

The Role of Transformational Leadership and Work Environment on Employee Performance with Organizational Commitment as a Mediation Variable in the Satpol PP and BPBD of Blora District

Raka Chakra Utama¹⁾ & Mutamimah²⁾

¹⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: rakachakrautama.std@unissula.ac.id

²⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: mutamimah@unissula.ac.id

Abstract. *This study aims to examine strategies for enhancing employee performance within the Civil Service Police Unit (Satpol PP) and the Regional Disaster Management Agency (BPBD) of Blora Regency through the roles of Transformational Leadership and the Work Environment. The study population consisted of 103 staff members from both BPBD and Satpol PP Blora who serve in operational or implementing roles. The sampling technique employed was a census method, whereby all 103 individuals in the population were included as respondents. Statistical analysis was conducted using the Partial Least Squares (PLS) approach. The findings indicate that both Transformational Leadership and the Work Environment have a positive influence on employee performance. Moreover, the results demonstrate that Transformational Leadership and the Work Environment exert a positive and significant effect on Organizational Commitment. Additionally, the analysis reveals that Organizational Commitment mediates the relationship between Transformational Leadership and the Work Environment on employee performance. These findings underscore the crucial role of Transformational Leadership and a supportive Work Environment in improving employee performance. Furthermore, they highlight the mediating function of Organizational Commitment in strengthening the influence of Transformational Leadership and the Work Environment on performance outcomes. In essence, Organizational Commitment serves as a key factor contributing to the overall enhancement of employee performance.*

Keywords: *Employee; Environment; Leadership; Transformational.*

1. Introduction

In the era of globalization, competition in the business world is increasingly fierce. Companies are encouraged to deliver innovation and the best performance to survive. This can be achieved by improving employee performance. Good employee performance can result in increased productivity and work quality, as expected by the company. One of the keys to success in winning the competition is the need for quality Human Resources (HR). Therefore,

human resource management is crucial. Human resource management (HRM) plays a central role in developing a company's survival, increasing its effectiveness, and increasing its competitiveness. Companies must be able to increase added value for employees by utilizing intangible assets, such as human, social, and intellectual capital (Hakim & Saragih, 2019).

Human resource management is not only required by conventional companies but also by local governments. Local governments, through their Regional Apparatus Organizations (APOs), are expected to facilitate and even meet the needs of the community. Today, the public is increasingly critical of government policies. Therefore, APOs are required to deliver their best performance.

Regional governments, through Minister of Home Affairs Regulation Number 59 of 2021 concerning the Implementation of Minimum Service Standards (SPM), are required to provide basic services to the public. These basic services include matters of public order, security, and protection. The Regional Apparatus Organizations responsible for the implementation of basic services for public order, security, and protection are the Civil Service Police Unit (Satpol PP) and the Regional Disaster Management Agency (BPBD). In their implementation, they are subordinate to and accountable to the Regional Head, such as the Regent or Mayor.

The work environment factor is the overall relationship that occurs with employees in the workplace. Everything in the workplace constitutes the work environment. Employees are in a work environment when they carry out work activities, and all forms of relationships involving these employees are included in the work environment (Sedayu & Rushadiyati, 2021). According to Armansyah et al., (2024), a good work environment can also improve employees' mental and emotional well-being, which in turn can strengthen their motivation and commitment to their work and the company. Therefore, companies need to commit to creating and maintaining a positive and supportive work environment for all employees. This research is in line with research by Barima & Sulaeman (2022) which shows that the work environment has a positive effect on performance. However, this study differs from research by Kresmawan et al., (2021) which shows that the work environment does not affect performance.

Based on previous research gaps conducted by Fauzan et al. (2023); Saputra (2023); Pratama & Sutianingsih (2023), transformational leadership has a positive and significant effect on performance. However, research by Kurniati & Rojuaniah (2023) proves that transformational leadership has a positive but insignificant effect on performance. Research conducted by Sadewo et al. (2021); Hendrik et al. (2021) proves that the work environment influences employee performance. Meanwhile, research by Kresmawan et al. (2021) shows that the work environment does not affect performance.

Based on the discussion above, researchers have been encouraged to include organizational commitment as a mediating or intervening variable. This is reasonable, as organizational commitment reduces employee challenges when leadership changes occur. Furthermore,

organizational commitment can foster a positive work environment. Therefore, in general, organizational commitment will influence employee performance.

2. Research Methods

This research uses a quantitative approach. A quantitative approach allows for precise recording and analysis of research data using statistical calculations (Lodico, 2017). This type of research uses quantitative descriptive analysis. analysis quantitative descriptive research used to analyze data by describing or depicting the collected data as it is without intending to draw conclusions that apply to the public or generalize (Sugiyono, 2018). The type of data used is primary data. Primary data is data collected or obtained directly at the research location and processed by the researcher during the analysis (Supramono, 2003). The data sources were derived from existing records or databases packaged in the form of questionnaires. The data sources in this study were employees of the Blora Regency Regional Disaster Management Agency (BPBD) and the Blora Regency Public Order Agency (Satpol PP) from the implementing agency. A questionnaire is a data collection method that involves creating or compiling a detailed and comprehensive list of questions. The questionnaire is given to respondents to answer freely without any influence from the researcher. According to Sugiyono (2019:142), a questionnaire is a data collection technique that involves providing respondents with a set of written questions or statements to answer. A questionnaire is an efficient data collection technique if the researcher knows exactly what variables to measure and what to expect from the respondents. In this study, the measurement scale used was the Likert scale. The measured variables were broken down into variable indicators. The answers to each Likert scale instrument item were assigned different score weights. On the Likert scale, the highest score was given to the answer alternative that the researcher highly expected in accordance with the research objectives, and the lowest score was given to the answer alternative that was highly undesirable (Silaen, 2018:125).

3. Results and Discussion

The research was conducted by distributing questionnaires directly to each employee respondent. The questionnaires distributed to the respondents were completely completed and all were successfully received by the researcher. The distributed questionnaires captured the respondents' characteristics, which will help the researcher determine the profile or identity of the research subjects, which will be linked to the research results.

1) Respondent Profile Based on Gender

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Table Respondent Profile Based on Gender

Gender	N	Percentage (%)
Man	70	68.0
Woman	33	32.0

Total	103	100.0
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SSource: Processed primary data, 2025

Table shows that 70 (68.0%) of male respondents were male, while 33 (32.0%) were female. This indicates that male respondents still have the highest frequency. Based on available data, male respondents have the highest number of respondents in several studies. This indicates that in some contexts, male respondents outnumber female respondents.

2) Respondent Profile Based on Age

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Table Respondent Profile Based on Age

Age	N	Percentage (%)
<20 Years	3	2.9
21-30 Years	29	28.2
31-40 Years	50	48.6
>41 Years	21	20.4
Total	103	100.0

SSource: Processed primary data, 2025

Based on table it is known that the percentage of respondents aged <20 years is 3 or 2.9%, respondents aged 21-30 years are 29 or 28.2%, respondents aged 31-40 years are 50 or 48.6%, and respondents aged >41 years are 21 or 20.4%. In this case, it states that the highest frequency is still held by respondents aged 31-40 years. This analysis can provide insight into the preferences, behaviors, and views of different age groups.

Respondents aged 31-40 years were dominated by age categories. Employees aged 31-40 years have extensive experience, strong technical skills, and good communication skills with colleagues, superiors, and the public.

3) Respondent Profile Based on Marital Status

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Table Respondent Profile Based on Marital Status

Marital status	N	Percentage (%)
Marry	89	86.4
Not Married	14	13.6
Total	103	100.0

SSource: Processed primary data, 2025

Based on Table, it is known that the percentage of respondents with a marital status of Married is 89 (86.4%), and respondents with a marital status of Unmarried are 14 (13.6%). In this case, it states that the highest frequency is still held by respondents with a marital status

of Married. Married employees tend to have good emotional stability and maturity of thought, as well as possessing responsibility and strong motivation to achieve success.

4) Respondent Profile Based on Last Education

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Table Respondent Profile Based on Last Education

Last education	N	Percentage (%)
Diploma (D1/D2/D3)	28	27.2
Bachelor's Degree (S1/S2/S3)	43	41.7
SENIOR HIGH SCHOOL	30	29.1
JUNIOR HIGH SCHOOL	2	1.9
Total	103	100.0

Source: Processed primary data, 2025

Based on table, it is known that the percentage of respondents with a Diploma (D1/D2/D3) as their last education is 28 or 27.2%, respondents with a Bachelor's degree (S1/S2/S3) as their last education are 43 or 41.7%, respondents with a High School degree are 30 or 29.1%, and respondents with a Junior High School degree are 2 or 1.9%. In this case, it states that the highest frequency is still held by respondents with a Bachelor's degree (S1/S2/S3). This statement indicates that in a study or survey, the majority of respondents have a Bachelor's degree (S1). This means that of all participating respondents, the group with a Bachelor's degree is the largest in number. Employees with a Bachelor's degree (S1/S2/S3) as their last education have in-depth skills and knowledge in their fields.

5) Respondent Profile Based on Length of Service

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Table Respondent Profile Based on Length of Service

Length of working	N	Percentage (%)
<5 Years	13	12.6
>10 Years	32	31.1
5-10 Years	58	56.3
Total	103	100.0

Source: Processed primary data, 2025

Based on table, it is known that the percentage of respondents with a length of service <5 years is 13 or 12.6%, respondents with a length of service >10 years are 32 or 31.1%, respondents with a length of service 5-10 years are 58 or 56.3%. In this case, it states that the highest frequency is still owned by respondents with a length of service 5-10 years. This is good for the organization because employees have career stability, a level of job satisfaction that is starting to be established, or sufficient experience to face work challenges.

Descriptive analysis aims to determine respondents' responses to each question posed. In this case, descriptive analysis explains employees' responses to questions posed regarding each Transformational Leadership variable. *Work Environment*, Employee Performance, and Organizational Commitment. To determine the respondents' responses to each variable, this study describes the frequency of each variable item with a measurement scale of one to five to determine the average score category using Sudjana's (2005) calculation as follows:

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

$$RS = \frac{5 - 1}{5}$$

$$RS = 0,8$$

Information:

RS = Scale Range

TR = Lowest Scale

TT = Highest Scale

Lowest Scale = 1

So the highest value is 5 and the lowest respondent answer score is 1, while the number of classes/categories used in compiling the criteria is adjusted to the scale used, namely 3 classes, so that the interval obtained for each class is $(5-1): 3 = 1.33$. Thus, the criteria for describing the mean value obtained for each indicator item or variable are as follows:

- 1) Interval 1 – 2.33 with Low category
- 2) Interval 2.34 – 3.67 with category Moderate / Sufficient
- 3) Interval 3.68 – 5 with High category

a. Transformational Leadership

The following are respondents' responses regarding Transformational Leadership:

Table Descriptive Statistics of Transformational Leadership Variables

Code	Indicator	Mean	Criteria
KT.1	Charisma	4,378	Tall
CT.2	Inspirational Motivation	4,223	Tall
CT.3	Intellectual Stimulation	4,553	Tall
KT.4	Individualized Attention	4,572	Tall
Average Total		4.4315	Tall

SSource: Processed primary data, 2025

Based on the table above, it can be seen that the average Transformational Leadership is 4.4315, which means that respondents in this study perceive that they have a leader who is charismatic, inspiring, motivating, provides intellectual stimulation and pays attention.

b. *Work Environment*

The following are respondents' responses regarding the Work Environment:

Table Descriptive Statistics of Work Environment Variables

Code	Indicator	Mean	Criteria
WE.1	Lighting	4,582	Tall
WE.2	Air temperature	4,349	Tall
WE.3	Noise	4,047	Tall
WE.4	Use of color	4,427	Tall
WE.5	Space required	4,495	Tall
WE.6	Security	4,475	Tall
WE.7	Employee relations with employees	4,592	Tall
Average Total		4.4238	Tall

SSource: Processed primary data, 2025

Based on the table above, it can be seen that the average Work Environment is 4.4238, which means that respondents in this study perceive that they have a work environment that is well lit, has good air temperature, is free from noise, has a clean, comfortable, safe work space, and has good relationships with coworkers.

The Path Coefficient value indicates the direction of the hypothesized variable, indicating a positive or negative direction. These values can be seen from the bootstrapping results in SmartPLS software. To determine whether a hypothesis can be accepted or rejected, among other things, by paying attention to the significance value between constructs, t-statistics, and p-values. The path coefficient score or inner model indicated by the Rules of Thumb is a t-statistic value > 1.96 with a significance level of p-value < 0.05 (5%) and a positive beta coefficient. This study has five hypotheses, the results of which are obtained with five hypotheses that have significant results with t-statistic values greater than 1.96 and P-values below 0.05. The value of the proposed research hypothesis can be seen in Table.

Table Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership (X1) -> Employee Performance (Y)	0.247	0.272	0.133	1,854	0.005
Leadership (X1) -> Organizational Commitment (Z)	0.421	0.418	0.101	4.185	0.000
Organizational Commitment (Z) -> Employee Performance (Y)	0.472	0.453	0.122	3,849	0.000
Work Environment (X2) -> Employee Performance (Y)	0.167	0.169	0.115	1,450	0.014

Work Environment (X2)	->	0.244	0.263	0.121	2.009	0.045
Organizational Commitment (Z)						

SSource: Processed primary data, 2025

Based on the research results above, that:

- 1) Transformational leadership has a positive influence on Employee performance, with a p-value of 0.005 or $0.005 < 0.05$, so that hypothesis H1 is accepted and H0 is rejected.
- 2) *Work Environment* has a positive impact on Employee performance, with a p-value of 0.014 or $0.014 < 0.05$, so that hypothesis H2 is accepted and H0 is rejected.
- 3) Transformational leadership has a positive influence on Organizational Commitment, with a p-value of 0.000 or $0.000 < 0.05$, so that hypothesis H3 is accepted and H0 is rejected.
- 4) *Work Environment* has a positive impact on Organizational Commitment, with a p-value of 0.045 or $0.045 < 0.05$, so that hypothesis H4 is accepted and H0 is rejected.
- 5) Organizational Commitment has a positive impact on Employee performance, with a p-value of 0.000 or $0.000 < 0.05$, so that hypothesis H5 is accepted and H0 is rejected.

1) Q-Square Test

A Q-square test with a value > 0 provides evidence that the research model has good predictive relevance or observational value. The Q2 results are shown in Table below:

Table Q-Square Test

	SSO	SSE	Q ² (=1-SSE/SSO)
Leadership (X1)	660,000	660,000	
Work Environment (X2)	440,000	440,000	
Employee Performance (Y)	440,000	440,000	0.320
Organizational Commitment (Z)	550,000	373,883	0.382

SSource: Processed primary data, 2025

Based on Table, the Q2 value is 0.320 for the variable Employee performance and 0.382 for the variable Organizational Commitment Both Q2 results are above zero, indicating good predictive relevance or observational results. Furthermore, the NFI results in this study are shown in Table, indicating a 65.6% fit.

Table Model Fit

	Saturated Model	Estimated Model
SRMR	0.092	0.092
d_ULS	2,560	2,560

d_G	1,048	1,048
Chi-Square	582,554	582,554
NFI	0.656	0.656

Source: Processed primary data, 2025

Discussion:

1) The Influence of Transformational Leadership on Employee Performance

Based on the research results, transformational leadership has a positive influence on Employee performance, with a p-value of 0.005 or $0.005 < 0.05$, thus hypothesis H1 is accepted and H0 is rejected. This research aligns with research conducted by Hidayat & Satrio (2023) which states that leadership has a positive and significant effect on employee performance. Research by Rianto (2021) states that leadership has a positive and significant effect on employee performance. Research by Oktaviany et al., (2023) states that leadership has a positive and significant effect on employee performance.

The role of leadership is crucial in an organization because leaders are responsible for motivating and guiding the organization toward achieving its goals. This task is also recognized as a challenging one. One type of leadership that plays a role in influencing employee performance is transformational leadership. Increasing transformational leadership will improve employee performance (Mulana & Keumala, 2023). In a theoretical context, transformational leadership is a leadership model in which a leader tends to motivate employees or subordinates to perform better, with an emphasis on behaviors that foster individual or employee transformation within the organization or company. Martha & Fartika (2022) argue that leadership openness in establishing cooperative relationships with employees, mutual respect, and caring attitudes toward employees will certainly bring positive changes in employee performance in completing their work.

2) Influence *Work Environment* on Employee Performance

Based on the research results that *Work Environment* has a positive impact on Employee performance, with a p-value of 0.014 or $0.014 < 0.05$, so that hypothesis H2 is accepted and H0 is rejected. This research is in line with research conducted by Adha et al. (2019), Hasibuan & Bahri (2018), and Pawirosumarto et al. (2017) which found that *Work environment* has a significant positive effect on employee performance. Creating a comfortable and conducive work environment is crucial because it can support optimal employee performance. Failure to do so can disrupt employee concentration and reduce performance levels (Kusumastuti et al., (2019).

Work environment is everything that is around employees while working, both physical and non-physical, directly or indirectly, which can affect them and their work while working (Nelly and Erdiansyah, 2021). *Work environment* is everything that exists around workers that can influence them in carrying out the assigned tasks. According to Suhali and Amelia (2022), they stated that *Work environment* has a significant impact on work effectiveness and orientation.

Kresmawan et al., (2021) argue that a work environment is considered good or appropriate if people can carry out activities optimally, healthily, safely, and comfortably. Therefore, *Work environment* will provide a new atmosphere for a person which will have an influence on the success of carrying out his duties and work.

3) The Influence of Transformational Leadership on Organizational Commitment

Based on the research results, leadership has a positive influence on Organizational Commitment, with a p-value of 0.000 or $0.000 < 0.05$, so hypothesis H3 is accepted and H0 is rejected. This research is in line with research conducted by Edwin (2024) which shows that transformational leadership has a positive and significant influence on organizational commitment. Research by Pramawati (2023) shows that transformational leadership has a positive and significant influence on organizational commitment.

Leaders emphasize the importance of commitment in achieving company goals, leaders demonstrate an attitude *optimism* And *enthusiasm* to employees, leaders encourage employees to dare to express ideas and opinions in the company, leaders are able to solve problems well, leaders pay attention to the development of employees, leaders pay attention to the needs that employees need in the process of completing work, employees feel happy to be part of the company, employees feel happy spending time with the company, employees feel that the work they do is very important in the running of the company, employees feel heavy if they leave the company and employees are able to carry out their responsibilities to the company so that employees can complete work according to predetermined targets (Fadilah et al., 2023). The quantity of employee work is in accordance with predetermined work standards, employees always complete work carefully so that there are no errors, employees have a good understanding and skills in carrying out work, employees always do the tasks given on time, employees do work according to predetermined working hours, employees always respect each other's colleagues and employees always work well with colleagues (Fadilah et al., 2023).

4) Influence *Work Environment* to wards Organizational Commitment

Based on the research results that *Work Environment* has a positive impact on Organizational Commitment, with a p-value of 0.045 or $0.045 < 0.05$, so hypothesis H4 is accepted and H0 is rejected. This research is in line with research conducted by Sumarsan et al., (2023) which found that the work environment influences organizational commitment. Research by Sugianingrat (2023) concluded that the work environment has a positive and significant effect on organizational commitment.

The work environment is everything that surrounds workers and can influence them in carrying out their assigned tasks. According to Armansyah et al., (2024), a good work environment can also improve employees' mental and emotional well-being, which in turn can strengthen their motivation and commitment to their work and the company. When employees feel satisfied, they tend to be more committed to the organization. Commitment

is a person's attitude toward their work. It results from their perception of the job, *Work environment* and the level of fit between the individual and the organization. An employee will be productive at work if the employee feels satisfied with his/her job and *Work environment* Mitha et al. (2023) argue that a conducive work environment is a determining factor in creating good commitment among employees. If this factor is missing, employees will no longer feel comfortable and focused on their work.

5) The Influence of Organizational Commitment on Employee Performance

Based on the research results that Organizational Commitment has a positive impact on Employee performance, with a p-value of 0.000 or $0.000 < 0.05$, thus hypothesis H5 is accepted and H0 is rejected. This research aligns with research conducted by Indah (2021) which found that organizational commitment has a positive effect on employee performance. Research by Angraini (2021), Ginanjar, and Berliana (2021) found that organizational commitment has a positive and significant effect on employee performance.

Commitment in general is a mutual agreement of all personnel in an organization regarding guidelines, implementation, and goals to be achieved together in the future. An employee's commitment is very important in an organization. Organizational commitment in general will affect employee performance because basically commitment is a condition felt by employees that can give rise to strong positive behavior towards their organizational commitment (Angraini et al., 2021). Fauzan et al. (2023) argue that committed employees will feel confident and believe that the values and goals of the organization are in line with employee expectations so that these employees will work harder so that employee performance will increase.

4. Conclusion

Based on the research results and discussion above, the conclusions in this research are as follows: Leadership has a positive influence on Employee performance, so hypothesis H1 is accepted and H0 is rejected. Accepting H1 and rejecting H0 means the research results support the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates sufficient statistical evidence to state that the hypothesized relationship or influence does exist. *Work Environment* has a positive impact on Employee performance, so hypothesis H2 is accepted and H0 is rejected. H1 is accepted and H0 is rejected, meaning the research results support the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates sufficient statistical evidence to state that the hypothesized relationship or influence does exist. Leadership has a positive influence on Organizational Commitment, so hypothesis H3 is accepted and H0 is rejected. H1 is accepted and H0 is rejected, meaning the research results support the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates sufficient statistical evidence to state that the hypothesized relationship or influence does exist. *Work Environment* has a positive impact on Organizational Commitment, so hypothesis H4 is accepted and H0 is rejected. H1 is accepted and H0 is rejected, meaning the research results support the alternative hypothesis (H1) and reject the null hypothesis (H0). This

indicates sufficient statistical evidence to state that the hypothesized relationship or influence does exist. Organizational Commitment has a positive impact on Employee performance, so hypothesis H5 is accepted and H0 is rejected. H1 is accepted and H0 is rejected, meaning the research results support the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates sufficient statistical evidence to state that the hypothesized relationship or influence does exist.

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