

## ANALYZING TRANSFORMATIONAL LEADERSHIP STYLE AND WORK MOTIVATION TOWARDS ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE REPRESENTATIVE OFFICE OF BANK INDONESIA NORTH SUMATRA

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### ABSTRACT

This study aims to examine the effect of Transformational Leadership Style and Work Motivation on Organizational Commitment, with Job Satisfaction serving as an intervening variable at the Representative Office of Bank Indonesia Medan, North Sumatra. The research employs a quantitative approach using Structural Equation Modeling (SEM) through SmartPLS 3.0 software. The population consists of all employees at the office, and the sample was selected using a saturated sampling technique. Data were collected via questionnaires and analyzed using SmartPLS.

The results reveal that Transformational Leadership Style significantly affects Job Satisfaction, but does not have a direct significant impact on Organizational Commitment. Work Motivation shows a significant influence on both Job Satisfaction and Organizational Commitment. In addition, Job Satisfaction significantly affects Organizational Commitment. The indirect effect analysis indicates that Job Satisfaction does not mediate the relationship between Transformational Leadership Style and Organizational Commitment, but it successfully mediates the effect of Work Motivation on Organizational Commitment. These findings highlight that improving employee motivation and job satisfaction is crucial for strengthening organizational commitment.

### Introduction

In an era of increasingly fierce organizational competition, the success of achieving long-term goals depends heavily on effective human resource management. Organizations that are able to implement good leadership and increase employee motivation have a greater chance of achieving sustainable success. One important aspect of organizational

management is leadership style, which plays a crucial role in shaping work culture and organizational performance. Transformational leadership has proven effective in driving innovation and change, as this type of leader not only provides direction but also inspires and motivates subordinates to exceed expected work standards, as well as creating an environment that supports learning and self-development. The subtitle is centered in capital letters at the beginning of each word except for conjunctions (Times New Roman 12, bold). For sub-headings, it is written left-aligned with capital letters at the beginning of each word except for connecting words. For the third level subtitle, it is written in capital letters and in bold, only at the beginning of the sentence, and so on.

Unlike transactional leadership, which emphasizes direct exchange or rewards, transformational leadership emphasizes developing values, a shared vision, and empowering employees to be more creative and proactive in facing challenges. This leadership style positively impacts job satisfaction because employees feel valued and have the opportunity to develop. Leaders who show concern and care for the needs of their subordinates tend to earn high employee loyalty, which in turn increases organizational commitment. In addition to leadership, work motivation is also an important factor in creating a productive and harmonious work environment. High motivation encourages individuals to work with enthusiasm, innovate, and improve their performance. Motivation theories, such as Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, and McGregor's Theory X and Y, explain various factors that influence employee motivation, including recognition for achievement, a conducive work environment, and appreciation for individual contributions. Strong motivation contributes to job satisfaction, which in turn influences employee commitment to the organization.

Job satisfaction reflects an employee's positive or negative feelings about their job and is influenced not only by pay but also by relationships with coworkers, career development opportunities, rewards, and the overall working environment. Satisfied employees tend to have higher levels of commitment, reduce turnover and absenteeism, and improve the quality and quantity of work performance. Organizational commitment encompasses employees' sense of responsibility, attachment, and loyalty to the organization, which is crucial because committed employees will strive to achieve organizational goals and are more resilient to change or challenges. This commitment is formed from a combination of high job satisfaction, effective leadership, and deep motivation. Employees who feel valued and empowered tend to be more loyal and less likely to leave their jobs.

In the Medan region of North Sumatra, which has high social and economic dynamics, understanding the influence of transformational leadership styles and motivation on organizational commitment is crucial. Many organizations in this region still face challenges in creating a work environment that supports employee satisfaction and motivation. Some organizations still rely on traditional managerial approaches that do not encourage the development of employee potential. Therefore, this study is relevant to provide insight into how transformational leadership, motivation, and job satisfaction influence each other in increasing organizational commitment. By using job satisfaction as an intervening variable, this study aims to uncover the complex relationship between leadership styles, motivation, and organizational commitment. The research findings are

expected to be useful for management practitioners in designing effective leadership strategies and creating a work environment that can motivate employees to remain committed and play an active role in achieving organizational goals.

The influence of transformational leadership and motivation on organizational commitment through job satisfaction is evident in many organizations, particularly in Medan, North Sumatra. In recent years, organizations have faced the challenge of retaining highly motivated and committed employees. Many organizations that previously employed authoritarian or transactional leadership styles are now shifting to more participatory and open transformational leadership, focusing on employee empowerment through inspiration, a clear vision, and support for personal and professional development.

However, employee motivation in several organizations, including the Bank Indonesia Representative Office in Medan, is often hampered by a lack of recognition and appreciation for performance. Job satisfaction also remains a significant issue, as many employees feel dissatisfied with work relationships, career development opportunities, the work environment, or a non-transparent management system. Consequently, organizational commitment declines, as evidenced by low loyalty and a tendency for employees to seek other, more lucrative, employment opportunities. Locally, these challenges related to human resource management require a sound approach to aligning leadership, motivation, and job satisfaction to strengthen employee commitment to the organization. To strengthen the background of this research, researchers conducted a pre-survey with 30 respondents as the initial step in data collection.

**Table 1. Pre-Survey of Transformational Leadership Style (X1)**

No	Transformational Leadership Style	Yes	Percentage	No	Percentage
1	Leaders are role models at work.	10	33.3%	20	66.7%
2	The leader has integrity that makes me respect him.	11	36.7%	19	63.3%
3	Leaders are able to provide a clear vision regarding the future of the organization.	9	30%	21	70%

The results of a pre-survey on transformational leadership styles showed that most respondents considered the implementation of transformational leadership in their organizations to be suboptimal. Regarding the question of leaders being role models at work, only 33.3% of respondents stated "yes," while 66.7% answered "no." A similar trend was observed in the aspect of leader integrity, where 36.7% of respondents considered leaders to possess integrity worthy of respect, while 63.3% felt this had not been achieved. Furthermore, only 30% of respondents considered leaders to be able to clearly convey the organization's vision, while 70% stated the opposite. These findings indicate that key elements of transformational leadership, such as role modeling, integrity, and the ability to inspire through vision, are still perceived as being suboptimal by employees.

**Table 2 Pre-Survey of Work Motivation (X2)**

No	Work motivation	Yes	Percentage	No	Percentage
1	I feel my basic needs are met through this job.	12	40%	18	60%
2	This job gives me a sense of security for long-term work.	8	26.7%	22	73.3%
3	My relationship with my coworkers makes me comfortable at work.	13	43.3%	17	56.7%

The pre-survey revealed that employee motivation levels are relatively low. Regarding basic needs fulfillment, only 40% of respondents felt their needs were met through work, while 60% stated they were not. Long-term job security also remained low, with only 26.7% of respondents feeling secure, while 73.3% did not. Relationships with coworkers were slightly better, with 43.3% of respondents feeling comfortable working together, but this figure was still lower than the 56.7% who did not feel this comfort. These findings suggest that factors that can trigger motivation, such as job security and basic needs fulfillment, are still suboptimal for most employees.

**Table 3 Pre-Survey of Job Satisfaction (Z)**

No	Job satisfaction	Yes	Percentage	No	Percentage
1	I am satisfied with the salary I receive.	14	46.7%	16	53.3%
2	I feel that the promotion opportunities at this workplace are quite good.	12	40%	18	60%
3	Superiors provide instructions and supervision that help me work.	11	36.7%	19	63.3%

The pre-survey results showed that employee job satisfaction levels remain relatively low. Regarding salary satisfaction, only 46.7% of respondents were satisfied, while 53.3% were dissatisfied. Promotion opportunities were also deemed inadequate, with only 40% of respondents rating career opportunities as open, while 60% felt the opposite. Furthermore, only 36.7% of respondents felt they received supportive direction and supervision from their superiors, while the remaining 63.3% did not. Overall, these findings indicate that key factors shaping job satisfaction, such as compensation, career development opportunities, and support from superiors, are still not optimally met.

**Table 4 Pre -Survey of Organizational Commitment (Y)**

No	Organizational Commitment	Yes	Percentage	No	Percentage
1	I feel proud to be part of this organization.	10	33.3%	20	66.7%
2	I feel emotionally attached to this organization.	9	30%	21	70%
3	I stay in this organization because it is important to my career.	12	40%	18	60%

The pre-survey results indicate that employee organizational commitment remains relatively low. Only 33.3% of respondents felt proud to be part of the organization, while 66.7% stated the opposite. Employee emotional attachment was also low, as only 30% of respondents felt emotionally attached, while 70% did not. Furthermore, only 40% of employees wanted to remain with the organization because they considered it important for their career development, while the other 60% did not have such a reason. These findings indicate that key elements of organizational commitment, such as pride, emotional attachment, and the desire to remain, have not yet been strongly developed among employees.

### Problem Formulation

After obtaining the background, the problem formulation in this research is as follows:

1. Does Transformational Leadership Style have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra?
2. Does Transformational Leadership Style have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra?
3. Does Transformational Leadership Style have a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra?
4. Does Work Motivation have a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra?
5. Does Job Satisfaction have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra?
6. Does Transformational Leadership Style have a positive and significant effect on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra?
7. Does Work Motivation have a positive and significant effect on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra?

### Research Objectives

After obtaining the problem formulation in the research, the following research objectives will be created:

1. To test and analyze the influence of Transformational Leadership Style on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.
2. To test and analyze the influence of Motivation on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.
3. To test and analyze the influence of Transformational Leadership Style on Organizational Commitment and analyze it at the Representative Office of Bank Indonesia North Sumatra.
4. To test and analyze the influence of Motivation on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra.
5. To test and analyze the influence of Job Satisfaction on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra.
6. To test and analyze the influence of Transformational Leadership Style on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.
7. To test and analyze the influence of Motivation on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.

## **Benefits of Research**

### **Theoretical Benefits**

1. **Enriching Insights into Transformational Leadership Style**  
This research is expected to contribute to the development of leadership theory, particularly regarding transformational leadership styles. By understanding how transformational leadership influences job satisfaction and organizational commitment, this research can offer new perspectives in the study of leadership and human resource management, particularly at the Bank Indonesia Representative Office in Medan, North Sumatra.
2. **Expanding Understanding of the Relationship between Motivation and Organizational Commitment**  
This research can also strengthen theories related to motivation and organizational commitment by demonstrating how motivational factors, both intrinsic and extrinsic, influence organizational commitment through job satisfaction. These findings help clarify the role of job satisfaction as a mediator and strengthen the relationship between motivation and organizational outcomes.
3. **Development of Job Satisfaction Theory as an Intervening Variable**  
One important contribution of this research is that it provides a deeper understanding of the role of job satisfaction as an intervening variable in the relationship between transformational leadership style, motivation, and organizational commitment. This research offers a new perspective on how psychological factors such as job satisfaction function as a link that mediates the influence of leadership on employee commitment.
4. **Contributions to Human Resource Management (HRM) Theory**  
This research provides insights into the factors influencing organizational commitment, which can enrich the human resource management literature. By understanding the impact of leadership style and motivation on employees and the role of job satisfaction,

human resource management theory can be updated to help organizations maximize employee potential.

### **Practical Benefits**

1. **Guide to Improving Organizational Performance**  
For management practitioners, the results of this study can serve as a reference in designing more effective leadership strategies. By understanding the influence of transformational leadership on job satisfaction and organizational commitment, leaders in West Medan, North Sumatra, can improve their ability to manage employees and create a work environment that supports productivity and loyalty.
2. **Strategies to Increase Organizational Commitment**  
This research provides practical guidance on how to strengthen employee commitment. Organizations can use these findings to implement inspirational leadership styles, address employee motivation, and increase job satisfaction, thereby reducing turnover and improving performance quality.
3. **Recommendations for Developing Reward and Motivation Programs**  
For HR managers, this study provides recommendations regarding reward and recognition programs that can increase motivation and job satisfaction. With the right incentives and career development opportunities, organizations can create an environment conducive to achieving shared goals.
4. **Optimizing Leadership to Increase Job Satisfaction**  
This research also helps leaders understand the importance of humanistic and transformational leadership approaches. Leaders who provide support, a clear vision, and concern for employee well-being can increase job satisfaction and organizational commitment. The research findings help leaders adapt to the ever-changing employee dynamics.
5. **Organizational Policy Development Guide**  
The findings of this study can serve as a guide for policymakers in designing policies that support motivation, job satisfaction, and organizational commitment. These policies include leadership training programs, improved work facilities, and a transparent evaluation system to assess employee satisfaction and performance.

### **Literature Review**

#### **Job Satisfaction**

According to Wibowo (2024), job satisfaction is employees' positive feelings towards their work based on assessments of the work environment, social relationships, supervisors, tasks, and reward systems. According to Fitriyah (2024), job satisfaction is an emotional condition that arises when work can fulfill employee needs, values, and expectations, thus creating a sense of comfort at work.

#### **Job Satisfaction Indicators**

According to Wibowo (2024), job satisfaction indicators consist of:

1. Suitability of work with skills
2. Relationship with coworkers
3. Relationship with supervisors

4. Work environment conditions
5. Reward and compensation system

### **Transformational Leadership Style**

According to Rahmawati (2024), transformational leadership style is the leader's ability to inspire, motivate, and provide moral influence to employees through vision, exemplary behavior, and encouragement to enhance potential and performance. According to Suryani (2024), transformational leadership is a leadership process focused on changing employee behavior and mindset through inspirational motivation, individualized consideration, intellectual stimulation, and idealized influence.

### **Transformational Leadership Style Indicators**

According to Rahmawati (2024), transformational leadership style indicators consist of:

1. Idealized Influence
2. Inspirational Motivation
3. Intellectual Stimulation
4. Individualized Consideration

### **Work Motivation**

According to Pratama (2024), work motivation is an internal and/or external drive that influences the direction, intensity, and persistence of individuals at work to achieve organizational goals. According to Andriani (2024), work motivation is a psychological force arising from needs, expectations, and incentives that drive employees to work with high spirit and productivity.

### **Work Motivation Indicators**

According to Pratama (2024), work motivation indicators consist of:

1. Need for achievement
2. Need for recognition
3. Need for responsibility
4. Drive to develop
5. Enthusiasm at work

### **Organizational Commitment**

#### **Definition of Organizational Commitment**

According to Hendrawan (2024), organizational commitment is the emotional, psychological, and rational attachment of employees to the organization, which encourages the desire to stay and contribute maximally. According to Lestari (2024), organizational commitment is the level of employee loyalty to the organization reflected in the willingness to maintain membership and accept organizational values.

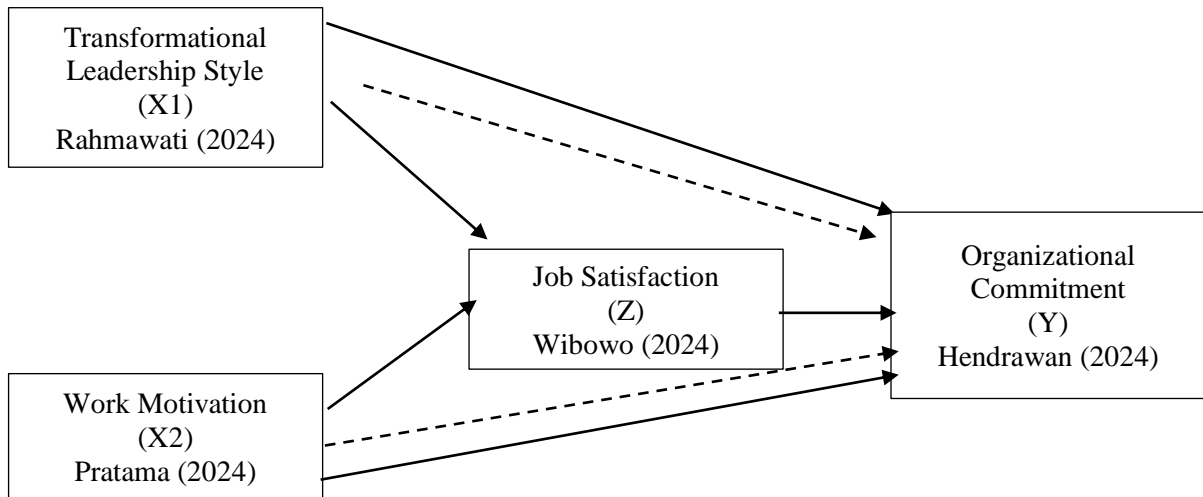
### **Organizational Commitment Indicators**

According to Hendrawan (2024), organizational commitment indicators consist of:

1. Affective Commitment

2. Continuance Commitment
3. Normative Commitment

### Conceptual Framework



**Figure 1 : Conceptual Framework**

### Hypothesis

The hypothesis in this study is as follows:

- H1 Transformational Leadership Style has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra.
- H2 Motivation has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra.
- H3 Transformational Leadership Style has a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.
- H4 Motivation has a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.
- H5 Job Satisfaction has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra.
- H6 Transformational Leadership Style has a positive and significant effect on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.
- H7 Motivation has a positive and significant effect on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.

## **Research Method**

### **Research Type**

According to Sugiyono (2020), quantitative research method is based on the philosophy of positivism and is used to investigate specific populations or samples. This method is used to collect data using research instruments and analyze data quantitatively or statistically with the aim of testing previously established hypotheses.

### **Research Population**

According to Sugiyono (2020), population is the generalization area consisting of objects or subjects that have specific qualities and features chosen by the researcher to be studied and then conclusions are drawn. The population of this research is 80 employees.

### **Research Sample**

According to Handayani (2020), sampling technique, also known as "sampling," is the process of selecting a number of elements from the researched population to serve as a sample and gain an understanding of the various characteristics and features of the sampled subjects so that generalization can be made for the population elements.

In this research, the researcher uses a saturated sampling technique to take a sample from the entire population of 80 employees at the Representative Office of Bank Indonesia Medan, North Sumatra.

### **Research Location and Time**

The research location is at Bank Indonesia Office Jl. Balai Kota No. 4, Medan, North Sumatra 20111, conducted for 3 months starting from November 2025.

### **Data Analysis Technique**

In this research, the researcher is assisted by the SmartPLS version 3.0 tool. The purpose of using Partial Least Square (PLS) is to perform prediction, assist researchers in obtaining the intended latent variable values to perform prediction, and predict relationships between constructs. This analysis technique is also called "Soft Modeling" (Ghozali and Latan, 2015). Among these phases are:

### **Outer Model Analysis**

Outer model analysis is conducted to ensure that the measurements used are feasible to be used as measurements (valid and reliable) and to specify the relationships between latent variables and their indicators (Ananda & Sabil Husein: 2015). Outer model analysis can be seen through a number of indicators, namely:

1. Convergent Validity
2. Discriminant Validity
3. Composite reliability
4. Cronbach's Alpha

### Inner Model Analysis

Inner model analysis describes the relationship between latent variables based on substantive theory. Inner model analysis can be evaluated using R-square for dependent constructs, the Stone-Geisser Q-square test for predictive relevance, and the t-test and significance of the structural path coefficient parameters.

### Hypothesis Testing

Hypotheses are statements that show the relationship between two variables relevant to a specific case. It is also a temporary assumption that must be tested as true or false regarding the research hypothesis so that the research runs effectively and efficiently.

In hypothesis testing, the probability value and t-statistic value can be observed. For hypothesis testing using statistical values, the t-statistic value used is 1.96 for an alpha of 5%, so the criteria for accepting or rejecting the hypothesis are  $H_a$  is accepted and  $H_0$  is rejected when the t-statistic value  $> 1.96$ . For hypothesis testing using probability,  $H_a$  is accepted when the p-value  $< 0.05$ .

### Results and Discussion

#### Outer Model Analysis

Measurement model (outer model) testing is used to determine the relationship between latent and manifest variables. This test includes convergent validity, discriminant validity, and reliability.

#### Convergent Validity

This testing is viewed from its loading factor; the threshold value is 0.7, and the threshold for Average Variance Extracted (AVE) is 0.5; if it exceeds those numbers, it is considered valid. This means indicator values are considered valid if they depict the construct variable with a value greater than 0.7. The structural model used in this research is depicted in the figure below:

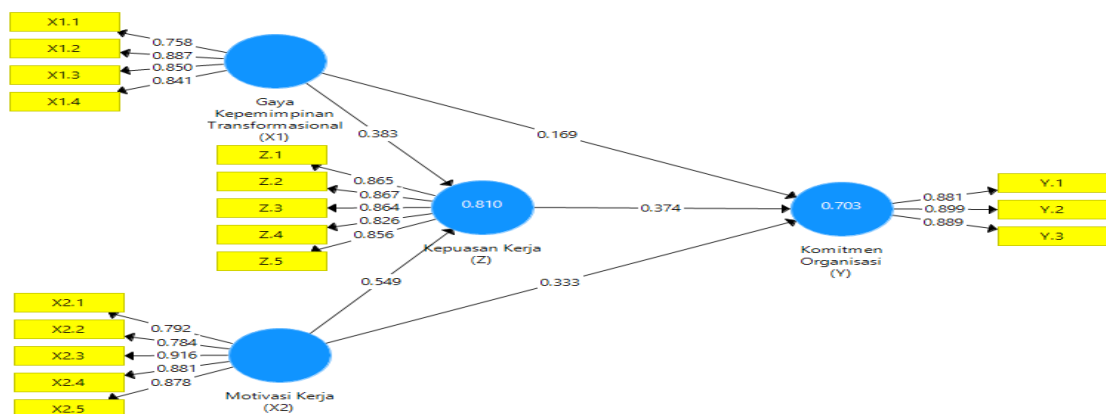


Figure 2. Outer Model

Source : Smart PLS 3.3.3

Smart PLS output for factor loading provides results in the table below: Outer Loading In this research, there are relationships consisting of two substructures.

for substructure 1

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0,383 + 0,549 + e1$$

For substructure 2

$$Y = b3X2 + b4X1 + b5Z + e2$$

$$Y = 0,169 + 0,333 + 0,374 + e2$$

**Table 1. Outer Loadings**

	Transformational Leadership Style(X1)	Job Satisfaction(Z)	Organizational Commitment_(Y)	Work Motivation (X2)
X1.1	0.758			
X1.2	0.887			
X1.3	0.850			
X1.4	0,841			
X2.1				0.792
X2.2				0.784
X2.3				0,916
X2.4				0,881
X2.5				0,878
Y.1			0,881	
Y.2			0,899	
Y.3			0,889	
Z.1		0,865		
Z.2		0,867		
Z.3		0,864		
Z.4		0,826		
Z.5		0.856		

Source : Smart PLS 3.3.3

Based on the results of the outer loadings test , all indicators in the research variables show values above 0.70, thus meeting the convergent validity criteria . In the Transformational Leadership Style variable (X1) , indicators X1.1 to X1.4 have loading values between 0.758 and 0.887. For the Work Motivation variable (X2) , the loading value is in the range of 0.784 to 0.916, indicating good indicator strength. Meanwhile, indicators in the Organizational Commitment variable (Y) have loading values between 0.881 and 0.899, and the Job Satisfaction variable (Z) has loading values between 0.826 and 0.867. These results indicate that all indicators are able to represent their respective variables adequately and are suitable for use in the subsequent structural model analysis.

### Discriminant Validity

Next, this study tested discriminant validity to ensure that the cross-loading value of an indicator on the relevant construct is higher than that of other constructs. This test aims to assess the relationship of an indicator to a specific construct and ensure each indicator has a strong relationship with the variable it represents. The cross-loading findings from the validity test can be seen in the following table:

**Table 2. Discriminant Validity**

	Transformational Leadership Style(X1)	Job Satisfaction(Z)	Organizational Commitment_(Y)	Work Motivation (X2)
X1.1	<b>0.758</b>	0.726	0.673	0,620
X1.2	<b>0,887</b>	0.745	0,660	0,768
X1.3	<b>0,850</b>	0.637	0.545	0.697
X1.4	<b>0,841</b>	0,734	0.694	0,787
X2.1	0.682	0.637	0,750	<b>0.792</b>
X2.2	0.626	0,704	0,709	<b>0.784</b>
X2.3	0,778	0,848	0.655	<b>0,916</b>
X2.4	0,734	0,768	0,651	<b>0,881</b>
X2.5	0,847	0,775	0.677	<b>0,878</b>
Y.1	0,730	0.725	<b>0,881</b>	0,703
Y.2	0.691	0,749	<b>0,899</b>	0,719
Y.3	0,651	0.689	<b>0,889</b>	0,734
Z.1	0,768	<b>0,865</b>	0.697	0,801
Z.2	0,724	<b>0,867</b>	0,734	0,770
Z.3	0,730	<b>0,864</b>	0.715	0,720
Z.4	0,714	<b>0,826</b>	0,610	0,700
Z.5	0,727	<b>0,856</b>	0,707	0,764

Source : Smart PLS 3.3.3

discriminant validity test indicate that the correlation of each indicator with the construct it represents is higher than its correlation with other constructs. This is evident from the highest loading value for each indicator, which is in the variable column corresponding to that indicator. Therefore, it can be concluded that each indicator is able to clearly differentiate the construct it measures, thus the measurement model has met the criteria for discriminant validity and is suitable for further analysis on the structural model.

### Composite Reliability

In this study, composite reliability was used to assess the internal consistency of each variable. A variable is considered reliable if the composite reliability value is  $> 0.60$ , while values below  $0.60-0.70$  are considered less reliable. Several parameters were used to determine the reliability and validity of the study, including Cronbach's alpha , composite reliability , and Average Variance Extracted (AVE) . These values can be seen in the following table:

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
<b>Transformational Leadership Style(X1)</b>	<b>0.854</b>	<b>0.902</b>	<b>0.698</b>
<b>Job Satisfaction(Z)</b>	<b>0.909</b>	<b>0.932</b>	<b>0.733</b>
<b>Organizational Commitment_(Y)</b>	<b>0.868</b>	<b>0.919</b>	<b>0.792</b>
<b>Work Motivation (X2)</b>	<b>0.904</b>	<b>0.930</b>	<b>0.726</b>

Source : Smart PLS 3.3.3

construct reliability testing , all variables in this study showed Cronbach's Alpha and Composite Reliability values above 0.70, indicating that the four variables have excellent internal consistency. In addition, the Average Variance Extracted (AVE) value for all variables was above the minimum limit of 0.50, thus meeting the convergent validity criteria . Thus, it can be concluded that this research instrument is valid and reliable for use in further analysis.

**Inner Model Analysis**

The structural model ( inner model ) was evaluated to ensure that the underlying model was robust and accurate. Several indicators were used to assess model quality, one of which was the Coefficient of Determination (R<sup>2</sup>) . Based on data processing using SmartPLS 3.0 , the R<sup>2</sup> values were as follows:

**Table 4. R Square Results**

	R Square	Adjusted R Square
<b>Job Satisfaction(Z)</b>	0.810	0.805
<b>Organizational Commitment_(Y)</b>	0.703	0.691

Source : Smart PLS 3.3.3

Based on the results of the R Square test , the Job Satisfaction (Z) variable has an R<sup>2</sup> value of 0.810, which indicates that 81% of the variation in Job Satisfaction can be explained by the Transformational Leadership Style and Work Motivation variables . Meanwhile, the Organizational Commitment (Y) variable obtained an R<sup>2</sup> value of 0.703, which means that 70.3% of the variation in Organizational Commitment is explained by Job Satisfaction, Transformational Leadership Style, and Work Motivation. These values indicate that the model has good predictive ability in explaining the dependent variable.

**Hypothesis Testing**

Once the inner model is established, the next step is to test the relationships between the hypothesized constructs. Testing is performed by considering T-Statistics and P-Values , where the criteria for hypothesis acceptance are T-Statistics > 1.96 and P-Values < 0.05. The following presents the results of the path coefficients for the direct influence between variables.

**Table 5. Path Coefficients ( Direct Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Transformational Leadership Style(X1) -> Job Satisfaction(Z)	0.383	4,321	<b>0,000</b>	<b>Accepted</b>
Transformational Leadership Style(X1) -> Organizational Commitment_(Y)	0.169	1,159	<b>0.124</b>	<b>Rejected</b>
Job Satisfaction(Z) -> Organizational Commitment_(Y)	0.374	1,896	<b>0.029</b>	<b>Accepted</b>
Work Motivation(X2) -> Job Satisfaction(Z)	0.549	6,242	<b>0,000</b>	<b>Accepted</b>
Work Motivation(X2) -> Organizational Commitment_(Y)	0.333	1,942	<b>0.026</b>	<b>Accepted</b>

Source : Smart PLS 3.3.3

1. Transformational Leadership Style Influences Job Satisfaction. The test results show a *T-Statistic* 4.321 and *p-value* 0.000 , so the hypothesis is accepted . This means that the application of a transformational leadership style significantly increases employee job satisfaction.
2. Transformational Leadership Style Influences Organizational Commitment. *T-Statistic* Value 1.159 and *p-value* 0.124 indicates that the hypothesis is rejected . Thus, transformational leadership style does not have a direct significant influence on organizational commitment.
3. Job satisfaction influences organizational commitment. The test results show a *T-statistic*. 1.896 and *p-value* 0.029 , so the hypothesis is accepted . This means that the higher the level of job satisfaction, the higher the employee's organizational commitment.
4. Work motivation influences job satisfaction. The *T-statistic value* is 6.242 and *p-value* 0.000 , the hypothesis is accepted . This indicates that work motivation has a positive and significant influence in increasing job satisfaction.
5. Work motivation influences organizational commitment. The results show a *T-statistic*. 1.942 and *p-value* 0.026 , so the hypothesis is accepted . This means that work motivation can significantly increase employee organizational commitment.

**Table 6. Path Coefficients (Indirect Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Transformational Leadership Style(X1) -> Job Satisfaction(Z) -> Organizational Commitment_(Y)	0.143	1,627	<b>0.052</b>	<b>Rejected</b>
Work Motivation(X2) -> Job Satisfaction(Z) -> Organizational Commitment_(Y)	0.205	1,867	<b>0.031</b>	<b>Accepted</b>

Source : Smart PLS 3.3.3

6. Transformational Leadership Style has an indirect effect on Organizational Commitment through Job Satisfaction. The results show a *T-Statistic value*. 1.627 and *p-value* 0.052 , so the hypothesis is rejected . This means that Job Satisfaction is not able to significantly mediate the influence of Transformational Leadership Style on Organizational Commitment.
7. Work motivation has an indirect effect on organizational commitment through job satisfaction. Based on the test results, the *T-statistic value obtained is* 1.867 and *p-value* 0.031 , so the hypothesis is accepted . This shows that Job Satisfaction is successful in becoming a mediating variable that strengthens the influence of Work Motivation on Organizational Commitment.

### Conclusion

The conclusions of this study are as follows:

1. Transformational leadership style has a significant impact on job satisfaction. This indicates that the more effectively a transformational leadership style is implemented, the higher employee job satisfaction levels will be.
2. Transformational leadership style does not significantly influence organizational commitment. This means that transformational leadership style does not directly increase employee organizational commitment.
3. Job satisfaction has a significant impact on organizational commitment.  
The higher an employee's job satisfaction, the stronger their commitment to the organization.
4. Work motivation has a significant impact on job satisfaction. Increasing work motivation has been shown to significantly increase employee job satisfaction.
5. Work motivation has a significant influence on organizational commitment. High work motivation can encourage increased employee commitment to the organization.
6. Transformational Leadership Style does not have an indirect effect on Organizational Commitment through Job Satisfaction. Job Satisfaction failed to act as a mediator in the relationship between Transformational Leadership Style and Organizational Commitment.
7. Work motivation indirectly influences organizational commitment through job satisfaction. Job satisfaction mediates the influence of work motivation on organizational commitment, thus, employee motivation plays a crucial role in enhancing organizational commitment.

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