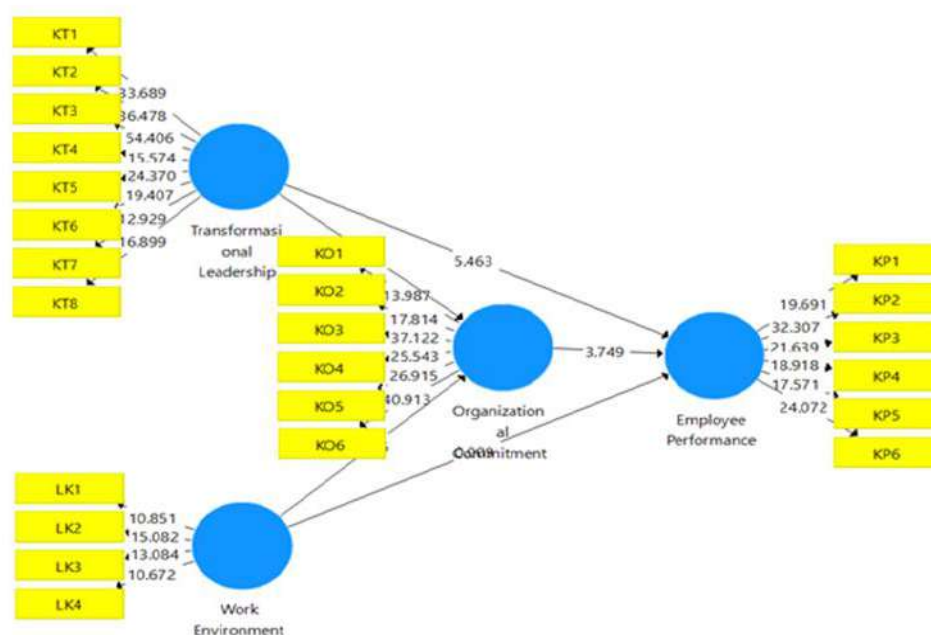


Fig 2. Inner Model Bootstrapping

IV. DISCUSSION

The Effect of Transformational Leadership on Employee Performance

The hypothesis testing confirmed that transformational leadership exerts a positive and significant influence on employee performance. This indicates that stronger transformational leadership practices are associated with improved performance among employees of the Department of Industry and Trade in East Kutai Regency. Leaders who inspire, motivate, and empower their subordinates enhance morale, commitment, and productivity, thereby directly strengthening organizational performance.

Transformational leadership was further shown to foster a supportive work environment through effective communication and emotional support, building trust and collaboration in achieving organizational goals. The highest outer loading was found in the indicator “My leader has high integrity in words and actions,” highlighting integrity as the core quality of trustworthy leadership. Conversely, the lowest loading was observed for “My leader is willing to listen to personal and work problems,” suggesting that greater attentiveness and empathy are still needed to maximize the benefits of this leadership style.

These findings align with previous studies (Sari et al., 2022; Rahman & Putri, 2023; Wijaya et al., 2024), which consistently demonstrate that transformational leadership positively affects both quantitative outcomes, such as productivity, and qualitative outcomes, such as loyalty and engagement. Thus, the adoption of transformational leadership is highly relevant for public sector organizations seeking to enhance overall effectiveness.

The Effect of Work Environment on Employee Performance

The analysis revealed that the work environment had a positive but statistically insignificant effect on employee performance. Although improvements in the work environment may encourage better performance, the influence was not strong enough to be considered significant. This suggests that other factors, such as motivation, competence, or leadership style, may play a more dominant role in shaping employee outcomes at the Department of Industry and Trade, East Kutai.

Further indicator analysis showed that “accuracy and neatness in task execution” had the highest outer loading, underscoring the importance of precision and professionalism in enhancing work quality. Conversely, the lowest loading was found in “contributing to organizational goals,” suggesting a gap between individual roles and collective objectives, highlighting the need for stronger communication and employee empowerment.

These findings align with Sutrisno & Hidayat (2022), who found that while physical and social conditions were adequate, intrinsic motivation and managerial systems were more influential for performance. Similarly, Nuraini & Yusuf (2023) reported that in healthcare settings, workload and psychological stress outweighed the effects of work environment, confirming that performance improvement requires a holistic approach beyond environmental enhancements.

The Effect of Transformational Leadership on Organizational Commitment

The analysis confirmed that transformational leadership exerts a positive and significant effect on organizational commitment. This suggests that stronger transformational leadership behaviors—emphasizing inspiration, motivation, and empowerment—enhance employees’ emotional attachment and loyalty to the Department of Industry and Trade, East Kutai. Through this style, employees feel more valued and motivated to contribute optimally, thereby reinforcing both affective and normative commitment as key foundations for long-term organizational performance.

Indicator analysis revealed that “good relationships among team members” had the highest outer loading, underscoring the importance of interpersonal harmony in strengthening commitment. Transformational leaders foster collaboration, trust, and open communication, which motivates employees to give their best and sustain organizational effectiveness. Conversely, the lowest loading was associated with “understanding and accepting the organization’s vision and mission,” suggesting limited internalization of shared goals. This highlights the need for leaders to more effectively communicate and embed organizational values to deepen members’ commitment.

These findings align with prior studies. Suryani et al. (2023) reported that transformational leadership enhanced affective commitment among university faculty, while Wijaya & Handayani (2024) found that in the technology sector it also strengthened normative and continuance commitment by creating a supportive and innovative work environment. Together, these results reaffirm the crucial role of transformational leadership in fostering sustainable organizational commitment.

The Effect of Work Environment on Organizational Commitment

The hypothesis testing results indicate that the work environment has a positive and significant effect on organizational commitment. This finding suggests that a better work environment leads to stronger organizational commitment among employees of the Department of Industry and Trade, East Kutai. A conducive environment not only enhances comfort and well-being but also fosters a stronger sense of belonging and responsibility toward organizational goals, thereby reinforcing employees’ loyalty.

The study further highlights that aspects such as physical conditions, interpersonal relationships, communication systems, and organizational culture play an important role in shaping commitment. A positive work environment generates intrinsic motivation by providing social support and adequate facilities, which in turn promote professional growth and career development. Thus, effective management of the work environment becomes a key strategy in human resource management to improve employee retention and overall organizational performance, particularly in the public sector.

These results are consistent with prior studies. Ramadhani et al. (2022) in the local government sector found that improved physical facilities and a supportive social climate increased organizational commitment. Similarly, Nuraini & Yusuf (2023) in private hospitals demonstrated that ergonomic improvements and stronger interpersonal relations among health workers significantly contributed to affective and normative commitment, while reducing stress levels and enhancing productivity. Santoso et al. (2024) also emphasized that organizational cultures based on collaboration and recognition—supported by office space arrangements and effective communication—play a crucial role in strengthening commitment and motivating employees to remain in the organization, thereby improving overall performance.

The Effect of Organizational Commitment on Employee Performance

The hypothesis testing revealed that organizational commitment has a positive and significant effect on employee performance. This indicates that an increase of one unit in organizational commitment improves employee performance by 1.198 units. The result suggests that stronger organizational commitment enhances employees' execution of duties and responsibilities, leading to higher productivity and overall achievement of organizational goals at the Department of Industry and Trade, East Kutai.

The indicator with the highest outer loading was "I feel proud to be part of this organization," highlighting that pride is a key driver of commitment. A strong sense of pride fosters motivation, dedication, and loyalty, prompting employees to contribute optimally to organizational objectives. Conversely, the lowest outer loading was "I understand and accept the organization's vision and mission," indicating that this aspect is less internalized by employees. According to organizational commitment theory, lack of understanding of vision and mission can reduce engagement and performance. Therefore, management should enhance communication, training, and workshops to improve employees' internalization of organizational goals and strengthen commitment.

These findings are consistent with prior research. Fachrudi et al. (2021) and Nurani et al. (2021) demonstrated that higher organizational commitment significantly improves employee performance, while Bayu Candra (2023) emphasized the importance of commitment in enhancing work effectiveness. Collectively, these results underscore that fostering employee commitment is a strategic approach for achieving organizational objectives more effectively.

The Effect of Transformational Leadership on Employee Performance Through Organizational Commitment

Hypothesis testing indicated that transformational leadership has a positive and significant effect on employee performance, mediated by organizational commitment. This demonstrates that leaders who inspire, motivate, and provide individualized attention effectively enhance employee performance. The mediation through organizational commitment suggests that this leadership style fosters loyalty and emotional attachment, which in turn drives employees to exert greater effort and achieve optimal performance at the Department of Industry and Trade, East Kutai.

Statistical significance supports the robustness of this relationship. The T-value exceeding the critical threshold (1.96) and a very low p-value (0.002) confirm that the effect is reliable and not due to random variation. These findings align with previous studies (Almutairi, 2016; Fadilah et al., 2023; Sukotjo et al., 2023; Irfan Maulana & Didin Hikma Perkasa, 2025), which consistently reported that organizational commitment mediates the positive impact of transformational leadership on employee performance.

Practically, these results highlight the importance for management to invest in transformational leadership development programs. By enhancing leaders' abilities to inspire vision, cultivate intellectual motivation, and provide individualized consideration, organizations can strengthen employee commitment. Such commitment not only improves individual performance but also fosters a positive organizational culture, reduces turnover, and enhances overall effectiveness in achieving institutional goals and public service outcomes.

The Effect of Work Environment on Employee Performance Through Organizational Commitment

Hypothesis testing revealed that the work environment has a positive and significant effect on employee performance, mediated by organizational commitment. This indicates that improvements in both physical and psychosocial aspects of the work environment effectively enhance employee performance. The mediation through organizational commitment suggests that a supportive and conducive work environment fosters loyalty and emotional attachment among employees, which in turn motivates them to perform optimally at the Department of Industry and Trade, East Kutai.

The strong statistical evidence underlines the importance of the work environment in public sector settings. The T-value above the critical threshold (1.96) and the low p-value (0.016) confirm that the observed effects are genuine and not due to random chance. These findings align with organizational behavior literature,

which emphasizes that situational factors such as the work environment significantly influence employee attitudes and behaviors. In bureaucratic contexts, where motivation is often a challenge, these insights are particularly relevant.

Previous studies support these results. Gu et al. (2022) found that the workplace environment triggers employee commitment and drives performance achievement, while Karoso et al. (2022) confirmed that organizational commitment mediates the relationship between the work environment and employee work quality on performance outcomes. Practically, these findings suggest that management should prioritize creating a supportive, comfortable, and well-structured work environment through improved facilities, effective communication, and a positive organizational culture. Such efforts strengthen organizational commitment, enhance individual performance, and ultimately improve overall organizational effectiveness and productivity in serving the public.

V. CONCLUSION

Based on the analysis and hypothesis testing, this study concludes that (1) transformational leadership has a positive and significant effect on employee performance; (2) transformational leadership positively and significantly influences organizational commitment; (3) organizational commitment positively and significantly affects employee performance; (4) work environment shows a positive but non-significant effect on performance; (5) work environment significantly enhances organizational commitment; (6) transformational leadership positively impacts performance through organizational commitment; and (7) work environment positively and significantly affects performance via organizational commitment.

These findings suggest that enhancing employee performance and commitment requires developing transformational leadership through targeted training in inspiration, motivation, and empowerment, alongside creating a supportive and collaborative work environment. Practical measures include improving facilities and ergonomics, implementing recognition and reward programs, fostering employee involvement in decision-making, strengthening communication and feedback mechanisms, prioritizing employee well-being, and integrating research insights into strategic planning for sustained organizational effectiveness.

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