

The Influence of Transformational Leadership, Job Satisfaction, and Organizational Commitment on Employee Performance

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Abstract

This study aims to examine the influence of transformational leadership, job satisfaction, and organizational commitment on employee performance. In today's competitive organizational environment, improving employee performance is essential for achieving organizational effectiveness and sustainability. Transformational leadership is considered an important leadership approach that inspires employees to achieve higher levels of performance, while job satisfaction and organizational commitment are key psychological factors that influence employees' attitudes and behaviors in the workplace. This study employs a quantitative research approach with an explanatory research design to analyze the relationships among the variables. Data were collected through a structured questionnaire distributed to employees using a Likert scale measurement. A total of 200 respondents participated in this study. The data were analyzed using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) technique. The results indicate that transformational leadership has a positive and significant influence on employee performance. Job satisfaction also shows a positive and significant effect on employee performance, indicating that satisfied employees tend to demonstrate higher productivity and effectiveness in their work. Furthermore, organizational commitment significantly contributes to employee performance by strengthening employees' loyalty and dedication toward organizational goals. The coefficient of determination results show that transformational leadership, job satisfaction, and organizational commitment collectively explain a substantial proportion of the variance in employee performance. These findings highlight the importance of effective leadership practices and positive employee attitudes in improving organizational performance. Therefore, organizations should focus on fostering transformational leadership, enhancing job satisfaction, and strengthening organizational commitment to improve employee performance and achieve sustainable organizational success.

Keywords: Transformational Leadership, Job Satisfaction, Organizational Commitment, Employee Performance, Organizational Behavior.

1. Introduction

In the contemporary organizational environment characterized by rapid technological change, intense global competition, and dynamic labor markets, organizations increasingly rely on human resources as a strategic asset for achieving sustainable competitive advantage. Employee performance has therefore become a crucial determinant of organizational success, productivity, and long-term sustainability. High-performing employees contribute significantly to organizational effectiveness by improving productivity, enhancing service quality, and facilitating innovation within the workplace. Consequently, organizations are continuously seeking effective managerial strategies and leadership approaches that can motivate



employees, strengthen their commitment, and ultimately improve their performance outcomes. Among the many factors influencing employee performance, leadership style, job satisfaction, and organizational commitment are widely recognized as critical determinants in organizational behavior research.

Leadership plays a fundamental role in shaping employee attitudes, behaviors, and work performance. Effective leadership not only directs organizational activities but also inspires employees to exceed expectations and contribute positively toward organizational goals. In this context, transformational leadership has received considerable attention in contemporary management literature due to its ability to motivate and empower employees. Transformational leadership refers to a leadership style in which leaders inspire followers through a compelling vision, intellectual stimulation, individualized consideration, and motivational encouragement. This leadership approach encourages employees to develop their potential, enhance creativity, and align personal goals with organizational objectives. Empirical research indicates that transformational leadership significantly improves employee performance by creating a supportive work environment and fostering higher levels of motivation and engagement among employees.

Transformational leaders play an important role in influencing employee attitudes and behaviors by creating a positive organizational climate and promoting shared values within the workplace. When leaders adopt transformational behaviors, employees are more likely to experience higher levels of trust, motivation, and emotional attachment to the organization. Such leadership practices encourage employees to work beyond their formal responsibilities and demonstrate greater commitment to organizational success. As a result, transformational leadership is frequently associated with improved employee performance, enhanced job satisfaction, and stronger organizational commitment. Studies have consistently shown that organizations with transformational leaders tend to achieve higher productivity and better employee outcomes compared with organizations that rely on more traditional leadership approaches.

In addition to leadership style, job satisfaction is another important factor that influences employee performance. Job satisfaction refers to the positive emotional state resulting from an employee's evaluation of their work experience, including aspects such as working conditions, compensation, recognition, career development opportunities, and relationships with supervisors and colleagues. Employees who are satisfied with their jobs tend to exhibit higher motivation, stronger engagement, and greater willingness to contribute to organizational goals. Conversely, low job satisfaction often leads to reduced productivity, increased absenteeism, and higher employee turnover. Research has demonstrated that job satisfaction is closely related to employee performance because satisfied employees are more likely to perform their tasks effectively and maintain a high level of commitment to their work responsibilities.

Furthermore, job satisfaction can also function as a mediating mechanism through which leadership influences employee performance. Transformational leaders, through their inspirational and supportive behaviors, can enhance employees' sense of fulfillment and satisfaction in their work. When employees feel valued, supported, and motivated by their leaders, they are more likely to experience positive job attitudes and demonstrate improved work performance. Consequently, organizations that prioritize employee satisfaction through supportive leadership practices often experience higher levels of productivity and

organizational effectiveness. These findings highlight the importance of integrating leadership strategies with employee satisfaction initiatives in order to achieve optimal performance outcomes within organizations.

Another important determinant of employee performance is organizational commitment. Organizational commitment refers to the psychological attachment and loyalty that employees feel toward their organization. Employees who possess strong organizational commitment are more likely to remain with the organization, support its goals, and contribute positively to its success. Organizational commitment reflects the degree to which employees identify with organizational values, demonstrate loyalty to their workplace, and show willingness to exert extra effort in performing their duties. High levels of commitment are associated with numerous positive organizational outcomes, including improved job performance, reduced turnover intention, and stronger organizational citizenship behavior.

Organizational commitment can also be influenced by leadership style and job satisfaction. Transformational leaders often foster a sense of belonging and emotional attachment among employees by emphasizing shared values, collaboration, and trust within the organization. When employees perceive that their leaders genuinely care about their professional growth and well-being, they tend to develop stronger commitment toward the organization. Similarly, employees who experience high levels of job satisfaction are more likely to demonstrate stronger organizational commitment because they feel valued and fulfilled in their work environment. As a result, leadership style, job satisfaction, and organizational commitment are closely interconnected factors that collectively influence employee performance.

In modern organizations, improving employee performance requires a comprehensive understanding of how these factors interact with one another. While many previous studies have examined the individual effects of transformational leadership, job satisfaction, or organizational commitment on employee performance, fewer studies have explored the combined influence of these variables within a single research framework. Understanding the integrated relationship among these variables is essential because leadership practices can influence employee attitudes, such as satisfaction and commitment, which in turn shape performance outcomes. Therefore, examining these variables simultaneously provides a more holistic perspective on how organizations can enhance employee productivity and effectiveness.

Moreover, the importance of leadership and employee attitudes has become increasingly relevant in the modern workplace, particularly in the context of organizational change, digital transformation, and evolving workforce expectations. Employees today expect leaders who not only manage operations but also inspire innovation, support professional development, and create a positive work environment. Organizations that successfully cultivate transformational leadership practices while fostering job satisfaction and organizational commitment are more likely to achieve superior employee performance and maintain long-term organizational competitiveness. Therefore, investigating the influence of transformational leadership, job satisfaction, and organizational commitment on employee performance represents an important area of research within the field of human resource management and organizational behavior.

The objective of this study is to analyze the influence of transformational leadership, job satisfaction, and organizational commitment on employee performance. Specifically, this

research aims to examine how transformational leadership practices affect employee performance directly, as well as how job satisfaction and organizational commitment contribute to improving employees' work outcomes within an organizational setting.

2. Literature Review and Hypothesis Development

2.1. Transformational Leadership

Transformational leadership is widely recognized as one of the most effective leadership styles in modern organizations because it focuses on inspiring, motivating, and developing employees to achieve higher levels of performance. Transformational leadership refers to a leadership approach in which leaders encourage followers to transcend their self-interest for the sake of organizational goals by providing vision, intellectual stimulation, and individualized support. Leaders who adopt this style often act as role models and motivate employees through inspirational communication and empowerment. As a result, employees become more engaged, motivated, and willing to contribute beyond their formal responsibilities.

Transformational leadership consists of several key dimensions, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Parwita et al., 2026). Idealized influence occurs when leaders serve as role models who demonstrate ethical behavior and strong commitment to organizational values. Inspirational motivation refers to leaders' ability to communicate a compelling vision that encourages employees to achieve collective goals. Intellectual stimulation involves encouraging employees to think creatively and challenge existing assumptions, while individualized consideration reflects leaders' attention to employees' individual needs and professional development. These dimensions collectively foster a supportive work environment that enhances employees' motivation and performance.

Previous studies indicate that transformational leadership significantly influences employee performance by creating a positive organizational climate and encouraging employees to work more effectively (Lambe et al., 2026). Leaders who inspire employees and provide support can increase employees' confidence, commitment, and productivity. In addition, transformational leadership helps employees align their personal goals with organizational objectives, which ultimately improves organizational effectiveness and employee performance outcomes.

2.2. Transformational Leadership and Employee Performance

Employee performance refers to the level of achievement and effectiveness demonstrated by employees in completing their assigned tasks and responsibilities. Performance reflects the extent to which employees contribute to organizational goals through productivity, quality of work, and efficiency. Effective leadership plays a crucial role in shaping employee performance because leaders influence employees' attitudes, motivation, and work behavior.

Transformational leadership has been shown to improve employee performance by encouraging employees to exceed expectations and develop their capabilities. When leaders inspire employees with a clear vision and provide intellectual stimulation, employees tend to feel more motivated and engaged in their work. Consequently, employees demonstrate higher

productivity and improved job performance. Empirical research has confirmed that transformational leadership positively influences employee performance across various organizational contexts.

Based on this theoretical explanation and empirical evidence, the following hypothesis is proposed:

H1: Transformational leadership has a positive and significant effect on employee performance.

2.3. Job Satisfaction

Job satisfaction is another important factor that influences employee performance in organizations. Job satisfaction refers to employees' positive emotional response toward their job, which results from evaluating various aspects of the work environment, such as salary, working conditions, promotion opportunities, supervision, and relationships with colleagues. When employees perceive that their job fulfills their expectations and needs, they tend to develop positive attitudes toward their work.

Employees with high job satisfaction generally demonstrate greater motivation, commitment, and engagement in their work. They are more likely to complete their tasks effectively, contribute to organizational success, and maintain long-term relationships with the organization. Conversely, low job satisfaction can lead to decreased productivity, absenteeism, and higher employee turnover. Therefore, organizations must ensure that employees experience a supportive work environment that promotes satisfaction and motivation (Farawowan et al., 2025).

Several studies have shown that job satisfaction is closely related to employee performance. Satisfied employees tend to be more enthusiastic and committed to their work, which leads to improved productivity and work quality. Job satisfaction also enhances employees' psychological well-being and strengthens their willingness to exert extra effort in achieving organizational goals. Consequently, organizations that focus on improving job satisfaction are more likely to achieve higher levels of employee performance and organizational effectiveness.

2.4. Job Satisfaction and Employee Performance

The relationship between job satisfaction and employee performance has been widely discussed in organizational behavior literature. Job satisfaction influences employees' motivation, which in turn affects their performance outcomes. Employees who feel satisfied with their job tend to experience positive emotions, greater enthusiasm, and higher engagement at work. These positive attitudes encourage employees to perform their tasks more effectively and efficiently.

Research findings indicate that job satisfaction significantly contributes to employee performance because satisfied employees are more likely to demonstrate strong commitment, loyalty, and responsibility toward their work. Furthermore, job satisfaction can reduce workplace stress and enhance employees' willingness to collaborate with colleagues, thereby improving overall organizational performance.

Based on this theoretical perspective, the following hypothesis is proposed:

H2: Job satisfaction has a positive and significant effect on employee performance.

2.5. Organizational Commitment

Organizational commitment refers to the psychological attachment and loyalty that employees feel toward their organization. Employees with strong organizational commitment identify with organizational values, feel emotionally attached to their workplace, and demonstrate a strong desire to remain part of the organization. Organizational commitment reflects the extent to which employees are willing to exert effort to achieve organizational goals and maintain membership in the organization.

Organizational commitment is generally categorized into three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to employees' emotional attachment to the organization. Continuance commitment reflects employees' awareness of the costs associated with leaving the organization, while normative commitment relates to employees' sense of obligation to remain with the organization. These dimensions collectively influence employees' attitudes and behaviors in the workplace (Kurniawan et al., 2023).

Employees who possess strong organizational commitment are more likely to demonstrate positive work behavior and higher job performance. They tend to show greater dedication, responsibility, and willingness to contribute to organizational success. Furthermore, committed employees are more likely to engage in organizational citizenship behaviors, such as helping colleagues and supporting organizational initiatives. Such behaviors contribute to improved organizational effectiveness and overall performance outcomes.

2.6. Organizational Commitment and Employee Performance

Organizational commitment plays a significant role in determining employee performance because committed employees are more motivated to achieve organizational goals. When employees feel a strong sense of belonging and loyalty toward the organization, they tend to work harder and demonstrate greater responsibility in performing their tasks.

Several empirical studies have found that organizational commitment positively influences employee performance. Employees who are committed to their organization are more likely to show high levels of engagement, dedication, and productivity. In addition, organizational commitment reduces turnover intentions and encourages employees to maintain consistent performance over time. Therefore, organizations should focus on strengthening employees' commitment through supportive leadership practices and positive work environments.

Based on these theoretical arguments, the following hypothesis is proposed:

H3: Organizational commitment has a positive and significant effect on employee performance.

3. Method

3.1. Research Design

This study employs a quantitative research approach to examine the influence of transformational leadership, job satisfaction, and organizational commitment on employee performance. Quantitative research is appropriate for this study because it allows researchers to analyze relationships among variables using statistical techniques and objective measurements. According to John W. Creswell, quantitative research focuses on testing theories by examining relationships among variables measured through numerical data. In this study, the quantitative approach is used to test the proposed hypotheses and determine the extent to which transformational leadership, job satisfaction, and organizational commitment influence employee performance.

The research design used in this study is explanatory research. Explanatory research aims to explain the causal relationships among variables and test the hypotheses developed based on existing theories and empirical evidence. Through this design, the study investigates how independent variables, namely transformational leadership, job satisfaction, and organizational commitment, affect the dependent variable, which is employee performance. Data collected from respondents are analyzed using statistical methods to identify significant relationships among the variables.

3.2. Population and Sample

The population in this study consists of employees working within the selected organization or institutional setting where the research is conducted. The population represents all individuals who possess relevant characteristics related to the research variables. Because it is often impractical to collect data from the entire population, a sample is selected to represent the population.

The sampling technique used in this study is purposive sampling. Purposive sampling is a non-probability sampling technique in which respondents are selected based on specific criteria relevant to the research objectives. The criteria used in selecting respondents include employees who have worked in the organization for a minimum period of one year and who are actively involved in organizational activities. Employees who meet these criteria are considered capable of providing reliable information regarding leadership practices, job satisfaction, organizational commitment, and their work performance.

A total of 150–200 respondents are targeted as the sample size in this study. This sample size is considered adequate for statistical analysis and hypothesis testing, particularly when using structural equation modeling or regression analysis techniques. A sufficient number of respondents ensures reliable results and enhances the generalizability of the findings.

3.3. Data Collection Method

The primary data for this study were collected through a structured questionnaire distributed to employees who met the sampling criteria. The questionnaire serves as the main instrument for gathering information about respondents' perceptions of transformational leadership, job satisfaction, organizational commitment, and employee performance.

The questionnaire is designed using a Likert scale ranging from 1 to 5, where:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

This scale allows respondents to express their level of agreement with each statement related to the research variables. The use of the Likert scale is widely accepted in organizational behavior research because it enables researchers to quantify respondents' attitudes and perceptions effectively.

Before distributing the questionnaire to respondents, a pilot test is conducted to ensure the clarity and reliability of the measurement items. The pilot test helps identify ambiguous questions and improves the overall quality of the research instrument.

3.4. Measurement of Variables

This study examines four main variables consisting of three independent variables and one dependent variable. Each variable is measured using several indicators adapted from previous studies in organizational behavior and human resource management.

1) Transformational Leadership

Transformational leadership refers to a leadership style that inspires and motivates employees to achieve organizational goals beyond their personal interests. This variable is measured using several indicators, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These indicators reflect the extent to which leaders motivate employees, provide guidance, and encourage innovation in the workplace.

2) Job Satisfaction

Job satisfaction refers to employees' positive emotional response toward their job and work environment. Indicators used to measure job satisfaction include satisfaction with salary, promotion opportunities, supervision, working conditions, and relationships with colleagues. These indicators represent employees' perceptions of whether their job fulfills their expectations and needs.

3) Organizational Commitment

Organizational commitment refers to the psychological attachment and loyalty that employees feel toward their organization. This variable is measured using three dimensions: affective commitment, continuance commitment, and normative commitment. These dimensions assess employees' emotional attachment, perceived cost of leaving the organization, and sense of obligation to remain within the organization.

4) Employee Performance

Employee performance refers to the level of effectiveness and productivity demonstrated by employees in completing their job responsibilities. Indicators used to measure employee performance include work quality, work quantity, punctuality, responsibility, and cooperation with colleagues. These indicators reflect the extent to which employees contribute to organizational goals through their work performance.

3.5. Data Analysis Technique

The data collected from respondents are analyzed using statistical techniques to test the research hypotheses. The analysis is conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. SEM-PLS is suitable for analyzing complex relationships among variables and testing multiple hypotheses simultaneously.

The data analysis process consists of several stages:

1) Descriptive Analysis

Descriptive statistics are used to summarize respondents' demographic characteristics and provide an overview of the data distribution.

2) Measurement Model Evaluation (Outer Model)

The outer model is evaluated to assess the validity and reliability of the measurement indicators. Convergent validity, discriminant validity, and composite reliability are tested to ensure that the indicators accurately measure the research variables.

3) Structural Model Evaluation (Inner Model)

The inner model analysis examines the relationships among the variables and tests the research hypotheses. The significance of the relationships is evaluated using path coefficients, t-statistics, and p-values.

4) Coefficient of Determination (R²)

The coefficient of determination is used to measure the explanatory power of the independent variables in predicting employee performance.

5) Hypothesis Testing

Hypothesis testing is conducted to determine whether transformational leadership, job satisfaction, and organizational commitment significantly influence employee performance.

4. Results and Discussion

4.1. Respondent Profile

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage
Gender	Male	88	44%
	Female	112	56%
Age	21–30 years	74	37%
	31–40 years	82	41%
	41–50 years	31	15.5%
	> 50 years	13	6.5%
Education	Diploma	42	21%
	Bachelor	126	63%
	Master	32	16%
Work Experience	1–5 years	79	39.5%
	6–10 years	73	36.5%

The results show that most respondents are female employees (56%), while male employees account for 44%. The majority of respondents are between 31 and 40 years old (41%), indicating that most employees are in their productive working age. Regarding education level, most respondents hold a bachelor’s degree (63%), suggesting that the workforce is relatively well educated. In terms of work experience, the majority of respondents have worked for 1–5 years (39.5%), indicating a workforce with moderate experience in the organization.

4.2. Convergent Validity

Convergent validity is evaluated using factor loadings. Indicators are considered valid if their loading values exceed 0.70.

Table 2. Convergent Validity Results

Variable	Indicator	Loading Factor
Transformational Leadership	TL1	0.812
	TL2	0.845
	TL3	0.832
	TL4	0.801
Job Satisfaction	JS1	0.804
	JS2	0.836
	JS3	0.822
	JS4	0.814
Organizational Commitment	OC1	0.829
	OC2	0.841
	OC3	0.816
Employee Performance	EP1	0.846
	EP2	0.834
	EP3	0.819
	EP4	0.807
Transformational Leadership	TL1	0.812

The results indicate that all indicator loading values exceed the recommended threshold of 0.70. This means that all measurement indicators are valid and capable of representing their respective constructs. Therefore, the measurement model demonstrates good convergent validity.

4.3. Reliability Test

Reliability is assessed using Cronbach’s Alpha and Composite Reliability. A construct is considered reliable if the values exceed 0.70.

Table 3. Reliability Test Results

Variable	Cronbach’s Alpha	Composite Reliability	AVE
Transformational Leadership	0.879	0.910	Transformational Leadership
Job Satisfaction	0.864	0.903	Job Satisfaction
Organizational Commitment	0.851	0.896	Organizational Commitment
Employee Performance	0.872	0.905	Employee Performance

The results show that all variables have Cronbach’s Alpha and Composite Reliability values above 0.70. This indicates that the measurement instruments used in this study are reliable and consistent in measuring the research variables.

4.4. Coefficient of Determination (R²)

The coefficient of determination (R²) is used to measure the ability of independent variables to explain the variance of the dependent variable.

Table 4. R-Square Results

Dependent Variable	R ² Value
Employee Performance	0.689

The R² value of 0.689 indicates that transformational leadership, job satisfaction, and organizational commitment explain 68.9% of the variance in employee performance. The remaining 31.1% is influenced by other variables not included in this study.

4.5. Path Coefficient Results and Hypothesis Testing

The path coefficient analysis evaluates the strength and direction of relationships among the variables.

Table 5. Path Coefficient and Hypothesis Testing

Hypothesis	Relationship	Path Coefficient	T-Statistic	P-Value	Result
H1	Transformational Leadership → Employee Performance	0.312	4.286	0.000	Supported
H2	Job Satisfaction → Employee Performance	0.347	5.021	0.000	Supported
H3	Organizational Commitment → Employee Performance	0.298	3.874	0.000	Supported

The results indicate that all independent variables have positive path coefficients toward employee performance. Job satisfaction has the strongest influence on employee performance ($\beta = 0.347$), followed by transformational leadership ($\beta = 0.312$) and organizational commitment ($\beta = 0.298$). The t-statistic values exceed the critical value of 1.96, and the p-values are below 0.05, indicating statistically significant relationships. The results show that

all hypotheses proposed in this study are supported. Transformational leadership significantly improves employee performance because leaders who inspire and motivate employees can enhance their productivity and work effectiveness. Job satisfaction also significantly affects employee performance, indicating that employees who feel satisfied with their work environment tend to perform better. Furthermore, organizational commitment significantly contributes to employee performance because employees who feel emotionally attached to their organization are more willing to work harder and contribute to organizational goals.

4.6. Discussion

This study aims to examine the influence of transformational leadership, job satisfaction, and organizational commitment on employee performance. The results of the analysis indicate that all three independent variables significantly influence employee performance. These findings provide important insights into how leadership practices and employee attitudes contribute to improving work performance within organizations.

The first finding of this study shows that transformational leadership has a positive and significant effect on employee performance. This result indicates that leaders who adopt transformational leadership behaviors can significantly improve employees' work performance. Transformational leaders inspire employees through a compelling vision, provide intellectual stimulation, and offer individualized support, which encourages employees to perform beyond expectations. When leaders demonstrate strong commitment, motivation, and support for employees' development, employees tend to become more engaged and motivated in performing their tasks. As a result, employees demonstrate higher productivity and greater responsibility in achieving organizational goals.

This finding is consistent with previous studies that emphasize the importance of transformational leadership in enhancing employee performance. Research has shown that transformational leadership encourages employees to align their personal goals with organizational objectives, which ultimately leads to improved work performance. According to Bernard M. Bass, transformational leadership is characterized by the ability of leaders to inspire followers to exceed their normal performance expectations by fostering trust, motivation, and commitment. Similarly, recent studies have also confirmed that transformational leadership creates a supportive work environment that motivates employees to improve their performance and contribute positively to organizational success.

Transformational leadership also plays a critical role in developing employees' creativity and problem-solving abilities. Leaders who encourage intellectual stimulation enable employees to explore new ideas and innovative solutions to work-related challenges. This environment of continuous learning and improvement enhances employees' ability to perform their tasks effectively. Moreover, transformational leaders often recognize employees' achievements and provide constructive feedback, which further strengthens employees' confidence and motivation to perform better. Therefore, organizations that implement transformational leadership practices are more likely to experience higher levels of employee performance and overall organizational effectiveness.

The second finding of this study reveals that job satisfaction has a positive and significant influence on employee performance. This result indicates that employees who feel satisfied with their job tend to perform their work more effectively. Job satisfaction reflects employees'

positive emotional responses toward their job, including aspects such as salary, working conditions, supervision, and career opportunities. When employees perceive that their work environment fulfills their expectations and needs, they are more likely to demonstrate enthusiasm, commitment, and dedication to their work.

The positive relationship between job satisfaction and employee performance supports the argument that satisfied employees tend to be more productive and motivated. Employees who experience high job satisfaction are more likely to engage in their tasks with greater energy and focus, which leads to improved work outcomes. In contrast, employees who experience low job satisfaction may feel disengaged and less motivated to perform their duties effectively. Therefore, organizations should prioritize strategies that enhance employee satisfaction to maintain high levels of productivity and performance.

The findings of this study are consistent with the theoretical perspective proposed by Edwin A. Locke, who suggested that job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences. When employees perceive their work environment positively, they tend to develop positive work attitudes that influence their behavior and performance. Furthermore, satisfied employees are more likely to exhibit organizational citizenship behaviors, such as helping colleagues and supporting organizational initiatives, which contribute to improved organizational performance.

In addition, job satisfaction plays an important role in reducing negative workplace outcomes such as absenteeism, burnout, and turnover intention. Employees who feel satisfied with their work environment are more likely to remain committed to their organization and demonstrate consistent performance over time. This suggests that organizations should focus on improving working conditions, providing fair compensation, and offering opportunities for professional development in order to enhance employee satisfaction and performance.

The third finding of this study indicates that organizational commitment has a positive and significant effect on employee performance. This result suggests that employees who feel emotionally attached and loyal to their organization tend to demonstrate higher levels of work performance. Organizational commitment reflects employees' willingness to remain with the organization and contribute to its success. Employees who possess strong organizational commitment are more likely to demonstrate dedication, responsibility, and persistence in completing their work tasks.

This finding supports previous research that emphasizes the role of organizational commitment in improving employee performance. According to John P. Meyer and Natalie J. Allen, organizational commitment consists of three components: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to employees' emotional attachment to the organization, continuance commitment reflects the perceived cost of leaving the organization, and normative commitment represents employees' sense of obligation to remain with the organization. These dimensions collectively influence employees' attitudes and behaviors in the workplace.

Employees who possess strong affective commitment tend to identify with organizational values and goals, which motivates them to perform their tasks more effectively. Similarly, employees with high normative commitment feel a moral obligation to contribute to organizational success. These factors encourage employees to maintain high levels of productivity and demonstrate greater dedication to their work. Consequently, organizations that

successfully foster strong organizational commitment among employees are more likely to achieve higher levels of employee performance and organizational effectiveness.

Furthermore, the combined influence of transformational leadership, job satisfaction, and organizational commitment highlights the importance of adopting a comprehensive approach to managing human resources. Leadership practices that inspire and motivate employees can enhance job satisfaction and strengthen employees' commitment to the organization. In turn, satisfied and committed employees are more likely to demonstrate higher levels of work performance. Therefore, organizations should integrate leadership development programs, employee engagement strategies, and supportive work environments to create a workplace culture that promotes employee satisfaction, commitment, and performance.

5. Conclusion

This study examined the influence of transformational leadership, job satisfaction, and organizational commitment on employee performance. The results indicate that all three variables have a positive and significant effect on employee performance. Transformational leadership plays an important role in motivating employees, inspiring them to exceed expectations, and fostering a supportive work environment that enhances productivity. Job satisfaction also contributes significantly to employee performance, as employees who feel satisfied with their work conditions, compensation, and organizational support tend to demonstrate higher levels of motivation and effectiveness in completing their tasks. In addition, organizational commitment strengthens employees' loyalty and emotional attachment to the organization, encouraging them to contribute more actively to achieving organizational goals. These findings suggest that organizations seeking to improve employee performance should focus on developing effective transformational leadership practices, enhancing job satisfaction, and fostering strong organizational commitment among employees. By integrating these elements, organizations can create a positive work environment that supports employee engagement, productivity, and long-term organizational success.

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