

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MODERATING VARIABLE

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Abstract

This study examines the effect of transformational leadership and work environment on employee performance, with organizational commitment as a moderating variable, at Wellness Center Yakes Telkom West Java. The topic is relevant because health-service organizations require consistent, responsive, and service-oriented employee performance. This research adopted a quantitative explanatory design. The population comprised all 80 employees of Wellness Center Yakes Telkom West Java, and the entire population was used as the sample through total sampling. Data were collected using a Likert-scale questionnaire and analyzed through descriptive statistics, validity testing, reliability testing, classical assumption testing, and Moderated Regression Analysis. The findings reveal that transformational leadership has a positive and significant effect on employee performance. The work environment also has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. The moderation analysis confirms that organizational commitment strengthens the effect of transformational leadership on employee performance and strengthens the effect of the work environment on employee performance. These results indicate that improving employee performance requires an integrated managerial approach that combines transformational leadership, a conducive work environment, and sustained organizational commitment.

Keywords: Transformational Leadership; Work Environment; Organizational Commitment; Employee Performance; Moderated Regression Analysis.

INTRODUCTION

Employee performance is a strategic factor determining organizational success, particularly in healthcare organizations that deal directly with customer needs and service quality demands. At the Yakes Telkom West Java Wellness Center, employee performance is not only related to the completion of administrative or operational tasks, but also related to the consistency of service, the accuracy of responses, and the organization's ability to maintain participant satisfaction. Good performance helps the organization achieve program targets, strengthen the service's reputation, and improve the sustainability of preventive and promotive health programs. Initial data on program visits indicate that Wellness Center activities are relatively high in intensity, but visitation patterns between programs are not yet completely stable. The Health Club program shows a dominant number of visits in certain months, while other programs such as education, consultation, psychological counseling, and health recreation show a more fluctuating tendency. This phenomenon indicates that the organization requires more adaptive human resource management so that employee performance can support the sustainability of each program evenly.

One important factor influencing employee performance is transformational leadership. Transformational leadership emphasizes the leader's ability to build vision, inspire, stimulate creative thinking, and address individual employee needs. In healthcare organizations, this leadership style is relevant because employees are required to work not only based on procedures but also on empathy, responsibility, and service initiative. Leaders who are able to direct and inspire can increase employee engagement in achieving organizational goals. The work environment is also a significant determinant in shaping employee performance. The work environment encompasses physical aspects, such as facilities, equipment, workspace, and workplace comfort, as well as non-physical aspects, such as

communication, relationships with superiors, cooperation between employees, and social support. A good work environment will help employees work more focused, comfortably, and productively. Conversely, a less conducive work environment can reduce work morale, weaken collaboration, and hinder performance achievement. In the relationship between transformational leadership, the work environment, and employee performance, organizational commitment plays a crucial role. Organizational commitment reflects the psychological attachment, loyalty, and desire of employees to remain part of the organization. Employees with high commitment tend to be more responsive to leadership direction, better able to utilize work environment support, and more consistent in carrying out their duties. Therefore, organizational commitment can strengthen or weaken the influence of leadership and the work environment on performance. This study aims to examine the influence of transformational leadership and the work environment on employee performance, with organizational commitment as a moderating variable. Academically, this study enriches human resource management studies regarding the role of organizational commitment in strengthening the relationship between organizational behavior variables. Practically, the research results can be a basis for the management of the Yakes Telkom West Java Wellness Center in formulating strategies to improve performance through strengthening leadership, improving the work environment, and fostering employee commitment. Based on the description, the formulation of the research problem includes: what are the conditions of transformational leadership, work environment, organizational commitment, and employee performance; does transformational leadership affect performance; does the work environment affect performance; does organizational commitment affect performance; and does organizational commitment moderate the influence of transformational leadership and work environment on employee performance.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a leadership model oriented toward positive change through idealized influence, inspirational motivation, intellectual stimulation, and individualized attention. Transformational leaders not only direct subordinates to achieve targets but also build a shared vision, foster trust, and encourage employees to work beyond personal interests. In the context of service organizations, transformational leadership is necessary to foster proactive, creative, and quality-oriented work behaviors.

Idealized influence describes a leader's ability to serve as a role model and gain employee trust. Inspirational motivation relates to a leader's ability to articulate hope and generate optimism. Intellectual stimulation encourages employees to seek new solutions to work problems. Individualized consideration demonstrates a leader's attention to each employee's development needs. These four dimensions form the basis for measuring transformational leadership in this study (Ernita & Adriansyah, 2023; Andoko *et al.*, 2024).

Work environment

The work environment is all the conditions surrounding employees that influence their work performance. The work environment can be divided into physical and non-physical. The physical work environment includes the workplace building, equipment, facilities, lighting, temperature, and transportation access. The non-physical work environment encompasses relationships between employees, superiors, communication, and teamwork. These two aspects complement each other in creating a comfortable and effective work environment.

A conducive work environment can increase motivation and reduce operational barriers. In healthcare organizations, an adequate work environment influences accuracy, speed of service, and consistency of work processes. Employees who work in a safe and supportive environment tend to be more focused on providing services, while a less supportive environment can cause psychological stress and decrease productivity (Darmadi *et al.*, 2024; Widiatmo & Suhermin, 2020).

Organizational Commitment

Organizational commitment refers to the degree to which employees are attached to the organization, its goals, and its values. Meyer and Allen's model explains organizational commitment through three components: affective commitment, normative commitment, and continuance commitment. Affective commitment relates to emotional attachment; normative commitment relates to a sense of moral obligation; and continuance commitment relates to the consideration of benefits and costs when employees stay or leave the organization.

Employees with high commitment tend to be more responsible, have stronger loyalty, and demonstrate more consistent work effort. Commitment can also be a psychological mechanism that strengthens the effectiveness of leadership and the work environment. When employees feel connected to the organization, they are more likely to

accept the leader's vision and make optimal use of available work support (Nurandini & Lataruva, 2024; Sumiatik *et al.*, 2021).

Employee performance

Employee performance is the work results achieved by individuals in carrying out tasks according to assigned responsibilities. Performance is measured not only by the quantity of work, but also by quality, timeliness, effectiveness, and independence. In healthcare organizations, employee performance significantly determines service quality, program success, and participant satisfaction.

Performance indicators in this study include work quality, work quantity, timeliness, resource utilization effectiveness, and independence. High performance indicates that employees are able to complete tasks to a high standard, produce output according to targets, complete work on time, use resources efficiently, and work without excessive dependence on supervision (Rohmah & Suji'a, 2024; Putri & Sari, 2024).

Hypothesis Development

Transformational leadership is predicted to positively impact employee performance because inspirational leaders can increase motivation, self-confidence, and achievement orientation. The work environment is also predicted to positively impact employee performance because comfortable working conditions and good social relationships can increase productivity. Organizational commitment is predicted to positively impact employee performance because employee attachment to the organization encourages more responsible work behavior. Besides being an independent variable, organizational commitment is positioned as a moderating variable. Employees with high commitment are more responsive to transformational leadership and better able to utilize a conducive work environment. Thus, organizational commitment is expected to strengthen the influence of transformational leadership and the work environment on employee performance.

Table 1. Research Hypothesis

Code	Hypothesis Statement
H1	Transformational leadership has a positive and significant influence on employee performance.
H2	The work environment has a positive and significant influence on employee performance.
H3	Organizational commitment has a positive and significant effect on employee performance.
H4	Organizational commitment moderates the influence of transformational leadership on employee performance.
H5	Organizational commitment moderates the influence of the work environment on employee performance.

METHOD

This study employed a quantitative approach with an explanatory design. The quantitative approach was chosen because the study aimed to test the relationships between variables formulated in the hypotheses. The explanatory design was used to explain the influence of transformational leadership and the work environment on employee performance and to examine the moderating role of organizational commitment in this relationship.

The study was conducted at the Yakes Telkom Wellness Center in West Java. The study population consisted of all 80 employees. The sampling technique used total sampling, so all members of the population were included as respondents. This technique was chosen because the population size was relatively limited and all employees were deemed relevant for assessing the variables studied.

Primary data were collected through a closed-ended questionnaire using a five-level Likert scale, ranging from strongly disagree to strongly agree. The questionnaire was structured based on indicators for each variable. Transformational leadership was measured through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The work environment was measured through the workplace building, work equipment, facilities, transportation, relationships between employees, relationships between superiors and employees, and cooperation between employees. Organizational commitment was measured through affective,

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normative, and continuance commitment. Employee performance was measured through quality, quantity, timeliness, effectiveness, and independence.

Data analysis techniques include descriptive analysis, validity testing, reliability testing, classical assumption testing, and moderated regression analysis. The validity test uses item-total correlation with a significance value below 0.05 as the validity criterion. The reliability test uses Cronbach's Alpha with a value criterion of more than 0.60. Classical assumption tests include normality, multicollinearity, and heteroscedasticity. Hypothesis testing is conducted through partial t-tests and moderated interaction tests.

Table 2. Operational Definition of Variables

Variables	Indicator	Scale
Transformational Leadership (X1)	Idealized influence, inspirational motivation, intellectual stimulation, individual consideration	Ordinal
Work Environment (X2)	Workplace buildings, equipment, facilities, transportation, relationships between employees, relationships between superiors and employees, cooperation between employees	Ordinal
Organizational Commitment (M)	Affective commitment, normative commitment, continuing commitment	Ordinal
Employee Performance (Y)	Quality, quantity, timeliness, effectiveness, independence	Ordinal

The moderated regression model used in this study is formulated as follows: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 M + \beta_4 (X_1 M) + \beta_5 (X_2 M) + \varepsilon$. In this equation, Y is employee performance, X1 is transformational leadership, X2 is work environment, M is organizational commitment, X1M and X2M are interaction variables, α is a constant, β is the regression coefficient, and ε is the error term.

RESULTS AND DISCUSSION

Descriptive Analysis of Variables

The descriptive analysis results indicate that all research variables fall into the good category. The transformational leadership variable achieved an average empirical score of 275.00, with an index of 68.75 percent. This value indicates that the leadership implemented was considered good by respondents, particularly in terms of providing direction, motivation, and attention to employees. However, because the index has not yet reached the very good category, the organization still has room for improvement in aspects of intellectual stimulation and strengthening inspirational communication.

The work environment variable obtained an average empirical score of 273.14, with an index of 68.29 percent. These results indicate that the work environment is considered sufficiently conducive to supporting task performance. Aspects that received relatively high scores were workplace facilities and support, while several aspects of work relationships and operational support still need to be strengthened so that the work environment can have a more optimal impact on productivity.

The organizational commitment variable obtained an average empirical score of 269.33, with an index of 67.33 percent. This finding indicates that employees have a good level of attachment to the organization, but it is not yet fully strong. Commitment, which remains in the good category, needs to be improved by strengthening a sense of belonging, recognizing contributions, and involving employees in the organizational development process.

The employee performance variable obtained an average empirical score of 276.40, with an index of 69.10 percent. These results indicate that employee performance is in the good category, particularly in terms of quality, quantity, timeliness, effectiveness, and independence. However, improvements are still needed to ensure performance not only meets standards but also supports sustainable service excellence.

Table 3. Summary of Descriptive Analysis

Variables	Average Score	Empirical Index	Criteria
Transformational Leadership	275.00	68.75%	Good
Work environment	273.14	68.29%	Good
Organizational Commitment	269.33	67.33%	Good
Employee performance	276.40	69.10%	Good

Instrument Test and Classical Assumptions

Validity tests showed that all items in the transformational leadership, work environment, organizational commitment, and employee performance variables had a significance value of 0.000. Because all significance values were less than 0.05, all items were declared valid and suitable for use in subsequent testing.

Reliability testing showed that the Cronbach's Alpha value for transformational leadership was 0.842, work environment 0.801, organizational commitment 0.876, and employee performance 0.823. All values were greater than 0.60, thus declaring the research instrument reliable. Thus, the questionnaire had adequate internal consistency in measuring each construct.

The classical assumption test showed that the Kolmogorov-Smirnov normality test yielded a significance value of 0.000, indicating that the data were not strictly normally distributed. However, the multicollinearity test showed that the VIF values for all variables were around 1 and the tolerance values were above 0.1, indicating no signs of multicollinearity. The heteroscedasticity test using the Glejser test also showed that all significance values were greater than 0.05, indicating no signs of heteroscedasticity. The finding that normality was not met is a limitation and should be considered in interpreting the results.

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	Conclusion
Transformational Leadership	0.842	Reliable
Work environment	0.801	Reliable
Organizational Commitment	0.876	Reliable
Employee performance	0.823	Reliable

Table 5. Summary of Classical Assumption Tests

Test Type	Method	Results	Conclusion
Normality	Kolmogorov-Smirnov	Sig. = 0.000	Does not meet normality
Multicollinearity	Tolerance and VIF	VIF 1.003-1.009	There is no multicollinearity
Heteroscedasticity	Glacier	Sig. 0.093; 0.617; 0.591	There is no heteroscedasticity

Hypothesis Test Results

The partial t-test results show that transformational leadership has a regression coefficient of 0.225 with a t-value of 2.455 and a significance level of 0.015. A significance value less than 0.05 indicates that transformational leadership has a positive and significant effect on employee performance. Thus, H1 is accepted.

The work environment has a regression coefficient of 0.185 with a t-value of 2.732 and a significance level of 0.007. These results indicate that the work environment has a positive and significant effect on employee performance. Thus, H2 is accepted.

Organizational commitment has a regression coefficient of 0.210 with a t-value of 2.618 and a significance level of 0.010. These results indicate that organizational commitment has a positive and significant effect on employee performance. Thus, H3 is accepted.

The interaction test results show that the interaction between organizational commitment and transformational leadership has a coefficient of 0.168 with a t-value of 2.389 and a significance of 0.018. These results indicate that organizational commitment strengthens the influence of transformational leadership on employee performance. Thus, H4 is accepted. The interaction between organizational commitment and work environment has a coefficient

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of 0.195 with a t-value of 2.541 and a significance of 0.012. These results indicate that organizational commitment strengthens the influence of the work environment on employee performance. Thus, H5 is accepted.

Table 6. Partial t-Test Results

Variables	B	t	Sig.	Decision
Constant	25,002	9,085	0,000	Significant
Transformational Leadership	0.225	2,455	0.015	H1 accepted
Work environment	0.185	2,732	0.007	H2 accepted
Organizational Commitment	0.210	2,618	0.010	H3 is accepted

Table 7. Moderation Test Results

Interaction	B	t	Sig.	Decision
Organizational Commitment x Transformational Leadership	0.168	2,389	0.018	H4 accepted
Organizational Commitment x Work Environment	0.195	2,541	0.012	H5 is accepted

DISCUSSION

The Influence of Transformational Leadership on Employee Performance

Research results demonstrate that transformational leadership has a positive and significant impact on employee performance. These findings suggest that the better the implementation of transformational leadership, the higher employee performance. Leaders who are able to serve as role models, provide motivation, encourage innovation, and pay attention to individual employee needs can create a strong psychological drive to perform better.

In the context of the Yakes Telkom West Java Wellness Center, transformational leadership is relevant because the organization faces dynamic service demands. Employees require not only work instructions but also visionary direction, moral support, and opportunities to develop their skills. When leaders are able to build trust and inspire, employees tend to be more disciplined, more responsible, and more focused on service quality. These findings align with previous studies that identified transformational leadership as a crucial factor in improving performance through motivation, commitment, and work engagement (Sutrisno et al., 2023; Fadillah, 2023; Zikri et al., 2025). Therefore, leadership capacity development needs to be a strategic organizational agenda.

The Influence of Work Environment on Employee Performance

The work environment has been shown to have a positive and significant impact on employee performance. These results indicate that employees who work in a comfortable, safe, and supportive environment tend to perform better. An adequate physical work environment helps employees complete tasks efficiently, while a harmonious non-physical work environment strengthens communication and teamwork.

In healthcare organizations, the quality of the work environment has direct implications for service quality. Good facilities facilitate smooth service delivery, while healthy working relationships reduce conflict and improve coordination. Therefore, the work environment cannot be viewed solely as an administrative aspect, but as a managerial instrument that determines the quality of performance. These findings are consistent with research showing that the work environment influences employee productivity and performance (Maria et al., 2020; Utami et al., 2024; Saputra et al., 2025). Improvements to the work environment need to be directed at improving facilities and strengthening a collaborative culture to further enhance its impact on performance.

The Influence of Organizational Commitment on Employee Performance

Organizational commitment has been shown to have a positive and significant impact on employee performance. This means that the stronger an employee's attachment to the organization, the higher their

performance. Employees with affective commitment will work because they feel part of the organization. Employees with normative commitment will work because they feel a moral obligation. Employees with continuance commitment will stay because they consider the benefits of a continued employment relationship.

At the Yakes Telkom West Java Wellness Center, organizational commitment is crucial because service success depends heavily on employee consistency, loyalty, and discipline. Employees who feel a sense of belonging to the organization tend to maintain service standards and strive to contribute more effectively. Conversely, weak commitment can make employees less responsive to organizational goals, even when facilities and leadership are readily available.

These findings are supported by research showing that organizational commitment is closely related to performance, loyalty, and positive work behavior (Setiadi & Lutfi, 2021; Sumiatik *et al.*, 2021; Sulistiowati, 2024). Therefore, organizations need to develop programs that strengthen employee belonging, organizational justice, and engagement in the work process.

The Moderating Role of Organizational Commitment

The results of the moderation test indicate that organizational commitment strengthens the influence of transformational leadership on employee performance. This finding suggests that transformational leadership will be more effective when employees have a high level of organizational commitment. Committed employees are more receptive to the leader's vision, more responsive to motivation, and more willing to implement changes directed by the leader.

Organizational commitment also strengthens the influence of the work environment on employee performance. A positive work environment will have a greater impact when employees feel engaged with the organization. With strong commitment, employees not only enjoy work facilities but also use them productively to achieve organizational goals. This demonstrates the need for structural and psychological factors to work together.

Conceptually, these findings demonstrate that organizational commitment acts as a contingency factor. Leadership and the work environment can be formally provided, but their influence on performance is stronger when employees feel emotionally attached to and loyal to the organization. Therefore, improving performance cannot be achieved solely through improving work systems; it must also be achieved through strengthening employee identity, engagement, and commitment.

RESEARCH IMPLICATIONS

Theoretical Implications

This study makes a theoretical contribution to human resource management studies by confirming that transformational leadership, work environment, and organizational commitment are important determinants of employee performance. These findings reinforce the organizational behavior perspective, which states that performance is the result of the interaction between leadership factors, working conditions, and employee psychological states.

The role of organizational commitment as a moderating variable indicates that the relationship between leadership, work environment, and performance is not a simple linear one. Organizational commitment is an internal condition that determines the strength of managerial factors' influence on work behavior. Thus, this research supports the development of a more integrative performance model.

Practical Implications

Practically, the management of the Yakes Telkom West Java Wellness Center needs to strengthen transformational leadership practices through leadership training, coaching, and leadership style evaluation. Leaders should be encouraged to provide clear direction, build inspiring communication, provide feedback, and address employee development needs.

Organizations also need to improve the quality of their work environment by improving facilities, strengthening coordination, providing adequate human resources, and developing a supportive work culture. Work environment improvements should focus not only on the physical aspects, but also on social relationships and organizational communication.

Strengthening organizational commitment can be achieved through recognition of employee contributions, increased involvement in decision-making, career development, and the creation of a fair organizational culture. This strategy is important because organizational commitment has been shown to not only directly impact performance but also strengthen the influence of leadership and the work environment.

RESEARCH LIMITATIONS

This study has several limitations. First, the study was conducted in a single organization, so generalizing the findings to other organizations requires caution. Second, the data were collected using a questionnaire based on respondents' perceptions, so responses may be influenced by subjectivity. Third, normality tests indicated that the data were not strictly normally distributed, so interpreting the regression results requires considering the limitations of this statistical assumption.

Future research is recommended to use a larger sample size across multiple healthcare units to generalize the results. Future research could also employ a mixed methods approach to deepen our understanding of the dynamics of leadership, work environment, commitment, and performance. Additionally, other variables such as job satisfaction, work motivation, organizational culture, and engagement could be included to obtain a more comprehensive model.

CONCLUSION

Based on the research results, it can be concluded that transformational leadership has a positive and significant effect on employee performance at the Yakes Telkom West Java Wellness Center. The work environment also has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Thus, these three variables are important factors in improving employee performance.

Organizational commitment has been shown to moderate the effect of transformational leadership on employee performance. This means that the influence of transformational leadership on performance is stronger when employees have a high level of organizational commitment. Organizational commitment also moderates the influence of the work environment on employee performance, so a conducive work environment will be more effective in improving performance when accompanied by strong employee commitment.

Overall, improving employee performance requires an integrated approach. Organizations need to strengthen transformational leadership, maintain a conducive work environment, and build sustainable organizational commitment. These three aspects complement each other in creating productive, loyal, and service-quality-oriented employees.

Managerial Recommendations

Based on the research findings, the first managerial recommendation is to strengthen transformational leadership at the unit leadership and program coordinator levels. This strengthening can be achieved through inspirational communication training, performance-based coaching, and regular reflection forums between leaders and employees. Leaders need to translate organizational targets into clear, measurable, and easily understood work objectives for employees. In this way, leadership direction is not only instructive but also a source of motivation, encouraging employees to work with greater discipline and responsibility.

The second recommendation is to gradually improve the work environment based on prioritized employee needs. Management can conduct audits of work facilities, map operational constraints, and assess the quality of internal communication within each program. Work environment improvements should focus on two aspects simultaneously: physical comfort and the quality of working relationships. Adequate facilities need to be supported by open communication, a clear division of tasks, and a prompt problem-solving mechanism to enable employees to work productively.

The third recommendation is to build organizational commitment through policies that provide a sense of security, fairness, and respect. Commitment cannot be formed solely through demands for loyalty; it needs to be developed through positive work experiences. Organizations can provide contribution-based rewards, competency development opportunities, and opportunities for employee participation in program development. When employees feel involved and valued, their commitment to the organization increases, ultimately strengthening the influence of leadership and the work environment on performance.

The implementation of these recommendations needs to be accompanied by concrete evaluation indicators. For example, leadership effectiveness can be evaluated through employee feedback, achievement of program targets, and improvement of work initiatives. The quality of the work environment can be monitored through surveys on job satisfaction, the frequency of operational challenges, and the level of inter-team coordination. Organizational commitment can be measured through employee loyalty, involvement in organizational activities, and willingness to support change. Indicator-based evaluation will help management ensure that recommendations are not merely

normative but actually result in behavioral and performance changes. With this approach, the Yakes Telkom West Java Wellness Center can develop a more integrated performance management system. Transformational leadership acts as a driving force, the work environment supports the process, and organizational commitment acts as a psychological force that maintains work consistency. All three need to be managed simultaneously so that performance improvements are not temporary but become part of the organization's work culture.

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