Improving Human Resource Performance Through Transformational Leadership, Organizational Commitment and Work Motivation at Fuel Terminal Kotabaru

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Abstract. This study aims to analyze efforts to improve human resource performance through transformational leadership, organizational commitment, and work motivation. The study used a quantitative approach with an explanatory method. The population and sample in this study were all 81 employees of PT Pertamina Fuel Terminal Kotabaru, determined through a census technique. Data analysis was conducted using a Structural Equation Modeling approach based on Partial Least Square (SEM-PLS). The results showed that transformational leadership and organizational commitment did not have a significant direct effect on human resource performance, but both had a significant influence on work motivation. Work motivation was proven to have a very significant influence on improving human resource performance. In addition, work motivation fully mediated the relationship between transformational leadership and organizational commitment on human resource performance. Thus, performance improvement is more effective through optimizing work motivation as a key factor connecting leadership and commitment in the organization.

Keywords: Commitment; Leadership; Organizational; Transformational.

1. Introduction

Human resources (HR) are the main asset in an organization that determines the sustainability and competitiveness of the company.(Rumawas, 2018)Employee performance is a key factor in achieving a company's strategic goals, particularly in the energy industry, such as the Kotabaru Fuel Terminal, which plays a crucial role in fuel distribution. As one of the main terminals in the fuel distribution chain in Kalimantan, the Kotabaru Fuel Terminal faces significant challenges in ensuring smooth operations and increasing employee productivity. Therefore, an effective HR management strategy is needed to improve employee performance in the face of various operational dynamics, regulations, and external challenges such as fluctuating energy demand and changes in government policy (Robbins & Judge, 2022).

Organizational commitment can be understood as an individual's attitude that demonstrates a strong desire to remain part of an organization, works diligently to achieve organizational goals, and has faith in and acceptance of the organization's values and goals. In other words, this commitment reflects an individual's loyalty to their organization and is an ongoing process that reflects an individual's concern for the organization's success and development (Luthans & Doh, 2020).(Suputra, 2018). Employees with high commitment tend to be more motivated to make positive contributions to the company, maintain work productivity, and improve service quality (Podsakoff et al., 2021). In a challenging work environment like the Kotabaru Fuel Terminal, high commitment will reduce employee turnover and increase job satisfaction, ultimately positively impacting overall company performance.(Alifattiin Andar Murdani & Fachrurrozie Fachrurrozie, 2022)

Besides commitment, work motivation is also a crucial factor contributing to improved employee performance. According to Herzberg's two-factor theory, intrinsic factors such as achievement, recognition, and responsibility significantly influence job satisfaction and motivation (Herzberg et al., 2021). In the Kotabaru Fuel Terminal work environment, where employees face high operational pressure, strong work motivation is essential to ensure they remain enthusiastic in carrying out their duties. High work motivation can also improve discipline, employee engagement in work processes, and compliance with safety procedures and fuel distribution efficiency (Deci & Ryan, 2022). Therefore, companies need to develop policies that can increase employee motivation through incentives, training, and clear career development (Gagne & Deci, 2021).

Furthermore, leadership style has the potential to predict company performance. This is one of the most significant elements that can influence the growth of organizational and individual performance. Transformational leadership is a concept rooted in the term "to transform," which means changing or transforming something into a different form. In an organizational context, transformational leadership requires a leader to have the ability to optimally direct, develop, and manage all potential resources. The goal is to produce significant change in order to achieve strategically formulated organizational goals. Burns (1978), in his work "Leadership," also emphasized that one characteristic that distinguishes transformational leadership from all other types of leadership is its ability to encourage followers to pursue goals that transcend their personal interests. Several previous studies on the relationship between transformational leadership and employee performance have not shown a significant effect. Research from(Novitasari & Fidiastuti, 2018)And(Yani et al., 2023)found that transformational leadership did not have a significant influence on employee performance, this indicates employee apathy towards the leadership model. Meanwhile, research from(Mustapa, 2021)And(Afif & Dewi, 2023)stated that transformational leadership has a significant influence on employee performance.

Due to the inconsistency of the results, it is interesting to add a mediating variable in the form of work motivation as a bridge to further explain the influence of transformational leadership on improving employee performance at the Kotabaru Fuel Terminal.

2. Research Methods

This type of research uses explanatory research with a quantitative approach. This study aims to explain the hypothesis testing with the intention of confirming or strengthening the hypothesis, in the hope of strengthening the theory used as a reference in Improving Human Resource Performance Through Transformational Leadership, Organizational Commitment, and Work Motivation at the Kotabaru Fuel Terminal. This research was conducted at PT. Pertamina Energi Terminal, Fuel Terminal Kotabaru, located on Jl. H. Hasan Basri, Semayap Village, Pulau Laut Utara District, Kotabaru Regency, South Kalimantan 72117

3. Results and Discussion

In this study, the questionnaire distribution process was carried out directly, namely by providing a Google form link to all 81 employees at the Kotabaru Fuel Terminal.

For preliminary analysis, a description will first be presented regarding the characteristics of the respondents obtained based on the questionnaire answers given by the respondents who are the objects of the research.

Table Respondent Characteristics

Respondent Characteristics	Information	Frequency	Percentage
Gender	Man	73	90%
	Woman	8	10%
Respondent Age	20-30 Years	22	27%
	31-35 Years	24	30%
	36-40 Years	28	35%
	> 40 Years	7	9%
Years of service	15 years	5	6%
	6 – 10 Years	24	30%
	11 – 15 Years	54	67%
	> 15 Years	9	11%
Source: Processed primary data, 2025			

Respondents' responses to the age of respondents are dominated by employees aged between 20 to 40 years and the length of service of respondents is mostly dominated by employees who have a length of service between 6 to 15 years, meaning that the average employee already has sufficient experience related to the work they do and shows that most employees at the Kotabaru fuel terminal are at a mature and stable age in carrying out the tasks given so that based on their experience they can make wise decisions and can complete their tasks well. While respondents' responses based on gender are more dominated by male employees, namely 90% when compared to women, which is 10%. This is understandable because the Kotabaru fuel terminal prioritizes technical matters in the field that require physical conditions that can adapt to the tasks and responsibilities given.

Descriptive analysis explains respondents' responses based on opinions and thoughts obtained from the results of respondents' answers to several questions asked regarding the

variables of Transformational Leadership, Organizational Commitment, Work Motivation, and Human Resources Performance. To categorize respondents' answers to the research variables, they are grouped using an index arrangement as described in the following scale range (Umar, 2012).

$$RS = \frac{TT - TR}{Skala}$$

Information:

RS = Scale Range

TR = Lowest Score

TT = Highest Score

Information:

Highest score = 5

Lowest score = 1

Scale = 3 (Low, Medium, High)

$$\frac{5 - 1}{3} = 1,3$$

So the Scale Range = 1.33

The answer category scores for each research variable can be explained as follows:

NO	Interval	Category	Information
1	Interval 1 – 2.33	Low	The research variables have low or small variable conditions.
2	Interval 2.34 – 3.67	Currently	Conditions of variables that are currently or sufficiently possessed by the research variables
3	Interval 3.68 - 5	Tall	High or good variable conditions are possessed by research variables

Table Response to Human Resource Performance

NO	Indicator	Mean	Standard Deviation	Interpretation
1	Reliable	4.30	0.62	Tall
2	Stay productive in every challenge	4.28	0.59	Tall
3	Can work together to achieve goals	4.48	0.55	Tall
4	Efficiency in the use of time and resources	4.32	0.62	Tall
5	Responsibility	4.46	0.63	Tall
6	Work-life balance	4.35	0.61	Tall
	Average value	4.36		Tall

Source: processed primary data, 2025 (Appendix 2)

Table illustrates the results of respondents' responses to the Human Resource Performance variable, which consists of six indicators. Based on the calculations, the overall average value of 4.36 for the indicators is in the high category, indicating that employees have performed well in supporting the achievement of organizational goals at the Kotabaru Fuel Terminal.

The highest average score was found in the "Responsibility" indicator with a mean of 4.46 and a standard deviation of 0.63. This indicates that the majority of respondents felt a strong sense of responsibility for carrying out their duties and obligations at work. This indicator reflects one of the main aspects of individual performance, namely commitment to work results and personal accountability for the role carried out. Other indicators that also had high scores were "Can work together to achieve goals" (mean 4.48; standard deviation 0.55) and "Work-life balance" (mean 4.35; standard deviation 0.61). These values indicate that employees are able to work well as a team and feel that the organization supports the balance between professional and personal life. This balance is important for supporting mental health, work motivation, and sustainable performance. The "Efficiency in the use of time and resources" indicator also scored high (mean 4.32; standard deviation 0.62), indicating that the majority of employees were able to complete their work effectively and were not wasteful in the use of resources. Furthermore, the "Reliability" (mean 4.30; standard deviation 0.62) and "Remaining productive in every challenge" (mean 4.28; standard deviation 0.59) indicators reflect that employees are resilient and can be trusted in facing various work situations, including pressure or obstacles.

In terms of data distribution, the standard deviation for all indicators ranges from 0.55 to 0.63, which is considered low. This indicates that respondents' perceptions of HR performance indicators are fairly homogeneous and consistent, thus concluding that there are no significant differences in assessments between respondents.

Overall, this data indicates that human resource performance at the Kotabaru Fuel Terminal is high, encompassing the ability to work collaboratively, personal accountability, work efficiency, productivity, and work-life balance. These findings indicate that the organization has successfully created a work system and organizational culture that facilitates optimal employee performance. To maintain this, management needs to continue to support individual development, reward performance, and ensure a work environment that fosters collaboration and work-life balance.

Data analysis in this study was conducted using SmartPLS version 4.0 using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. In this method, the model is divided into two main components: the measurement model (outer model) and the structural model (inner model).
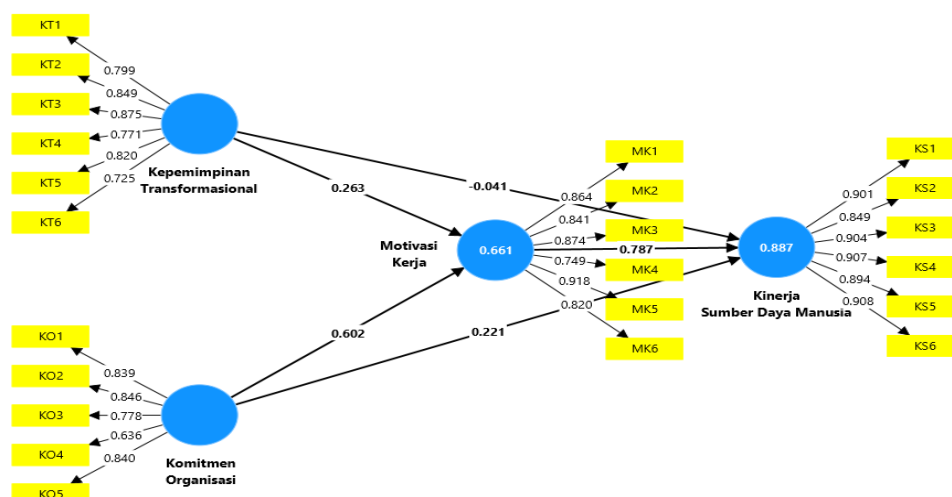
Convergent Validity Testing is conducted to determine the extent to which the indicators in each construct are able to consistently explain the latent variables. One way to test convergent validity is to examine the outer loading value of each indicator. According to Hair et al. (2017), a good outer loading value is above 0.70, but in exploratory research, a value above 0.60 is still acceptable.

The following table shows the outer loading results of each indicator in this study:

TableConvergent Validity Test

Indicator	Outer Loading	Criteria	Conclusion
KO1	0.839	> 0.6	Valid
KO2	0.846	> 0.6	Valid
KO3	0.778	> 0.6	Valid
KO4	0.636	> 0.6	Valid
KO5	0.840	> 0.6	Valid
KS1	0.901	> 0.6	Valid
KS2	0.849	> 0.6	Valid
KS3	0.904	> 0.6	Valid
KS4	0.907	> 0.6	Valid
KS5	0.894	> 0.6	Valid
KS6	0.908	> 0.6	Valid
KT1	0.799	> 0.6	Valid
KT2	0.849	> 0.6	Valid
KT3	0.875	> 0.6	Valid
KT4	0.771	> 0.6	Valid
KT5	0.820	> 0.6	Valid
KT6	0.725	> 0.6	Valid
MK1	0.864	> 0.6	Valid
MK2	0.841	> 0.6	Valid
MK3	0.874	> 0.6	Valid
MK4	0.749	> 0.6	Valid
MK5	0.918	> 0.6	Valid
MK6	0.820	> 0.6	Valid

Source: Processed Primary Data, 2025

Based on the convergent validity test results shown in Table 7, all indicators in this study had outer loading values > 0.60. This indicates that each indicator adequately reflects the construct being measured and meets the established validity criteria, making it suitable for use in further analysis.

Discriminant validity aims to test the extent to which a construct is truly different from other constructs in the model. This validity indicates that the indicators of a construct are not highly correlated with other constructs. One method for measuring this is using the Average Variance Extracted (AVE) value.

According to Hair et al. (2017), a construct is declared to meet discriminant validity if the AVE value of each construct is greater than 0.50.

Table Discriminant Validity Test

Variables	AVE	Criteria	Conclusion
Transformational Leadership	0.653	>0.50	Valid
Human Resource Performance	0.799	>0.50	Valid
Organizational Commitment	0.627	>0.50	Valid
Work motivation	0.716	>0.50	Valid

Source: Processed Primary Data, 2025

Based on Table all variables in the model have an AVE value >0.50, indicating that each construct has met the criteria for discriminant validity. This means that the indicators used in each construct have good ability to differentiate one construct from another. Thus, this research model can be said to have adequate discriminant validity.

In this study, reliability was measured using Composite Reliability and Cronbach's Alpha. Composite Reliability is used to assess whether the indicators used are consistent in measuring each variable. Meanwhile, Cronbach's Alpha is used to measure consistency between indicators within a single variable. If the value is above 0.70, the indicator is considered reliable.

Source: Processed Primary Data, 2025

Variables	Cronbach's Alpha	Composite Reliability	Criteria	Conclusion
Transformational Leadership	0.89	0.92	>0.7	Reliable
Human Resource Performance	0.95	0.96	>0.7	Reliable
Organizational Commitment	0.85	0.89	>0.7	Reliable
Work motivation	0.92	0.94	>0.7	Reliable

Based on the reliability test results presented in Table 9, all variables in this study demonstrated Cronbach's Alpha and Composite Reliability values exceeding 0.70, thus all variables were declared reliable. These results indicate that the instrument used in this study has a good level of internal consistency and can be relied upon to measure each construct studied. The Transformational Leadership variable has a Cronbach's Alpha value of 0.89 and a Composite Reliability of 0.92, indicating that the indicators in this variable have a very strong level of reliability. The Human Resource Performance variable showed the highest reliability with a Cronbach's Alpha value of 0.95 and a Composite Reliability of 0.96. This indicates that all indicators in this variable are consistent in measuring human resource performance.

Furthermore, the Organizational Commitment variable was also proven reliable with a Cronbach's Alpha value of 0.85 and a Composite Reliability of 0.89. These values indicate that the indicators used have been consistently tested in describing the level of organizational commitment. In the Work Motivation variable, the Cronbach's Alpha value of 0.92 and Composite Reliability of 0.94 confirm that the indicators in this variable also have very good consistency and reliability.

Overall, the results of this reliability test indicate that all research instruments used met the criteria for good reliability and can be used for further analysis. Thus, the model developed in this study has been accurately measured and can be trusted.

Inner Model Analysis is used to examine the relationship between latent variables in a research model. The inner model is also called a structural model because it describes the direct influence between variables, both the direction and strength of the relationship. This analysis aims to determine whether the independent variables have a significant effect on the dependent variable according to the proposed hypothesis. In inner model analysis, several important measurements are considered, namely the path coefficient, R-Square (R^2) value, f-Square value, t-statistic, p-value, and Q-Square. These values are used to measure the strength of the relationship, the level of significance, and the predictive ability of the model. In other words, inner model analysis helps researchers prove whether the relationship between variables in the model is appropriate and statistically significant.

1) R-Square Test

The R-Square test is used to determine the extent to which an independent variable can explain the dependent variable in a research model. The higher the R-Square value, the greater the proportion of the dependent variable's variance that can be explained by the independent variable. According to Hair et al. (2014), an R-Square value above 0.75 is categorized as strong, a value between 0.50 and 0.75 is categorized as moderate, and a value below 0.50 is categorized as weak.

Table R-Square Test

Variables	R Square	Criteria	Conclusion
Human Resource Performance	0.88	>0.75	Strong
Work motivation	0.66	>0.5	Moderate

Source: Processed Primary Data, 2025

Based on the test results presented in Table an R-Square value of 0.88 was obtained for the Human Resource Performance variable, which means that 88% of the variation in Human Resource Performance can be explained by the variables Transformational Leadership, Organizational Commitment, and Work Motivation. The remaining 12% is explained by other variables outside this research model. Thus, the model's predictive ability on Human Resource Performance is in the strong category. Furthermore, the R-Square value for the Work Motivation variable of 0.66 indicates that 66% of the variation in Work Motivation can be explained by Transformational Leadership and Organizational Commitment, while the

remaining 34% is influenced by other factors not examined in this model. Based on the criteria of Hair et al. (2014), this value is included in the medium or moderate category.

Overall, the results of the R-Square test indicate that the research model developed has good predictive capabilities, especially in explaining the Human Resource Performance variable which is the main focus of the research.

2) Q-Square Test

Goodness of fit The model's goodness of fit can be measured by evaluating the Q-square predictive relevance value. This evaluation aims to determine the extent to which the observations generated by the model and its parameter estimates can represent the actual data. The measurement of the model's goodness of fit considers the predictive relevance (Q^2) value. If the Q-square value is greater than 0, it can be concluded that the observation results are of good quality. Conversely, if the Q-square value is less than 0, the observation results are considered inadequate. Thus, a Q-square value greater than 0 indicates that the model used has good predictive ability.

Table Q-Square Test

Variables	Q Square	Criteria	Conclusion
Human Resource Performance	0.69	>0	Fulfilled
Work motivation	0.46	>0	Fulfilled

Source: Processed Primary Data, 2025

Based on Table the Q^2 value for the Human Resource Performance variable is 0.69 and for the Work Motivation variable is 0.46. A Q^2 value greater than zero ($Q^2 > 0$) indicates that the model has predictive relevance for the endogenous constructs being measured. The Q^2 value obtained indicates that this research model is able to predict Human Resource Performance and Work Motivation well. The greater the Q^2 value, the greater the model's predictive ability. Thus, it can be concluded that the model in this study meets the criteria of predictive relevance and is suitable for use in explaining the relationship between the variables studied.

3) F-Square Test

The F-Square test aims to assess the magnitude of the influence of the independent variable on the dependent variable, regardless of whether the influence is weak, medium, or strong. If the F-Square value is at or above 0.02 but less than 0.15, then the influence is categorized as a small effect. If the F-Square value is at or above 0.15 but still below 0.35, then it is included in the medium effect category. Meanwhile, if the F-Square value is equal to or greater than 0.35, then the influence is classified as a large effect (Cohen, 2013).

Table F-Square Test

Exogenous Variables	Endogenous Variables	F-Square	Conclusion
Transformational Leadership	Human Resource Performance	0.007	No effect
Transformational Leadership	Work motivation	0.098	Low Influence

Organizational Commitment	Human Resource Performance	0.137	Low Influence
Organizational Commitment	Work motivation	0.511	High Influence
Work motivation	Human Resource Performance	1,850	High Influence

Source: Processed Primary Data, 2025

Based on the results of the F-Square test presented in Table it is known that the magnitude of the influence of each exogenous variable on the endogenous variable has a different level of variation. The relationship between Transformational Leadership and Human Resource Performance shows an F-Square value of 0.007 which is included in the category of no influence. This indicates that Transformational Leadership does not provide a significant contribution in improving Human Resource Performance directly. Furthermore, the influence of Transformational Leadership on Work Motivation shows an F-Square value of 0.076 which is included in the low influence category. Although the influence is relatively small, this result indicates that Transformational Leadership still has a role in shaping employee work motivation, although its contribution is not too large. Meanwhile, the relationship between Organizational Commitment and Human Resource Performance produces an F-Square value of 0.137 which is included in the low influence category. This indicates that Organizational Commitment is not able to provide a strong influence on improving human resource performance directly in this study. In contrast to these results, Organizational Commitment to Work Motivation shows an F-Square value of 0.511, which is included in the high influence category. This proves that the higher the level of organizational commitment, the greater its influence in increasing employee work motivation. Strong work motivation in employees will ultimately have a positive impact on their performance. Meanwhile, the influence of Work Motivation on Human Resource Performance shows an F-Square value of 1.850, which is included in the very high influence category. This finding confirms that Work Motivation is the most dominant factor that influences improving human resource performance in this organizational environment.

Overall, the F-Square analysis results indicate that Work Motivation is a key variable mediating the influence of Transformational Leadership and Organizational Commitment on Human Resource Performance. Therefore, increasing employee work motivation is a crucial strategy to consider in efforts to improve human resource performance.

1) Hypothesis Testing:

Table Path Coefficients

Relationship between variables	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Transformational Leadership -> Human Resource Performance	-0.041	0.079	0.524	0.600	H1 Rejected
Transformational	0.263	0.115	2,284	0.022	H2 Accepted

Leadership -> Work Motivation					
Organizational Commitment -> Human Resource Performance	0.221	0.116	1,914	0.056	H3 Rejected
Organizational Commitment -> Work Motivation	0.602	0.112	5,394	0,000	H4 Accepted
Work Motivation -> Human Resource Performance	0.787	0.093	8,498	0,000	H5 Accepted

Source: Processed Primary Data, 2025

Testing the relationships between variables in the research model was conducted using path coefficients to determine the magnitude of influence and significance between variables. Based on the data processing results presented in Table 13, the following conclusions were obtained:

1) Transformational Leadership has an effect on Human Resource Performance (H1) The test results show a T Statistics value of 0.527 with P Values of 0.600 (> 0.05), so the H1 hypothesis is rejected. This means that statistically Transformational Leadership does not have a significant effect on Human Resource Performance.

2) Transformational Leadership Influences Work Motivation (H2) The test results show a T Statistics value of 2.284 with P Values of 0.022 (<0.05), so the H2 hypothesis is accepted. This means that Transformational Leadership has a significant influence on Work Motivation.

3) Organizational Commitment Influences Human Resource Performance (H3) The test results show a T Statistics value of 1.914 with P Values of 0.056 (> 0.05), so the H3 hypothesis is rejected. This means that Organizational Commitment does not have a significant effect on Human Resource Performance.

4) Organizational Commitment Influences Work Motivation (H4) The test results show a T Statistics value of 5.394 with P Values of 0.000 (<0.05), so the H4 hypothesis is accepted. This means that Organizational Commitment has a significant influence on Work Motivation.

5) Work Motivation Influences Human Resource Performance (H5) The test results show a T Statistics value of 8.498 with P Values of 0.000 (<0.05), so the H5 hypothesis is accepted. This means that Work Motivation has a significant influence on Human Resource Performance.

The mediation hypothesis testing was conducted using the moderated regression analysis (MRA) method estimated through the SEM-PLS approach (Ghozali and Latan, 2015). To test work motivation as a mediating variable in the relationship between transformational leadership on human resource performance and organizational commitment on human resource performance, a variable can be categorized as a mediator if it meets the criteria of

p-value ≤ 0.05 and t-statistic value > 1.96. This means that if both conditions are met, then the variable is statistically proven to have a mediating role in the analyzed model.

Table Mediating Test

Relationshipbetween variables	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Transformational Leadership -> Work Motivation -> Resource Performance	0.207	0.096	2,155	0.031	Can be a Mediation
Organizational Commitment -> Work Motivation -> Human Resource Performance	0.474	0.097	4,893	0,000	Can Be Mediation

Source: Processed Primary Data, 2025

The mediation test in table 14 was conducted to evaluate the mediating role of the Work Motivation variable in the relationship between transformational leadership and human resource performance and organizational commitment to human resource performance, with the following results:

1) Transformational Leadership -> Work Motivation -> Human Resource Performance

The results obtained show that the relationship between Transformational Leadership and Human Resource Performance through mediating variables shows a T-Statistics value of 2.155 with a P-Value of 0.031. Because the P-Value value is > 0.05, this relationship is significant. This indicates that the influence of Transformational Leadership on Human Resource Performance through work motivation is statistically proven.

2) Organizational Commitment -> Work Motivation -> Human Resource Performance

The relationship between Organizational Commitment and Human Resource Performance through work motivation shows a T-Statistics value of 4.796 with a P-Value of 0.000. Since the P-Value is <0.05, this relationship is significant. This means that Organizational Commitment is statistically proven to have a significant influence on Human Resource Performance through work motivation.

Thus, in this study it can be concluded that Organizational Commitment has a significant mediating influence on Human Resource Performance through work motivation, and Transformational Leadership also shows a significant mediating influence on Human Resource Performance through work motivation.

2) Discussion of Research Results:

1) The Influence of Transformational Leadership on Human Resource Performance

Based on the results of the analysis of the relationship between transformational leadership does not have a significant direct effect on human resource performance (p-value = 0.600 > 0.05; t-statistic = 0.524), so the first hypothesis (H1) is rejected. Although descriptively the average value of respondents' perceptions of transformational leadership is in the high category (mean = 4.46), the results of the structural analysis show that this leadership style does not have a significant direct effect on improving employee performance at the Kotabaru Fuel Terminal.

Theoretically, transformational leadership, according to Bass and Avolio (1994), is a leadership style that focuses on inspiring and motivating subordinates through vision, values, and role models, while also addressing individual employee needs. This type of leadership should foster a work environment conducive to individual and organizational performance growth. However, the findings of this study provide a different picture, indicating that the direct influence of transformational leadership on performance is not very significant.

One possible reason for this weak direct influence is that HR performance in the organizational environment is more influenced by other factors, such as work motivation, reward systems, work culture, or organizational structure. This aligns with Robbins and Judge's (2015) opinion, which states that employee performance is determined not only by leadership style but also by organizational systems and intrinsic motivation. Human resource performance is a reflection of work achievements that can be measured based on output, effectiveness, and efficiency, and is heavily influenced by both internal and external individual factors.

2) The Influence of Transformational Leadership on Work Motivation

The results of the study indicate that transformational leadership has a positive and significant effect on employee work motivation. This is based on the results of statistical tests that show a p-value of 0.022 (<0.05) and a t-statistic of 2.284 (>1.96), which means that the hypothesis stating a significant positive effect between transformational leadership and work motivation can be accepted.

Theoretically, transformational leadership is a leadership style that is able to inspire, motivate, and develop subordinates to achieve higher performance. Bass and Avolio (1994) suggest that transformational leaders are able to increase follower motivation through four main dimensions: (1) Idealized influence (leader's role model and integrity), (2) Inspirational motivation (ability to motivate with high vision and expectations), (3) Intellectual stimulation (encouraging innovation and creativity), and (4) Individualized consideration (attention to individual development needs). These dimensions are important sources in shaping employee enthusiasm and work drive.

In an organizational context like the Kotabaru Fuel Terminal, leaders who demonstrate a clear vision, provide inspiration, and pay attention to individual personal development tend to boost employee morale. This is reflected in the high average score of respondents' perceptions of transformational leadership indicators (mean = 4.46), particularly in the inspirational motivation and individualized consideration dimensions, which contribute directly to building employee morale.

These findings are supported by Self-Determination Theory (SDT) developed by Deci and Ryan (2000), which states that motivation is optimal when individuals feel their needs for autonomy, competence, and social connectedness are met. Transformational leadership provides the space for these three basic needs to be met. When leaders demonstrate trust, support initiatives, and show concern for employees, employees feel valued and supported, which in turn increases their work motivation.

3) The Influence of Organizational Commitment on Human Resource Performance

The results of this study indicate that organizational commitment does not have a direct and significant effect on human resource (HR) performance at the Kotabaru Fuel Terminal. This is indicated by a path coefficient of 0.221 with a p-value of 0.056 (>0.05), which means that hypothesis H3 in this study is rejected.

These findings empirically demonstrate that although the level of organizational commitment is descriptively high (mean 4.23), it is not strong enough to have a significant direct impact on improving employee performance. One possible cause is the presence of other factors that mediate the relationship between commitment and performance, such as work motivation, job engagement, or a suboptimal reward system.

In human resource management literature, organizational commitment refers to the extent to which employees identify with an organization and desire to remain a member (Meyer & Allen, 1991). High levels of commitment should create loyalty, a sense of belonging, and a desire to contribute more to organizational goals. However, the impact of commitment on performance can be indirect if it is not accompanied by motivational factors or supportive working conditions (Iqbal et al., 2019; Inuwa, 2016).

4) The Influence of Organizational Commitment on Work Motivation

Based on the analysis results in this study, it was found that organizational commitment has a positive and significant effect on employee work motivation at the Kotabaru Fuel Terminal. This is evidenced by a path coefficient value of 0.602, a t-statistic value of 5.394, and a p-value of 0.000 (<0.05), which means that hypothesis H4 is accepted.

These results indicate that the higher an employee's commitment to their organization, the greater their internal drive (work motivation) to optimally carry out their duties and responsibilities. In this case, organizational commitment serves as a psychological resource that drives employee enthusiasm and determination, as they feel emotionally connected to

and responsible for the organization's success.

Theoretically, organizational commitment can be defined as the degree to which an employee identifies with the organization, is actively involved in its activities, and desires to remain a member of the organization (Meyer & Allen, 1991). This commitment is typically divided into three dimensions: affective commitment (emotional attachment), normative commitment (moral obligation), and continuance commitment (perception of the costs of leaving the organization). These three forms of commitment can strengthen work motivation if employees feel that their presence in the organization brings meaning, stability, and provides opportunities for development.

The findings of this study are strengthened by studies(Rasyid et al., 2022)In his research, he found that organizational commitment and work motivation significantly influence employee performance, both directly and simultaneously. Employees who demonstrate loyalty to the organization and possess high work motivation tend to perform better, particularly in public service organizations.

5) The Influence of Work Motivation on Human Resource Performance

The data analysis in this study indicates that work motivation has a positive and significant effect on human resource (HR) performance. This is based on a path coefficient of 0.787, with a t-statistic of 8.498 and a p-value of 0.000, which is statistically highly significant. These findings confirm that work motivation is the most dominant factor in improving employee performance at the Kotabaru Fuel Terminal.

Work motivation, in the context of organizational theory, is an internal drive that drives a person to perform their duties diligently to achieve specific goals. According to Robbins and Judge (2022), motivation is a process that explains an individual's intensity, direction, and persistence in achieving work goals. High motivation will lead an individual to work diligently, responsibly, and be committed to their tasks.

Based on the descriptive results of this study, employee work motivation is classified as high (mean = 4.49), particularly in the indicators of self-development, openness to criticism, and working tenaciously and honestly. This indicates that employees have a strong work drive that is not only extrinsic (e.g., due to salary or supervision), but also intrinsic, namely the drive that comes from within, such as pride in work, the need to develop, and the desire to contribute.

6) The Influence of Transformational Leadership on Human Resource Performance Mediated by Work Motivation

The results of the study indicate that transformational leadership does not have a significant direct effect on human resource (HR) performance, but has a significant indirect effect through work motivation as a mediating variable. The indirect path coefficient value of 0.211, t-statistic of 2.155, and p-value of 0.031 indicate that work motivation significantly mediates the relationship between transformational leadership and HR performance, resulting in

partial mediation. This means that although the direct effect of leadership on performance is not significant, the indirect path through work motivation provides a statistically significant effect.

Theoretically, this aligns with the concept of Bass and Avolio (1994), who stated that transformational leaders have the ability to inspire, instill vision, and encourage the personal development of subordinates through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions do not automatically improve performance, but rather first stimulate intrinsic motivation, which then encourages individuals to work more productively, innovatively, and responsibly.

7) The Influence of Organizational Commitment on Human Resource Performance Mediated by Work Motivation

The results of this study indicate that organizational commitment does not have a significant direct effect on human resource (HR) performance, but has a very significant indirect effect through work motivation as a mediating variable. Based on the test results using the SEM-PLS method, the indirect effect coefficient value is 0.474, with a t-statistic value of 4.574 and a p-value of 0.000, which means that work motivation significantly mediates the relationship between organizational commitment and HR performance. Thus, it can be said that work motivation plays a full mediator role (full mediation) in this relationship, because the direct effect of organizational commitment on HR performance is not significant (p = 0.056), but its indirect effect is significant.

Theoretically, these results align with Meyer and Allen's (1991) perspective, which classifies organizational commitment into three main dimensions: affective commitment, normative commitment, and continuance commitment. These commitments reflect the extent to which employees feel emotionally attached, feel a moral obligation, and consider the practical benefits of remaining with the organization. However, strong commitment does not necessarily result in high performance unless accompanied by motivational drive within the employee. Therefore, work motivation acts as a psychological catalyst that transforms loyalty into productive action.

4. Conclusion

Based on the research results above, several things can be concluded as follows: Transformational leadership does not have a significant direct effect on human resource performance at the Kotabaru Fuel Terminal. This indicates that even though leaders are visionary, inspirational, and attentive to their subordinates, this leadership style does not necessarily improve employee performance directly without other supporting factors. The results of this study clarify that in the context of the Kotabaru Fuel Terminal, transformational leadership is not able to improve human resource performance directly, but rather requires a mediating role in the form of work motivation. Organizational commitment also does not have a significant direct impact on human resource performance at the Kotabaru Fuel

Terminal. Employees with loyalty and emotional attachment to the organization do not necessarily demonstrate high work performance, especially without sufficient motivational support. Transformational leadership has a positive and significant impact on work motivation. Leaders who provide individualized attention, inspire, and stimulate employees intellectually have been shown to significantly increase work motivation. Organizational commitment has a significant impact on work motivation. Employees who are highly committed to their organization tend to have a strong work ethic and a strong desire to contribute more to achieving organizational goals.

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