

Improving Employee Performance through Transformational Leadership and Organizational Commitment

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A B S T R A C T

PT. Telkom Akses (PTTA), a subsidiary of PT. Telekomunikasi Indonesia Tbk, builds and manages telecommunications network infrastructure across Indonesia. One of its branch offices, PT. Telkom Akses Serang Banten, employs 132 staff who handle fixed-line telephony, internet, data communication, IPTV, network interconnection, and mobile services for hundreds of customers. Employee performance at this branch has drawn attention in recent years, particularly regarding how much leadership style and organizational commitment actually move the needle. This study set out to test both factors separately and together using a quantitative, causal-associative design. Data were collected through a survey of 57 employees, drawn by purposive sampling from a workforce of 132, and analyzed with multiple linear regression. Transformational leadership turned out not to matter much on its own, while organizational commitment did. Taken together, the two predictors explained a modest but statistically significant share of the variance in performance. The practical takeaway is straightforward: at PT. Telkom Akses Serang Banten, building commitment appears to matter more than cultivating a particular leadership style if the goal is better employee performance.

Keywords: Transformational Leadership; Organizational Commitment; Employee Performance

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INTRODUCTION

Competition among firms keeps intensifying, pushed along by fast-moving shifts in the business environment and by technology and information systems that change almost as quickly as organizations can adapt to them. Under these conditions, a company's ability to compete rests heavily on how well it uses the resources already at its disposal—human resources chief among them. Employee performance is one of the clearest markers of whether an organization is getting that right, since it is through day-to-day performance that a workforce's contribution to company goals actually shows up. Strong performance benefits the organization; weak performance makes it harder to hit targets that have already been set (Mangkuprawira & Habies, as cited in Wulandari et al., 2021).

One factor widely believed to shape employee performance is transformational leadership—a leadership style built on the relationship between leaders and followers through attention, communication, trust, respect, and a shared willingness to take risks (Suriagiri, 2020). Transformational leaders tend to act as role models: they motivate, coach, and push subordinates to perform better while also being willing to face difficult challenges themselves (Prahiawan & Sutisna, 2018). A second factor is organizational commitment, which describes an employee's willingness to stay with an organization and stay involved in pursuing its values and goals (Jamal, 2021). Employees with high commitment tend to be more loyal and more comfortable at work, which in turn tends to lift their performance.

PT. Telkom Akses (PTTA) is a subsidiary of PT. Telekomunikasi Indonesia Tbk that builds and manages network infrastructure services. One of its branches, PT. Telkom Akses Serang Banten, employs 132 people who handle fixed-line telephony, internet, data communication, IPTV, network interconnection, and mobile services. A preliminary survey of 20 employees at this branch found that leadership was generally rated positively, but employees were noticeably split on whether their leader's decisions were always the right ones—only half agreed. Table 1 summarizes these findings.

Table 1. Preliminary Survey Results on Employee Performance at PT. Telkom Akses Serang Banten

No.	Statement	Yes (%)	No (%)
1	Receives direction from the leader when carrying out tasks	85%	15%
2	Receives solutions from the leader when facing obstacles	75%	25%
3	The leader helps complete work tasks	60%	40%
4	The leader's decisions are always the right ones	50%	50%
5	The leader is open to input and new ideas	70%	30%

Source: Processed by the researcher (2026)

Interviews with employees pointed to another concern: complaints about low loyalty and weak motivation to work, visible in employees who did not finish tasks on time. That pattern suggests organizational commitment deserves closer attention from management. Prior research offers mixed signals here—Christmasni Ulibasa found a positive effect of transformational leadership and organizational commitment on employee performance, accounting for 61% of the variance, while Intan Hatina, studying 50 staff members, found leadership had a negative effect even as motivation had a positive one. Given that inconsistency, this study revisits the question in a different setting—the 132

employees of PT. Telkom Akses Serang Banten—to see whether transformational leadership and organizational commitment actually improve performance here, whether taken separately or together.

Accordingly, this study pursues three objectives: (1) to determine whether transformational leadership improves employee performance, (2) to determine whether organizational commitment improves employee performance, and (3) to determine how much transformational leadership and organizational commitment, taken together, improve employee performance at PT. Telkom Akses Serang Banten.

RESEARCH METHOD

This study takes a quantitative approach built around a causal-associative design—research aimed at establishing cause-and-effect relationships between two or more variables (Sugiyono, 2019, 2020). Data were collected through a survey using a five-point Likert-scale questionnaire as the main instrument. Fieldwork ran from April to July 2024 at PT. Telkom Akses Serang Banten.

The population consisted of the 132 employees of PT. Telkom Akses Serang Banten. Sample size was set using the Slovin formula at a 10% margin of error: $n = N / (1 + N.e^2) = 132 / (1 + 132(0.1)^2) = 56.89$, rounded up to 57 respondents. Respondents were selected through purposive sampling. Primary data came from questionnaires, documentation, interviews, and observation; secondary data came from internal company records.

The study variables were transformational leadership (X1) and organizational commitment (X2) as the independent variables, and employee performance (Y) as the dependent variable. Instrument validity was tested with product-moment correlation (comparing r -count against r -table), and reliability with Cronbach's Alpha, treating an instrument as reliable once alpha exceeded 0.60 (Sugiyono, 2019, 2021). Before hypothesis testing, the data went through the standard classical assumption checks: normality (histogram and normal probability plot), multicollinearity (tolerance and VIF values), and heteroscedasticity (scatterplot).

Data analysis relied on multiple linear regression, correlation coefficient analysis, and the coefficient of determination (R^2) to gauge how much the independent variables contributed to the dependent variable. Hypotheses were tested with t -tests (partial effects) and an F -test (simultaneous effect) at a 5% significance level, using SPSS version 26.0.

Hypothesis

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

H2: Organizational commitment has a positive effect on employee performance.

H3: Transformational leadership and organizational commitment jointly have a positive effect on employee performance.

RESULTS AND DISCUSSION

Respondent Characteristics

Respondents are described below by age, gender, and educational attainment, summarized in Tables 2 through 4.

Table 2. Respondent Characteristics by Age

No.	Age	Frequency	Percentage
1	Under 20 years	10	8%
2	20–30 years	48	36%
3	31–40 years	42	32%
4	41–50 years	14	11%
5	Over 50 years	18	14%
	Total	132	100%

Source: Processed by the researcher (2026)

Most respondents, as Table 2 shows, fall in the 20–30 age bracket (36%)—not surprising for a workforce weighted toward early- and mid-career staff.

Table 3. Respondent Characteristics by Gender

No.	Gender	Frequency	Percentage
1	Male	85	64%
2	Female	47	36%
	Total	132	100%

Source: Processed by the researcher (2026)

Table 4. Respondent Characteristics by Educational Attainment

No.	Educational Attainment	Frequency	Percentage
1	Bachelor's degree (S1)	57	43%
2	Associate degree (D3)	30	23%
3	Senior high school (SMA)	45	34%
	Total	132	100%

Source: Processed by the researcher (2026)

Bachelor's degree holders make up the largest share of respondents (43%), followed by senior-high-school graduates (34%) and associate-degree holders (23%).

Classical Assumption Tests

The normality test—histogram and normal probability plot—showed residuals spread in a pattern consistent with a normal distribution, without skewing noticeably left or right. Multicollinearity was checked next: both independent variables returned a tolerance of 0.820 and a VIF of 1.219, comfortably within the acceptable range (tolerance above 0.1, VIF below 10), so multicollinearity does not appear to be an issue here. The heteroscedasticity check, based on a scatterplot, showed points scattered randomly above and below zero on the Y-axis with no discernible pattern, indicating the regression model is free of heteroscedasticity as well.

Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	23.481	5.888	-	3.988	0.000
Transformational Leadership (X1)	-0.032	0.175	-	0.183	0.856
Organizational Commitment (X2)	0.528	0.175	0.415	3.018	0.004

Source: Processed by the researcher (2026)

Table 5 yields the regression equation $Y = 23.481 - 0.032 X1 + 0.528 X2$. The constant of 23.481 indicates the baseline level of employee performance when both transformational leadership and organizational commitment are held at zero. The coefficient on X1 (-0.032) points to a negative, statistically insignificant relationship between transformational leadership and employee performance, whereas the coefficient on X2 (0.528) points to a positive relationship between organizational commitment and performance, holding the other variable constant.

Correlation Coefficient Analysis

Table 6. Pearson Correlation Coefficient Results

Variable Relationship	Pearson Correlation	Sig. (2-tailed)	N
Transformational Leadership – Employee Performance	0.151	0.263	57
Organizational Commitment – Employee Performance	0.404	0.002	57
Transformational Leadership – Organizational Commitment	0.424	0.001	57

Source: Processed by the researcher (2026)

The relationship between transformational leadership and employee performance comes back with a significance value of 0.263 (above 0.05) and a correlation coefficient of 0.151—within the 0.00–0.20 range, which is another way of saying the two variables are essentially unrelated here. Organizational commitment tells a different story: its significance value against employee performance is 0.002 (below 0.05), with a correlation coefficient of 0.404, placing it in the 0.21–0.40 band—a weak but statistically meaningful relationship.

Coefficient of Determination

Table 7. Coefficient of Determination (R²) Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.405	0.164	0.133	4.353

Source: Processed by the researcher (2026)

An R Square of 0.164 means transformational leadership and organizational commitment together account for about 16.4% of the variation in employee performance, leaving the remaining 83.6% to factors outside the scope of this study.

Hypothesis Testing

The t-test checks each independent variable's effect on its own, against a t-table value of 1.673 at a 5% significance level and 55 degrees of freedom ($n - k = 57 - 2$). Transformational leadership produced a t-count of -0.183 (below 1.673) with a significance of 0.856 (above 0.05); H₀ is accepted and H₁ rejected, meaning transformational leadership does not significantly improve employee performance here. Organizational commitment, by contrast, produced a t-count of 3.018 (above 1.673) with a significance of 0.004 (below 0.05); H₀ is rejected and H₁ accepted, meaning organizational commitment does significantly and positively improve employee performance.

Table 8. F-Test (Simultaneous) Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	200.296	2	100.148	5.285	0.008
Residual	1023.178	54	18.948		
Total	1223.474	56			

Source: Processed by the researcher (2026)

The F-test returned an F-count of 5.285, above the F-table value of 3.165 ($df = 55, \alpha = 5\%$), with a significance of 0.008 (below 0.05). H₀ is therefore rejected and H₁ accepted: transformational

leadership and organizational commitment, taken together, have a positive and significant effect on employee performance at PT. Telkom Akses Serang Banten.

Discussion

That transformational leadership shows no significant partial effect on employee performance lines up with Intan Hatina's finding of a negative leadership effect, though it cuts against Prahiawan and Sutisna (2018), who found a positive effect of transformational leadership on performance mediated by job satisfaction. The gap between these results hints that how well transformational leadership translates into performance may depend on organizational context, a leader's communication style, and how employees read the leader's decisions—echoed in this study's own preliminary survey, where employees were visibly split on whether their leader's judgment calls were always sound. This also sits somewhat at odds with Mendrofa et al. (2024) and Ha and Hang (2024), who both reported a direct, significant effect of transformational leadership on performance, suggesting that organizational context and workforce characteristics matter more here than the leadership construct itself.

Organizational commitment tells a cleaner story. Its positive, significant effect on employee performance backs up Jamal (2021) and lines up with Christmasni Ulibasa's earlier finding of a positive commitment effect. Employees who feel genuinely attached to an organization's goals tend to put in more effort, which suggests that strengthening commitment—through recognition, giving employees a say in decisions, and building a genuinely supportive work environment—may do more for performance than leaning on leadership style alone. Safa'Atturrizky and Ekhsan (2024) reach a similar conclusion, finding that organizational commitment shapes employee performance both directly and through job satisfaction as a mediating mechanism.

Taken together, transformational leadership and organizational commitment still contribute positively to employee performance, even if that contribution is modest (16.4%). Other factors—work motivation, organizational culture, compensation, or the physical work environment, to name a few—evidently carry more weight in shaping performance at PT. Telkom Akses Serang Banten than these two variables do on their own. Fauzan et al. (2023) and Juwita and Nurhamdi (2025) found a broadly similar pattern: transformational leadership, alongside other organizational variables, does contribute to performance, but how much depends heavily on the setting.

CONCLUSION

Three conclusions follow from the analysis. First, transformational leadership does not have a statistically significant partial effect on employee performance ($t = -0.183 < t\text{-table } 1.673$; sig. = 0.856 > 0.05). Second, organizational commitment does have a positive, significant partial effect on employee performance ($t = 3.018 > t\text{-table } 1.673$; sig. = 0.004 < 0.05). Third, transformational leadership and

organizational commitment together have a positive, significant effect on employee performance ($F = 5.285 > F\text{-table } 3.165$; $\text{sig.} = 0.008 < 0.05$), accounting for 16.4% of the variance, with the remaining 83.6% attributable to factors outside this study.

In practice, this points management at PT. Telkom Akses Serang Banten toward involving employees more in decision-making and toward strengthening organizational commitment through recognition and empowerment, since commitment appears to matter more here than leadership style alone in driving performance. Future research would do well to bring in additional variables—work motivation, organizational culture, or compensation among them—to build a fuller picture of what actually drives employee performance.

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