

**PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL,
MOTIVASI KERJA DAN *JOB SATISFACTION* PEGAWAI TERHADAP
KINERJA PEGAWAI DENGAN KOMITMEN ORGANISASI SEBAGAI
VARIABEL MEDIASI
(Studi Pada Badan Kepegawaian dan Pengembangan SDM Kota Denpasar)**

SKRIPSI



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**PROGRAM STUDI MANAJEMEN
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UNIVERSITAS MUHAMMADIYAH MALANG**

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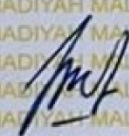
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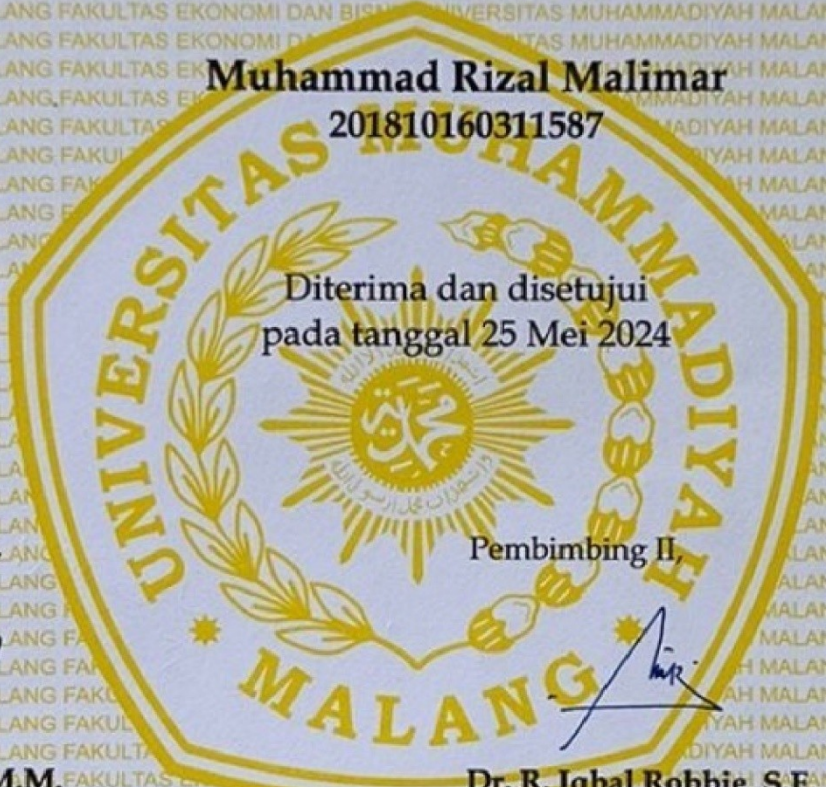

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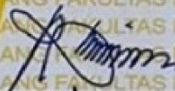

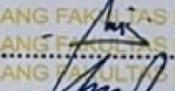

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PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL, MOTIVASI
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ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan transformasional, motivasi, dan kepuasan kerja terhadap kinerja karyawan, dengan komitmen organisasi sebagai variabel mediasi pada Badan Kepegawaian dan Pengembangan SDM Kota Denpasar. Metode penelitian yang digunakan adalah metode eksplanatori dengan menggunakan pendekatan kuantitatif. Teknik pengambilan sampel dengan menggunakan *purposive judgment sampling*. Pada pengambilan sampel, peneliti mengambil sampel berdasarkan masa kerja karyawan yaitu karyawan yang masa kerja diatas lima tahun yang dijadikan sebagai responden. Teknik analisis data menggunakan *Software Warp PLS (Partial Least Square)*. Hasil penelitian ini menunjukkan bahwa variabel kepemimpinan transformasional berpengaruh positif signifikan terhadap kinerja karyawan. motivasi kerja berpengaruh positif signifikan terhadap kinerja karyawan. kepuasan kerja berpengaruh positif terhadap kinerja karyawan. komitmen organisasional mampu memediasi pengaruh kepemimpinan transformasional terhadap kinerja karyawan. komitmen organisasional mampu memediasi pengaruh motivasi kerja terhadap kinerja karyawan. komitmen organisasional mampu memediasi pengaruh kepuasan kerja terhadap kinerja karyawan.

Kata kunci: Kepemimpinan Tranformasional, Motivasi, Kepuasan Kerja, Komitmen Organisasional dan Kinerja Karyawan.

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ABSTRACT

This research aims to determine the influence of transformational leadership, motivation and job satisfaction on employee performance, with organizational commitment as a mediating variable at the Denpasar City Personnel and Human Resource Development Agency. The research method used is an explanatory method using a quantitative approach. Sampling technique using purposive judgment sampling. In sampling, researchers took samples based on the length of service of employees, namely employees with a working period of more than five years who were used as respondents. Data analysis technique uses Warp PLS (Partial Least Square) Software. The results of this research indicate that the transformational leadership variable does have a positive effect on employee performance. Work motivation does have a positive effect on employee performance. Job satisfaction has a positive effect on employee performance. Organizational commitment is able to mediate the influence of transformational leadership on employee performance. Organizational commitment is able to mediate the influence of work motivation on employee performance. Organizational commitment is able to mediate the influence of job satisfaction on employee performance.

Keywords: Transformational Leadership, Motivation, JOB SATISFACTION, Organizational Commitment and Employee Performance.

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Malang, 20 Januari 2024
Penulis

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THE INFLUENCE OF
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**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE,
WORK MOTIVATION AND EMPLOYEE JOB SATISFACTION ON
EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL
COMMITMENT AS A MEDIATION VARIABLE**
(Study at Denpasar City Personnel and Human Resource Development Agency)

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Abstract

This research aims to determine the influence of transformational leadership style, work motivation and employee job satisfaction on employee performance with organizational commitment as a mediating variable in the civil service and human resource development of Denpasar City. The population in this study was 100 respondents. The sampling method used in this research was simple saturated so that as many as 100 respondents were obtained. The data collection method uses a questionnaire. The data analysis used is instrument validity and reliability testing, inner model testing, R-Squared, direct and indirect hypothesis testing using Warp PLS (Partial Least Square) Software. The results of this research show that the transformational leadership variable has a significant positive effect on employee performance, work motivation has a significant positive effect on employee performance, job satisfaction has a positive effect on employee performance, organizational commitment is able to mediate the effect of transformational leadership on employee performance, organizational commitment is able to mediate the effect of work motivation on employee performance, organizational commitment is able to mediate the influence of job satisfaction on employee performance

Keywords: Transformational Leadership, Motivation, Job Satisfaction, Organizational Commitment and Employee Performance

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh gaya kepemimpinan transformasional, motivasi kerja dan kepuasan kerja pegawai terhadap kinerja pegawai dengan komitmen organisasi sebagai variabel mediasi pada badan kepegawaian dan pengembangan SDM Kota Denpasar. Jumlah populasi pada penelitian ini adalah 100 responden. Metode pengambilan sampel yang digunakan di penelitian ini adalah simple jenuh sehingga di dapat sebanyak 100 responden. Metode pengumpulan data menggunakan kuesioner. Analisis data yang digunakan yaitu uji instrument validitas dan reliabilitas, uji inner model, R-Squared, uji hipotesis secara langsung dan tidak langsung dengan menggunakan Software Warp PLS (Partial Least Square). Hasil penelitian ini menunjukkan bahwa variabel kepemimpinan transformasional berpengaruh positif signifikan terhadap kinerja karyawan, motivasi kerja berpengaruh positif signifikan terhadap kinerja karyawan, kepuasan kerja berpengaruh positif terhadap kinerja karyawan, komitmen organisasional mampu memediasi pengaruh kepemimpinan transformasional terhadap kinerja karyawan, komitmen organisasional mampu memediasi pengaruh motivasi kerja terhadap kinerja karyawan, komitmen organisasional mampu memediasi pengaruh kepuasan kerja terhadap kinerja karyawan.

Kata kunci: Kepemimpinan Tranformasional, Motivasi, Kepuasan Kerja, Komitmen Organisasional dan Kinerja Karyawan

INTRODUCTION

The Indonesian nation faces various problems, especially in entering a transition period which is marked by fundamental changes in the social, cultural, economic and political order. The diversity of community conditions and regional potential are important considerations for Regional Governments in carrying out government, development and community service duties.

Regional development, as an integral part of national development, requires good and planned management. According to (Priansa, 2018), Human resource practices are closely related to how workers carry out their duties in the organization. The human resources management department handles various aspects of employees, such as planning, job analysis, recruitment, orientation, training, compensation, appraisal, maintaining industrial relations, and ensuring compliance with applicable regulations.

In managing government apparatus resources, the Personnel and Human Resources Development Agency has a very important and strategic role. By joining several vertical agencies into regional government agencies, the number that must be managed by the personnel section of the Denpasar City Personnel and Human Resources Development Agency is increasing, so on the basis of this consideration, Law No. 43 of 1999 concerning amendments to the law is supported. Law No. 8 of 1974 concerning civil service principles, Presidential Decree No. 159 of 2000 concerning Guidelines for the Formation of Regional Civil Service Bodies and Denpasar City Regional Regulations of 2000 concerning the organization and work procedures of regional bodies, the Denpasar City Regional Civil Service Agency was formed along with the formation of several new agencies, departments and work units within the scope of Denpasar City in line with the start of the implementation of regional autonomy.

Denpasar City Regional Personnel and Human Resources Development Agency (BKPSDMD) as an implementing element of regional government which supports personnel, education and training affairs carries out the vision and mission, functions and main tasks which cover 2 (two) areas, namely: 1). The field of apparatus development with sub-sectors divided into transfer and career development, education and training and rank. 2). The field of planning, dismissal and apparatus information with sub-sectors of planning and dismissal, apparatus information data and professional facilitation of state civil servants.

In fact, several employees within the Denpasar City Regional Personnel and Human Resource Development Agency have not shown high performance which is due to the low level of commitment and motivation in working to provide the maximum possible service, so this has an effect on employee job satisfaction and thus has an impact on personnel services. sometimes it is slow, work is delayed and the organization neglects to achieve output or targets. Other facts indicate that several employees of the Denpasar City Regional Personnel and Human Resources Development Agency still have low performance, which can be seen from the employee's low level of responsibility for their work, not obeying work rules such as arriving late and leaving early, lack of discipline regarding rest periods, willingness to check lock finger print and manual attendance.

Finally, referring to the background explanation above, the researcher is interested in conducting more in-depth research using different data and analysis methods, so that the research results will discuss "the influence of transformational leadership style, work motivation and employee job satisfaction on employee performance with Organizational commitment as a mediating variable in the Denpasar City human resources and human resource development agency"

LITERATURE REVIEW

According to (Levy, M., & Weitz, 2011) Transformational leadership is a form of leadership in which the interaction between the leader and subordinates raises motivation and morality to a higher level than they can achieve individually. Meanwhile, according to Burns 1978, (Isnaini, Tin dan Sulisty, 2011) defines transformational leadership as a leader who provides encouragement and inspiration to his subordinates to achieve extraordinary goals and in the process develops his own leadership capacity. (Deden, 2016) defines transformational leadership as a process in which leaders and followers engage in the process of mutually elevating each other to a higher level in terms of morality and motivation. Meanwhile, according to (McShane, S. L., & Von Glinow, 2010) Transformational leadership is a leadership perspective that explains how leaders change teams or

organizations by creating communication, and modeling the vision for organizational units or jobs and employees into transparency to champion the organization's vision.

Work motivation according to (Levy, M., & Weitz, 2012) is the force that drives employees to behave in ways that energize, direct and sustain employee work behavior. This opinion is similar to (Akinsola, M. K., Tella, Adedeji., dan Tella, 2017) which underscores that work inspiration is the method involved with creating, invigorating, coordinating and keeping up with conduct and execution. This refers to the act of encouraging another person to act and complete a goal. A process in which a person's needs motivate them to carry out a series of actions that lead to achieving particular objectives is known as work motivation. (Munandar, 2011). Meanwhile, according to (Uno, 2016) The willingness of an employee to work as a result of encouragement from the employee in question is known as work motivation. This willingness to work is the result of the employee's overall integration of personal needs, as well as the influence of the physical environment and the social environment, whose strength is dependent on the integration process. Based on the aforementioned definitions of work motivation, researchers use the definition of (Munandar, 2011), which asserts that a need for work motivation is one that encourages a person to engage in a series of activities with the intention of achieving particular objectives.

(Sriathi, 2018) suggests that an individual's level of positive feelings or attitudes regarding their work can be used to define job satisfaction. When someone says that he is very satisfied with his job, it indicates that he really enjoys it, feels good about it, and appreciates his work. Satisfaction at work can only be inferred rather than seen. A person's feelings about their work and duties are related to their level of job satisfaction. according to (Rivai, 2018) More specifically, job satisfaction is the extent to which employees' perceptions of various aspects or factors of their jobs or tasks contribute to their feelings of satisfaction. Simply put, employees' feelings, beliefs, and intentions regarding their behavior in relation to their current job make up job satisfaction. The paradigm of compatibility between workers and their work environment, which demonstrates that the higher the level of compatibility between workers and their work environment, it meets a person's needs, personality, values, or personal characteristics, the greater the level of job satisfaction. Employee job satisfaction can be measured and altered. According to (Amany, 2016) The idea of job satisfaction is based on the idea that people who are happy at work are also the most productive, and that for people who are happy at work, their work doesn't even feel like work.

(Pratama, 2018) stated organizational commitment is the degree to which a person identifies with, is involved in their organization, and has no desire to leave it. The same thing was also expressed by (Irawan, 2017) provides a definition of the degree to which employees believe in and accept the organization's goals, and desire to stay with the organization. Meanwhile, according to (Hertati, 2020) An individual's psychological attachment to an organization is known as organizational commitment in both organizational behavior and industrial and organizational psychology. Authoritative responsibility predicts work factors like turnover, hierarchical citizenship conduct, and occupation execution. Workers' organizational commitment has been linked to a number of factors, including empowerment, role stress, job and job insecurity, and leadership distribution. according to (Anisah, 2015) explains that an individual exhibits organizational commitment when he or she identifies with a particular group and is willing to put in a lot of effort on its behalf. A person who is committed to an organization in these situations has positive associations and draws a lot of his personal identity from the group. It isn't equivalent to authoritative ID or inspiration, yet it is a lot more extensive than by the same token. Responsibility can explicitly be viewed as a more extensive idea of self-definition. Opinions from experts regarding organizational commitment have various similarities, namely regarding employee acceptance of the organization where they work. The author concludes that organizational commitment is a form of attitude or feeling expressed by an employee to be involved and loyal to the organization where they work.

The terms "job performance" and "actual performance" (a person's actual accomplishments at work) are the origins of the word "performance." The meaning of execution (work accomplishment) is the quality and amount of work results that an individual has accomplished with the obligations given to him (Andini, 2020). according to (Cahyanti, 2022), A formal and structured method for measuring, evaluating, and influencing job-related characteristics, behavior, and outcomes—including absenteeism rates is referred to as a performance appraisal. In this way, execution evaluation is the consequence of representative work inside the extent of their obligations. Meanwhile, according to (Nurchayani, 2019), Performance

assessment is a process consisting of: Identification, Measurement, Management. according to (Andrinirina, 2019), Getting a sense of an employee's abilities and skills is the goal of a performance review. as a foundation for employees' optimal development and utilization, career paths and plans, and promotion opportunities. Encourage superiors and subordinates to form mutually beneficial relationships. Knowing the general state of the association regarding staff, particularly representative execution at work. Employees can encourage their own growth by knowing their own strengths and weaknesses. In order to better motivate employees, supervisors who conduct assessments will pay more attention to and get to know their subordinates and employees. The consequences of the appraisal of work execution can be valuable for analysts and improvement in the field of HR. according to (Andrinirina, 2019), Improving work performance, providing fair employment opportunities, meeting training and development needs, making adjustments to compensation, making decisions about promotions and demotions, diagnosing errors in job design, and evaluating the recruitment and selection process are all advantages of performance evaluation.

Referring to the theoretical literature reflection discussion that has been explained, a framework can be prepared that describes... the independent and dependent variables as well as the mediating variables. Here's the framework for thinking :

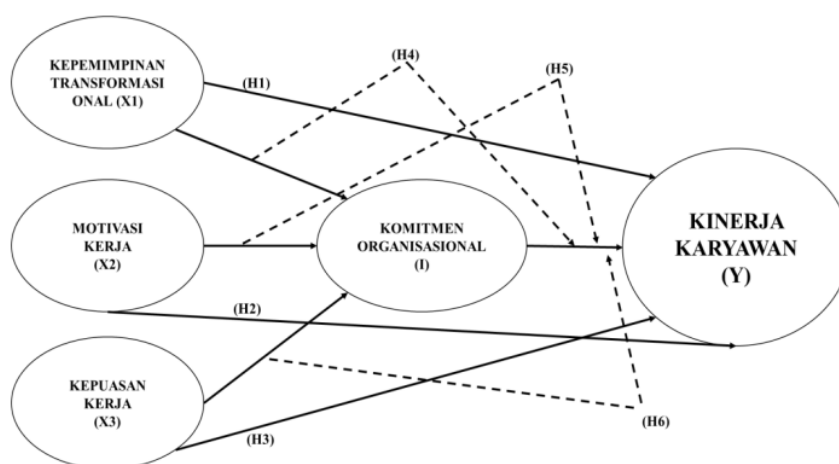


Figure 1: Research Framework.

In this framework we try to explain how to understand the meaning of the independent variable in relation to the dependent variable which will later be studied further. By referring to the basic background of the problem formulation, the situation can be explained clearly, that aspects of the influence of transformational leadership style, work motivation and employee job satisfaction are the basic independent variables. on employee performance whose conditions are used as the basis for the dependent variable, as well as organizational commitment as a mediating variable.

Apart from that, by referring to the basis of the existing research formulation on the basis of previous research, a common thread can be drawn as an analytical knife, namely that the researcher puts forward the basis of the hypothesis or the nature of temporary conclusions that can be shared. as follows:

1. According to (Mutohar, 2021) that employee performance is also influenced by leadership factors. Based on these experts' opinions, it can be concluded that leadership factors and employee performance factors are closely linked and influence one another. So the hypothesis developed in this research is:
H1: Transformational leadership has a positive effect on employee performance
2. According to (UlfaHusnul, 2018) Motivation is a concept that describes the forces within an employee that initiate and can direct that person's behavior in real work. So the hypothesis developed in this research is:

- H2: Work motivation has a positive effect on employee performance
3. (Anam, K., 2017) Work fulfillment is a singular direction that impacts the job at work and the qualities of the gig so it can work on individual execution. So the hypothesis developed in this research is:
H3: Job satisfaction has a positive effect on employee performance
 4. Leaders with an approach that always provides motivation, examples such as time discipline, responsibility will influence the work commitment of members. This is proven in the research results (Stevani Semet, Marjam Mangantar, 2022) that at the Batam Polytechnic accounting department showed positive results that there is a big role of leadership style in increasing the staff's enthusiasm for work. Based on these views, the hypothesis developed in this research is :
H4: Organizational commitment mediates the influence of transformational leadership on employee performance
 5. In research (UlfaHusnul, 2018) Motivation influences work commitment at the Yogyakarta Pratama Tax Office, where in distributing targets for receiving rewards, employees need self-actualization in work, responsibility, discipline in work, so that there are clear and transparent standards for employees who will be promoted, so the hypothesis that is developed in this research are:
H5: Organizational commitment mediates the influence of work motivation on employee performance
 6. In research (Melati, 2020) shows a positive relationship between's occupation fulfillment and hierarchical responsibility. In order to cultivate innovative attitudes and behaviors in the context of achieving organizational performance, as a means of preparing for competitiveness, and to create a positive organizational climate, organizational commitment and job satisfaction are very important variables in every organization. So the hypothesis developed in this research is:
H6: Organizational commitment mediates the effect of job satisfaction on employee performance

RESEARCH METHODS

This research was conducted at the Regional Personnel and Human Resources Development Agency (BKPSDMD) Denpasar City. The basis for carrying out this type of research refers more to explanatory research with a basic reference to the overall employee population in the company of 100 employees. In carrying out sampling, researchers use saturated samples, to determine the number of samples that can later be used directly in research. Thus, it can be confirmed that the sample in this case is a population of 100 respondents who are employees of the Denpasar City Regional Personnel and Human Resources Development Agency (BKPSDMD). This type of data tends to use quantitative data and then collaborate with primary and secondary data as supporting reference data. And the implementation of data collection here refers more to the basic method, namely distributing questionnaires directly, with the division of measurement scales from Likert scales and validity testing to hypothesis testing. (Ghozali, 2016).

RESULTS AND DISCUSSION

Overview of Regional Personnel and Human Resources Development Agency (BKPSDMD) Kota Denpasar

The State Mechanical assembly is a significant component in executing government and advancement in the Unitary Condition of the Republic of Indonesia. The State Apparatus is a pioneer in the successful development of justice and social welfare, as the entire Indonesian nation strives for. The job of the state mechanical assembly is turning out to be progressively key in accordance with current improvements in science and data innovation. The public's demand for high-quality services, as well as the rapid dynamics of the strategic environment, necessitate the performance of this role. As part of the Bali Provincial Government apparatus, the Bali Provincial Personnel and Human Resources Development Agency (BKPSDMD) must contribute according to its duties and functions in the field of personnel for the realization of the vision and mission of the Bali Provincial Government.

1. Company Vision :
Realizing Asn Governance with Personality, Professionalism and Discipline
2. Company Mission :
The Personnel and Human Resources Development Agency in realizing its vision is as follows:
Develop and Optimize the Personnel Service System, Building Human Resources Personnel who are Personal, Competent, Competitive, Improving Personnel Development, Supervision and Control

Characteristics of respondents

The respondent profile description describes or describes the identity of the respondents used as research samples. In discussing the respondent profile, 100 respondents were determined to be representative (the ability to represent the population) who met the criteria in this research. The number of 100 respondents also met the maximum standard of PLS 3.0. The research population was all employees of the Denpasar City Regional Personnel and Human Resources Development Agency, totaling 100 people consisting of 62 men and 38 women. There were 100 questionnaires distributed and 100 questionnaires returned, so it was feasible to carry out research. Then it needs to be added that in the description of the respondent's profile the emphasis is based on gender, age, highest level of education and length of work. This can be explained as follows:

Table 1 Respondents' Perceptions Based on Gender

No	Gender	Frekuensi (People)	Persentase (%)
1	Man	62	62
2	Woman	38	38
Number of respondents		100	100

Based on table 1, the description of respondent profiles according to sex/gender shows that the majority of respondents are dominated by men rather than women. This means that the majority of employees who work at the Denpasar City Regional Personnel and Human Resources Development Agency are men rather than women.

Table 2 Respondents' Perceptions Based on Age

No	Respondent's Age	Frekuensi (People)	Persentase (%)
1	21 – 30 tahun	51	51
2	31 – 40 tahun	25	25
3	>40 tahun	24	24
Number of respondents		100	100

Based on table 2, it shows that the profile of respondents according to age turns out that more respondents are between 21 and 30 years old, namely 51%, so it can be concluded that employees who work at the Denpasar City Regional Personnel and Human Resources Development Agency are on average 21 - 30 years old. Then it needs to be added that the average working employee can be said to be of productive age, where this age will influence employee performance.

Table 3 Respondents' Perceptions Based on Educational Level

No	Educational level	Frekuensi (People)	Persentase (%)
1	SLTA	61	61
2	S1	17	17
3	S2	22	22
Number of respondents		100	100

Based on table 3, which depicts the profile of respondents according to their latest educational level, it shows that the largest respondent's educational level is high school, namely 61%. It can be said that employees who work at the Denpasar City Regional Personnel and Human Resources Development Agency, on average, have a high school education..

Table 4 Respondents' Perceptions Based on Length of Work

No	Length of work	Frekuensi (people)	Persentase (%)
1	1-5 tahun	84	84
2	5-10 tahun	12	12
3	11-20 tahun	4	4
Number of respondents		100	100

Based on table 4, which describes the profile of respondents according to length of work, it shows that 84 people (84%) have worked between 1 and 5 years. It can be said that employees who work at the Denpasar City Regional Personnel and Human Resource Development Agency, on average, have an average education length of work between 1-5 years, where the higher the employee's length of service, the higher the employee's experience in handling each job.

Table 5 Variable Discriminant Validity Test Results

	KepTran	Mot	Job	Komit	Kinerja
KepTran	0.660	0.592	-0.010	0.042	0.048
Mot	0.592	0.692	0.121	0.048	0.064
Job	0.042	0.048	0.871	0.736	0.020
Komit	-0.010	0.121	0.020	0.697	0.008
Kinerja	0.048	0.064	0.008	0.732	0.871

Table 5 contains values that can be used to compare the Ave square value with the correlation value between latent variables. For instance, the correlation value between the latent variable employee performance values and other variables is lower than the Ave square root value for the transformational leadership variable. The following illustration compares the employee performance variable's Ave quadrant root value to that of the other three variables. In a similar manner, the correlation value between latent variables is found to be greater than the Ave quadrant root values for each variable. As a result, this study's data meet the criteria for discriminant validity.

6 Hasil Uji Composite Reliability dan Alpha cronbach

Variabel	Cronbach's Alpha	Composite Reliability	Cutt Off	Keterangan
Transformational leadership	0,877	0,907	>0,70	Reliabel
Work motivation	0,916	0,930	>0,70	Reliabel
Job satisfaction	0,950	0,957	>0,70	Reliabel
Organizational Commitment	0,844	0,889	>0,70	Reliabel
Employee performance	0,929	0,940	>0,70	Reliabel

From table 6 it can be seen that the lowest Cronbach's Alpha value is found in the organizational commitment variable with a value of 0.844. Each variable is reliable because it has a Cronbach's Alpha >0.7. Meanwhile, the lowest composite reliability is found in the organizational commitment variable with a value of 0.889. Each variable is very reliable because it has a composite reliability of >0.7, meaning that the indicators for all variables are considered reliable to be used as research instruments. Based on the composite reliability values in table 4.6, it can be concluded that the actual data for this research meets the reliability test.

Table 7 Model fit and quality indices

Model Fit and quality indices	Result	Kriteria Fit	Ket
Average path coefficient (APC)	P=0.009	P < 0.05	Fulfilled
Average R-Squared (ARS)	P<0.001	P < 0.05	Fulfilled
Average adjusted R-Squared (AARS)	P<0.001	P < 0.05	Fulfilled
Average blok VIF (AVIF)	1.053	Acceptable if <=5, ideally <=3.3	Accepted
Average full collineary VIF (AFVIF)	2.491	Acceptable if <=5, ideally <=3.3	Accepted
Tenenhaus GoF (GoF)	0.444	Small >=0.1, Medium	Large

Model Fit and quality indices	Result	Kriteria Fit	Ket
		≥ 0.25 , Large ≥ 0.36	
Sympson's paradox ratio (SPR)	0.714	Acceptable if ≥ 0.7 , ideally =1	Ideal
R-Squared contribution ratio (RSCR)	0.965	Acceptable if ≥ 0.9 , ideally =1	Ideal
Statistical suppression ratio (SSR)	0.857	Acceptable if ≥ 0.7	Accepted
Nonlinear bivariate causality direction ratio (NLBCDR)	0.714	Acceptable if ≥ 0.07	Accepted

Tabel 8 Output R-Square

R-Squared coefficients				

KepTran	Motiv	JobS	Komit	Kinerja
			0.704	0.721

The dependent variable, employee performance, had an R-Square value of 0.721 based on the WarpPLS software analysis results. As a result, transformational leadership, work motivation, and job satisfaction account for 72% of employee performance, while other variables not discussed in this study account for the remaining 28%. In the meantime, the value of the R-Square for the mediating variable, organizational commitment, was 0.704. Thus, transformational leadership can account for 70% of organizational commitment, work motivation, and job satisfaction, while other variables that cannot be explained in this study influence the remaining 30%.

Tabel 9 Hasil Uji Hipotesis Direct Effect

H	Variabel	Coefficient	P-Value	Kriteria	Keterangan
H1	Transformational leadership → employee performance	0.467	<0.001	P<0,05	Signifikant
H2	Work motivation → employee performance	0.534	<0.001	P<0,05	Signifikant
H3	Job satisfaction → employee performance	0.401	<0.001	P<0,05	Signifikant

The table below is a clearer explanation of the direct hypothesis results, as follows:

Relationship between variables	coefficient	P-Value	Kriteria	Information
Transformational leadership has a positive effect on performance employee	0.467	<0.001	P<0,05	H1 Accepted
Work motivation has a positive effect on employee performance	0.534	<0.001	P<0,05	H2 Accepted
Job satisfaction has a positive effect on employee performance	0.401	<0.001	P<0,05	H3 Accepted

Based on the table data on the results of direct research hypothesis testing above, the following is a description of the results of direct hypothesis testing:

1. The first hypothesis states that transformational leadership has a positive effect on employee performance and is accepted because it has a significance value of $0.001 < 0.05$
2. The second hypothesis states that work motivation has a positive effect on employee performance and is accepted because it has a significance value of $0.001 < 0.05$
3. The third hypothesis states that job satisfaction has a positive effect on employee performance and is accepted because it has a significance value of $0.001 < 0.05$

Table 10 Indirect Effect Hypothesis Test Results

Variabel	Transformational leadership (X)		Motivation (X2)		Job Satisfacion (X3)	
	Coefficient	P-value	Coefficient	P-value	Coefficient	P-value
Employee performance (Y)	0.164	0.017	0.123	0.038	0.165	0.017

The table below is a clearer explanation of the direct hypothesis results, as follows:

Relationship between variables	<i>coefficient</i>	<i>P-Value</i>	Kriteria	Keterangan
Organizational commitment mediates the influence of transformational leadership on employee performance.	0.164	0.017	P<0,05	H4 Accepted
Work motivation has a positive effect on employee performance	0.123	0.038	P<0,05	H5 Accepted
	0.165	0.017	P<0,05	H6 Accepted

Based on the table above, the results of the research hypothesis test can be seen indirectly (mediation), in the explanation below the explanation of the results of the indirect hypothesis test is as follows:

4. The fourth hypothesis states that organizational commitment mediates the influence of transformational leadership on employee performance and is accepted because it has a significance value of $0.017 < 0.05$
5. The fifth hypothesis states that organizational commitment mediates the influence of work motivation on employee performance and is accepted because it has a significance value of $0.038 < 0.05$
6. The sixth hypothesis states that organizational commitment mediates the effect of job satisfaction on employee performance because it has a significance value of $0.017 < 0.05$

Transformational Leadership Style, Work Motivation, Employee Job Satisfaction, Organizational Commitment and Employee Performance

a. Transformational Leadership Style

The first hypothesis can be accepted because the testing of the relationship between transformational leadership and employee performance demonstrates that transformational leadership influences employee performance. This demonstrates the impact of transformational leadership on employee performance. Transformational leadership, on the other hand, avoids excessive intervention in employee performance by ensuring that subordinates clearly understand their roles in relation to the tasks and responsibilities assigned to them. Leaders must never lose sight of the importance of praising their employees.

b. Work motivation

The results of testing the second hypothesis show that work motivation influences employee performance, which means the second hypothesis can be accepted. These results show that employees at the Denpasar City Personnel and Human Resource Development Agency are internally motivated to work, because of various considerations that by working they will get wages to meet their living needs. Employee needs for achievement, compensation, and cooperation and various competitions do not have a significant effect on employee performance. Employees are motivated by a conducive work atmosphere and environment.

c. Employee job satisfaction

At the Denpasar City Personnel and Human Resource Development Agency, the third hypothesis was tested, and the results show that employees' performance is influenced by their level of job satisfaction. This demonstrates that job satisfaction and performance actually have a negative relationship. Employees who perform well will receive promotions and incentives for more attention from superiors, thereby increasing job satisfaction.

d. Organizational Commitment

The results of testing the fourth hypothesis show that organizational commitment mediates the influence of transformational leadership on employee performance at the Denpasar City Personnel

and Human Resource Development Agency. This expresses that groundbreaking initiative way of behaving that is relationship and errand arranged towards hierarchical responsibility impacts worker execution. According to the findings, employees' affective commitment is positively impacted by relationship-oriented leadership behaviors such as fostering trust, providing inspiration, vision, encouraging creativity, and placing an emphasis on development. However, task-oriented leadership also influences employee affective commitment, albeit to a lesser extent.

e. Employee Performance

Based on the range of scales in the Denpasar ¹ City Regional Personnel and Human Resources Development Agency, employee performance shows that the average respondent's answer is high.

CONCLUSION

This situation has a very extraordinary influence that tends to be positive and significant on employee performance at the Denpasar City Regional Personnel and Human Resource Development Agency, as the variables Transformational Leadership Style, Work Motivation, Employee Job Satisfaction, and Organizational Commitment have high results overall. Therefore, it should be emphasized that the predominant influence on employee performance in this instance is a remarkable conformity aspect, in which work motivation has a remarkable positive impact on improving employee performance.

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THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK MOTIVATION AND EMPLOYEE JOB SATISFACTION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE (Study at Denpasar Cit

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