

# THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE (STUDY AT THE AIRPORT AUTHORITY OFFICE REGION IV)

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## ABSTRACT

This research, which is based on the role of transformational leadership, work motivation, organizational commitment which can influence increased employee performance. For this reason, researchers are interested in conducting research with the title "The Influence of Transformational Leadership and Work Motivation on Employee Performance with Organizational Commitment as a Mediating Variable (Study at the Regional IV Airport Authority Office)". The population used in this research is There are 92 permanent employees (civil servants) of the Regional IV Airport Authority Office. The data analysis technique used is Patrial Least Square (PLS) using Smart PLS 4.0.9 software. The results of this research show that transformational leadership has a positive effect on work motivation. Transformational leadership has a positive effect on organizational commitment. Transformational leadership has a positive effect on employee performance. Work motivation has a positive effect on organizational commitment. Work motivation has a positive effect on employee performance. Organizational commitment has a positive effect on employee performance. So it is recommended that Management at the Regional IV Airport Authority Office should be better able to increase the work motivation of its employees. This can be done not only at roll call every Monday morning but can be done by gathering employees regularly or if necessary to provide motivation either directly or indirectly. which will directly affect employee performance.

**KEYWORDS:** transformational leadership, organizational commitment, job satisfaction and employee performance.

## 1. INTRODUCTION

Every organization, both private and government, is required to be able to optimize human resources and how they are managed. In its implementation, an employee's work must be in accordance with the performance standards implemented by the organization, and in accordance with the organization's vision and mission. Therefore, it requires reliable human resource capabilities, who have the same insight, creativity, knowledge and vision as the company's vision, as stated by Nawawi (2011) that labor, workers, employees, human potential as the driving force of the organization in realizing its existence or potential which is an asset and functions as non-material capital in a business organization which can be realized into real physical and non-physical potential in realizing the existence of the organization. With the existence of human resource management arrangements which are the basis of the organization's desire to obtain employees who have good performance. In line with what Rotundo & Sackett (in Ten tama, 2015) stated, performance is all actions or behavior that are controlled by individuals and contribute to achieving the goals of the organization.

Apart from that, Has-been (2014) defines employee performance as a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness as well as time. Low employee performance in an organization can cause obstacles to an organization in achieving its goals Yunxia, et al (2013). Steps to improve employee performance can be taken by evaluating employee performance and making improvements to improve employee quality so that the company is able to excel in competition, or at least survive. Like the Airport Authority Office which is a government agency appointed by the Minister and has the authority to carry out and supervise the fulfillment of statutory provisions to ensure safety, security and aviation services

(Law Number 1 of 2009 concerning Aviation). Region IV Airport Authority Office, is a Class I Airport Authority Office which is tasked with carrying out the regulation, control and supervision of aviation activities at airports in its working area, namely 3 (three) Airport Business Entities, namely PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport-Bali, Lombok-Praya International Airport, El Tari-Kupang International Airport and 15 (fifteen) Airport Operating Units located in West Nusa Tenggara (NTB) Province and Nusa Province East Southeast (NTT).

Seeing the quite extensive working area of the Region IV Airport Authority Office above, of course an appropriate organizational strategy is needed so that employee performance can run in accordance with the desired organizational goals. According to Kasmir (2019: 189), many factors can influence employee performance, namely special skills and knowledge, knowledge, job design, personality, work motivation, leadership, management style, organizational culture, job satisfaction, work climate, loyalty, commitment and work discipline. Based on several factors that influence employee performance, leaders have direct power that has a tremendous effect on their subordinates (Humphrey, 2012). The leadership applied by a leader determines the organization's strategy for the long term or short term. Every leader must be able to communicate directly with employees so that any work given can be accepted and understood directly by the employee concerned.

In an effort to realize organizational goals, an individual is needed who has power, is able to organize, control and influence the social environment around him in achieving the work goals that have been set. The relationship between leadership and performance according to Michigan Theory, Robbins (2004): "That employee-oriented leaders have a relationship with work group performance". Jeffrey et al. (2011) found that appropriate leadership with subordinates will be able to improve employee performance. If the leadership implemented is not effective, employee performance will decrease (Riza, 2014). Employees need leadership that is appropriate to the situation and conditions of the organization to make employees more enthusiastic in carrying out their duties and obligations.

One leadership style that can be applied in leading a company is transformational leadership. Leaders with transformational leadership are described as leaders who make their followers admire, respect and trust them. team spirit in organizations through growing optimism and enthusiasm. Transformational leadership is a leadership approach that makes efforts to change awareness, raise enthusiasm and inspire subordinates/members of the organization to put in extra effort in achieving organizational goals, without feeling pressured or pressured (Nawawi, 2012). According to Lindawati, (2021), transformational leadership has a positive and significant effect on employee performance. However, this is different from research conducted by Pamungkas, et al, (2023), where transformational leadership has no significant effect on employee performance.

In line with what Hughes, et al, (2012) stated, transformational leaders have a vision and the ability to interact well with employees, so they can motivate employees to realize the company's vision and mission.

## 2. LITERATURE REVIEW

### 2.1 Goal Setting Theory (Goal Setting Theory)

The theory in this research uses *Goal setting theory* is one part of the theory put forward by Edwin Locke in 1978. Goal setting theory is based on evidence which assumes that goals play an important role in action. Goal setting theory is a model of individuals who desire to have goals, choose goals and become motivated to achieve goals. This theory is one of the characteristics of behavior that has a commonly observed goal, namely that behavior that has a commonly observed goal is that the behavior continues until the behavior reaches completion, once someone starts something, they will continue to push until the goal is achieved. The goal setting process can be carried out based on one's own initiative/required by the organization as policy (Wangmuba in Ramandei, 2019).

### 2.2 Hypothesis

A hypothesis is a temporary assumption that there is a causal relationship between variables that needs to be proven true (Hamid, 2017: 23). In accordance with the variables to be studied, the hypotheses that will be proposed in this research are:

#### 2.2.1 The influence of transformational leadership on work motivation

In an effort to realize organizational goals, organizations really need an individual who has power, is able to organize, control and influence the social environment around him in achieving the work goals that have been set. The relationship between leadership style and performance according to Michigan Theory, Robbins (2004): "That employee-oriented leaders have a relationship with work group performance". Jeffrey et al. (2011) found that a leadership style that suits subordinates will be able to increase employee work motivation. Leaders with

transformational leadership are described as leaders who make their followers admire, respect and trust them. Leaders with transformational leadership can also articulate clear expectations for subordinates' achievements, based on this analysis, the development of the hypothesis in this research can be formulated as follows:

**(H1): Transformational leadership has a positive effect on work motivation.**

### 2.2.2 The influence of transformational leadership on organizational commitment

Transformational leadership, apart from being an important factor in improving employee performance, is also considered capable of increasing organizational commitment. Leaders in an organization who use transformational leadership are believed to be able to increase the organizational commitment of their employees. This is because transformational leadership is able to inspire employees to do a job. This is supported by research conducted by Cahyono, et. al., (2020) who said that transformational leadership has an influence on organizational commitment. Based on this analysis, the development of the hypothesis in this research can be formulated as follows:

**(H2): Transformational leadership has a positive effect on organizational commitment.**

### 2.2.3 The influence of transformational leadership on employee performance

Transformational leadership is a leadership style that is suitable for application in both government and dynamic business fields. Leaders with a transformational leadership style are considered capable of inspiring subordinates to be more creative and innovative in doing their work. This is supported by empirical research regarding the role of transformational leadership on performance

by Nemanich (2007), Maharani et al. (2013), Muthuveloo et al. (2014), Rasool et al. (2015), Noermijati (2015), and Akbar et al. (2016) who said that transformational leadership style has an influence on employee performance. Based on this analysis, the development of the hypothesis in this research can be formulated as follows:

**(H3): Transformational leadership has a positive effect on employee performance.**

### 2.2.4 The influence of work motivation on organizational commitment

Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Efforts to provide motivation are one way to realize employee commitment to the company (Ward Hani, 2015). Work motivation will greatly influence organizational commitment. If an employee works every day in an organization or company and has good work motivation, this will certainly have a positive impact on organizational commitment, meaning that if the employee has high motivation, this will be followed by an increase in organizational commitment. Based on this analysis, the development of the hypothesis in this research can be formulated as follows:

**(H4): Work motivation has a positive effect on organizational commitment.**

### 2.2.5 The influence of work motivation on employee performance

Work motivation is a factor that can improve employee performance. This is because employees who have high work motivation at work will be personally motivated to try as hard as they can to achieve the goals of an organization. According to Nataswati (2008) every organization expects employees to have high work motivation at work. Moreover, the indicators contained in work motivation, both hygiene and motivator, have great potential for efforts to improve high performance in an organization. Based on this analysis, the development of the hypothesis in this research can be formulated as follows:

**(H5): Work motivation has a positive effect on employee performance.**

### 2.2.6 The influence of organizational commitment on employee performance

Commitment is one of the keys that determines the success or failure of an organization to achieve its goals. Employee commitment to remaining in an organization is the opposite behavior to leaving the organization. The psychological state of employees that is believed to be related to staying at work is work commitment. A similar thing was also stated by Luthans (2002: 235) who said that organizational commitment is an attitude regarding employee loyalty to the organization where they work. This attitude is a continuous process where employees also show high concern for the organization, so that organizational commitment is a work attitude that is durable and

stable. Based on this analysis, the development of the hypothesis in this research can be formulated as follows:

**(H6): Organizational commitment has a positive effect on employee performance.**

**3. RESEARCH METHODS**

In preparing a research, it is necessary to determine the research design to determine the objectives with the research methods that have been determined. The research design is used as a guide in carrying out the research process which will help in carrying out research appropriately.

The research design is a flow of research activities to provide solutions using a quantitative approach (Margono, 2010). This research design is explanatory research which aims to explain existing phenomena and look for factual information. According to Sekaran (2006), explanatory research is a type of research that highlights the relationship between research variables and tests the hypotheses that have been formulated. Quantitative methods are used to assist in obtaining data to explain the influence of Transformational Leadership and Work Motivation on Employee Performance with Organizational Commitment as a Mediating Variable for a case study at the Regional IV Airport Authority Office.

Based on the hypotheses that have been designed and compiled, the research variables can be determined, namely transformational leadership, work motivation, organizational commitment, and employee performance. These variables are the basis for preparing research instruments. In this research, the latent variables that influence are Transformational Leadership (X1) and Work Motivation (X2). The latent variables influenced are Organizational Commitment (Y1) and Employee Performance (Y2).

Population in this study a combination of all elements in the form of events, which have similar characteristics that are the center of attention. According to Sugiyono (2013:115) population is an area of generalization, objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were all permanent employees (civil servants) of the Region IV Airport Authority Office, totaling 92 people.

**4. RESEARCH RESULTS AND DISCUSSION**

**4.1 Hypothesis testing**

1) Hypothesis Testing Results

Hypothesis testing is carried out using T-statistics by sorting for testing direct and indirect effects (examining mediating variables). In the following section, the results of direct influence testing and mediating variable examination are described respectively. In hypothesis testing it can be said to be significant when the T-statistics value is greater than 1.96, whereas if the T-statistics value is less than 1.96 then it is considered not significant (Ghozali, 2016).

A recapitulation of the path coefficient validation test results for each path for direct influence which provides information for hypothesis testing can be presented in Table 5.18. following:

**Table 5.1. Results of Direct Influence Hypothesis Testing**

No	Relationship between Variables	Coefficient Track	QStatistics	P Values	Information
1	Transformational Leadership (X1) □ Work motivation(X2)	0.821	9,587	0,000	H3 is accepted
2	Transformational Leadership (X1) □ Organizational Commitment (Y1)	0.228	1,805	0.036	H2 is accepted
3	Transformational Leadership (X1) □ Employee Performance (Y2)	0.017	0.205	0.419	H1 reject
4	Work motivation(X2) □ Organizational commitment (Y1)	0.515	3,396	0,000	H6 accepted

5	Work motivation(X2) □ Employee Performance (Y2)	0.316	2,002	0.023	H5 accepted
6	Organizational commitment (Y1) □ Performance Employees (Y2)	0.607	3,561	0,000	H4 is accepted

Source: Appendix 11.

Table 5.18 shows that the results of research hypothesis testing can be presented as follows:

**(1) Hypothesis-1 (H1) testing results**

Transformational leadership (X1) is proven to have a positive and significant effect on work motivation (X2). This result is shown by the positive path coefficient of 0.821 with T-statistic = 9.587 (T-statistic > 1.96), and P-value (0.000 < 0.05) so that hypothesis 1 (H1): transformational leadership has a positive effect on work motivation provable. The results of the analysis obtained provide the meaning that the better the implementation of transformational leadership, the more work motivation will significantly increase the work motivation of employees at the Airport Authority Region IV Office.

**(2) Hypothesis-2 (H2) testing results**

Transformational leadership (X1) is proven to have a positive and significant effect on Organizational Commitment (Y1). This result is shown by the positive path coefficient of 0.228 with T-statistic = 1.805 (T-statistic > 1.96), and P-value (0.036 < 0.05) so that hypothesis 2 (H2): transformational leadership has a positive effect on organizational commitment provable. The results of the analysis obtained provide the meaning that the better the implementation of transformational leadership, the greater the ability to significantly increase the organizational commitment of employees at the Regional IV Airport Authority Office.

**(3) Hypothesis-3 (H3) testing results**

Transformational leadership (X1) is proven to have a positive but not significant effect on employee performance (Y2). This result is shown by the positive path coefficient of 0.017 with T-statistic = 1.205 (T-statistic < 1.96), and P-value (0.419 > 0.05) so that hypothesis 3 (H3): transformational leadership has a positive effect on organizational commitment cannot be proven. The results of the analysis obtained provide the meaning that transformational leadership is unable to significantly improve the performance of employees of the Regional IV Airport Authority Office.

**(4) Hypothesis-4 (H4) testing results**

Work motivation (X2) is proven to have a positive and significant effect on organizational commitment (Y1). This result is shown by the positive path coefficient of 0.515 with T-statistic = 3.396 (T-statistic < 1.96), and P-value (0.000 < 0.05) so that hypothesis 4 (H4): work motivation has a positive effect on organizational commitment provable. The analysis results obtained provide the meaning that the work motivation given to employees is able to significantly increase the organizational commitment of employees at the Regional IV Airport Authority Office.

**(5) Hypothesis-5 (H5) testing results**

Work motivation (X2) is proven to have a positive and significant effect on employee performance (Y2). This result is shown by the path coefficient which has a positive value of 0.316 with T-statistic = 2.202 (T-statistic < 1.96), and P-value (0.023 < 0.05) so that hypothesis 5 (H5): work motivation has a positive effect on employee performance provable. The results of the analysis obtained provide the meaning that the work motivation provided is able to significantly improve employee performance at the Regional IV Airport Authority Office.

**(6) Hypothesis-6 (H6) testing results**

Organizational commitment (Y1) is proven to have a positive and significant effect on employee performance (Y2). These results are shown by the positive path coefficient of 0.607 with T-statistic = 3.561 (T-statistic < 1.96), and P-value (0.000 < 0.05) so that hypothesis 6 (H6): organizational commitment has a positive effect on employee performance provable. The results of this analysis mean that every change in employee organizational commitment will significantly improve employee performance at the Regional IV Airport Authority Office.

For indirect effects that provide information for hypothesis testing, they can be presented in Table 5.19. following:



**Table 5.2. Results of Indirect Influence Hypothesis Testing**

No	Relationship between Variables	Coefficient Track	QStatistics	P Values	Information
1	Transformational Leadership (X1) $\square$ Organizational commitment (Y1) $\square$ Performance Employees (Y2)	0.139	1,601	0.055	H7 is rejected
2	Work motivation(X2) $\square$ $\square$ Organizational commitment (Y1) $\square$ Employee performance (Y2)	0.312	2,531	0.006	H8 accepted

Source: Appendix 11.

Table 5.19 shows that the results of research hypothesis testing can be presented as follows:

**(1) Hypothesis-7 (H7) testing results**

Organizational Commitment (Y1) is proven to have a positive but not significant mediating effect on the indirect effect of transformational leadership (X1) on employee performance (Y2). This result is indicated by the mediation path coefficient which has a positive value of 0.139 with T-statistic = 1.601 (T-statistic < 1.96), and P-value (0.055 > 0.05) so that hypothesis 7 (H7): transformational leadership has a positive effect on performance employees through organizational commitment cannot be proven. The analysis results obtained provide the meaning that organizational commitment is not influenced by the application of transformational leadership to improve employee performance at the Regional IV Airport Authority Office.

**(2) Hypothesis-8 (H8) testing results**

Organizational Commitment (Y1) is proven to have a positive and significant mediating effect on the indirect influence of work motivation (X2) on employee performance (Y2). This result is indicated by the mediation path coefficient which has a positive value of 0.312 with T-statistic = 2.531 (T-statistic > 1.96), and P-value (0.006 < 0.05) so that hypothesis 8 (H8): work motivation has a positive effect on performance employees through organizational commitment can be proven. The analysis results obtained provide the meaning that organizational commitment is influenced by employee work motivation in improving employee performance at the Regional IV Airport Authority Office.

**4.2 Discussion****4.2.1 The Influence of Transformational Leadership on Work Motivation**

The results of the analysis found that transformational leadership had a positive and significant effect on work motivation. These findings provide meaning, the better the implementation of transformational leadership will be able to increase employee work motivation at the Regional IV Airport Authority Office. Good transformational leadership and provides motivation to employees to work better and focuses on behavior to help the transformation between individuals and the organization is able to encourage or motivate individuals in the organization to carry out their duties optimally so that appropriate good performance is achieved. with organizational goals.

The results of this research are in accordance with the results of empirical studies from Nugroho, et al. (2020), that transformational leadership has a positive and significant effect on work motivation. The results of this research also confirm the rejection of findings by Serin, (2020) and research by Nurhuda, (2018) that transformational leadership has no significant effect on work motivation.

**4.2.2 The influence of transformational leadership on organizational commitment**

The results of hypothesis testing show that transformational leadership has a positive and significant effect on organizational commitment. These findings provide meaning, the better the implementation of transformational leadership will be able to increase organizational commitment at the Region IV Airport Authority Office. Good transformational leadership can provide a good example for subordinates in carrying out all their work so that employees' organizational commitment can increase significantly. This provides guidance for the management of the Regional IV Airport Authority Office that in order for the organizational commitment of its employees to increase, a leader must be able to transform his subordinates with factors including charismatic leadership, inspirational motivation, intellectual stimulation, individualized consideration.

#### 4.2.3 The influence of transformational leadership on employee performance

Based on research on the results of hypothesis testing, transformational leadership has a positive but not significant effect on employee performance. These results mean that the higher the implementation of transformational leadership, the less significant it will influence the increase in employee performance. Because the implementation of transformational leadership at the Regional IV Airport Authority Office does not significantly affect employee performance, to improve employee performance it would be better to provide motivation to employees directly rather than implementing a transformational leadership pattern. This finding is relevant to the existing conditions at the Regional IV Airport Authority Office because it can be seen from the leadership change process that often occurs at echelon levels 4 (four), 3 (three) and 2 (two) from various work units that do not directly affect performance. the employees. Employees can still work in accordance with existing organizational goals and run according to the regulations of each position. Employees of the Regional IV Airport Authority Office consisting of general functional positions and certain functional positions carry out their main duties in accordance with the provisions of the laws and regulations which regulate the duties and obligations of the general functional positions and certain functional positions in question.

#### 4.2.4 The role of work motivation on organizational commitment

The results of hypothesis testing show that work motivation has a positive and significant effect on organizational commitment. These results provide meaning, the more employees are motivated at work, the greater the employee's commitment to the organization at the Regional IV Airport Authority Office. The need for appreciation is very important in motivating employees which is reflected in recognition of work performance and trust from superiors to employees. This condition is able to raise employee commitment to the organization. This relationship arises when employees become more motivated at work, which can foster loyalty to the organization and make others proud.

Providing motivation to employees increases employee enthusiasm and commitment to the organization. The higher the employee's work motivation, the higher the employee's commitment to the organization or company Rivai (2009). The results of this research are in accordance with empirical findings by Setiawan, et. al., (2022), Manalo, (2020), Fakhurrizi, (2022) and Rasminingsih, (2023) who found that work motivation has a positive and significant effect on organizational commitment.

#### 4.2.5 The influence of job satisfaction on employee performance

The results of hypothesis testing state that job satisfaction has a positive and significant effect on employee performance. This means that the better you are at managing the balance of job satisfaction, you will be able to improve employee performance at Dian's Rumah Songket & Endek in Klungkung Regency. These results provide clues to management, an important role in employee performance must pay more attention to job satisfaction. Therefore, it can provide direction for management to prioritize good employee job satisfaction at Dian's Rumah Songket & Endek in Klungkung Regency. Herlambang and Murniningsih (2021) say that job satisfaction is a feeling of pleasure towards one's work which is produced by one's own efforts and which is supported by things outside oneself, regarding work conditions, work results and the work itself. The results of this research are in accordance with research conducted by Indrayana (2019) in his research who stated that job satisfaction has a positive and significant effect on employee performance, where the more satisfied an employee is with his company, the more he is able to improve employee performance. The results of this research are in accordance with the research conducted Pracoyo, et al., (2022), Ali, et al., (2023), Priska, et al, (2020), Hastuti and Muafi (2022), Prasetyono, et al., (2023), Ali and Ward Oyo (2021), Indrayana (2109), Alfranssyah, et al (2023), Muliawati and Frianto (2020), Sjahrudin, et al., (2022), Herlambang and Murniningsih (2021), Alkandi, et al (2023), Jayaraman, et al (2023), Memon, et al (2023), Utami, et al (2023), Candra, et al (2023).

#### 4.2.6 The role of work motivation on employee performance

Based on the results of hypothesis testing, it was found that work motivation had a positive and significant effect on employee performance. These results provide meaning, increasing work motivation will improve employee performance at the Region IV Airport Authority Office. The need for employee appreciation which is reflected in work skills and abilities as well as creativity can encourage employee work motivation.

These results are in accordance with Chien, (2020) and Asmalah, (2021), who found that work motivation has a positive and significant effect on employee performance and rejects the results of research conducted by Abidin, (2023) which found that work motivation partially has no significant effect. directly and significantly on employee performance,

#### 4.2.7 The role of organizational commitment in improving employee performance

In accordance with the results of the analysis, organizational commitment has a positive and significant effect on employee performance at the Region IV Airport Authority Office. These results provide meaning, the more an employee's commitment to the organization in the workplace increases, the employee can achieve better performance.

Thus, organizational commitment is a work attitude in the form of desire, will, dedication, loyalty, strong trust, and shows the desire to remain a member of the organization by being willing to accept the values and goals of the organization, as well as working in accordance with the organization's goals to improve employee performance. High employee commitment to the organization will provide high performance.

The results of this research are in accordance with empirical findings such as Andika, et. al. (2020), Waldan, et. al., (2020) who found that organizational commitment has a positive and significant effect on employee performance. This means that the higher the employee's commitment to the organization, the higher the increase in employee performance.

#### 4.2.8 The influence of transformational leadership on employee performance is mediated by organizational commitment

Based on the results of hypothesis testing, it was found that transformational leadership had a positive but not significant effect on employee performance through organizational commitment. These results mean that the application of transformational leadership influences increasing employee commitment to the organization but does not significantly increase employee performance at the Regional IV Airport Authority Office. This shows that the performance of employees at the Working Area Airport Authority Office has been running without being directly influenced by the application of transformational leadership either directly or through organizational commitment to improving performance.

These results are also relevant to the conditions that exist at the Region IV Airport Authority Office where employees who work carry out the main duties of supervision and control in the aviation sector at airports in the work area of the Region IV Airport Authority Office in accordance with regulations in the aviation sector. Regulatory demands to carry out supervisory and control duties in the aviation sector make employees comply because they also affect the value of functional position allowances and the organization's Policy Quality Index (IKK).

#### 4.2.9 The role of work motivation on employee performance is mediated by organizational commitment

Based on the results of hypothesis testing, it was found that work motivation had a positive and significant effect on employee performance through organizational commitment. These results provide meaning, increasing employee motivation will increase employee commitment to the organization, so that employee performance at the Regional IV Airport Authority Office will also increase. The leadership has provided motivation, although it is not yet optimal, because the leadership provides motivation and direction once a week, namely at morning assembly on Mondays on a regular basis. However, providing this motivation is a form of fostering a sense of commitment within the organization so as to provide work enthusiasm which will have an impact on employee performance.

## 5. CONCLUSION

Based on the results of the analysis and discussion carried out, the following conclusions can be conveyed:

1. All indicators proposed in this research are appropriate to use to measure each latent variable. This is shown by the results of the validity and reliability tests of the indicators for each construct measured, all of which fulfill the respective rules of thumb for each test.
2. Of the 8 (eight) hypotheses proposed in this research, 6 (six) hypotheses produced positive and significant results. This is shown by the test results of all hypotheses which fulfill the rule of thumb in each test. However, there are 2 (two) hypotheses that have no significant influence, namely hypothesis-3 (H3) and hypothesis-7 (H7).
3. Transformational leadership has a positive and significant effect on work motivation. These findings provide meaning, the better the application of transformational leadership can increase employee work motivation at the Airport Authority Region IV Office.
4. Transformational leadership has a positive and significant effect on organizational commitment. This finding means that the better the implementation of transformational leadership at the Region IV Airport Authority Office will increase the organizational commitment of its employees.
5. Transformational leadership has no significant effect on employee performance. These results provide meaning, the application of transformational leadership is not able to directly improve employee performance



at the Region IV Airport Authority Office. The application of transformational leadership should be directly to provide employee work motivation and organizational commitment so that employee performance can increase in accordance with organizational goals.

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