

Organizational Commitment as a Reinforcing Factor in the Relationship between Transformational Leadership, Workload, and Organizational Culture on Employee Performance

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Abstract

Effective management of human resources is closely tied to the quality of performance evaluation systems, which serve as the foundation for strategic decision-making in public institutions. Employee performance is shaped by multiple organizational dynamics, including a leader's capacity to apply transformational leadership practices, the volume and intensity of work responsibilities, shared norms and values embedded in the work environment, and the degree of employee commitment toward the organization. This research seeks to assess the influence of transformational leadership, workload, and organizational culture on employee performance, and to determine whether organizational commitment strengthens these relationships. A quantitative approach was employed by distributing an online Likert-scale questionnaire via Google Forms to 108 contract employees at the General Bureau of the East Java Provincial Secretariat. Data analysis was conducted using PLS-SEM, covering construct validity and reliability testing, evaluation of R-square and F-square coefficients, and examination of direct and moderating effects. The findings indicate that transformational leadership and a supportive organizational culture enhance employee performance, whereas excessive workload negatively impacts performance outcomes. Moreover, organizational commitment was found to reinforce the effect of all three variables on performance. Overall, the results highlight the importance of fostering commitment through inspirational leadership, supportive organizational values, and balanced task allocation to promote sustainable improvements in employee performance.

Keywords: Transformational Leadership, Workload, Organizational Culture, Organizational Commitment, Employee Performance.

Introduction

Employee performance is a fundamental aspect in achieving organizational goals, as it is an indicator of the success of human resource management and the effectiveness of managerial processes. Performance can be understood as the actual Behavior of individuals in carrying out tasks, influenced by their abilities, motivation, and work experience (Mathis & Jackson, 2020). In addition, performance reflects the interaction between employee competence and motivation in meeting the organization's work standards (S. P. Robbins, 2003). In the public sector, performance improvement is a top priority because government organizations are required to provide accountable, effective, and responsive services to community needs. Therefore, strategies for improving the quality of human resources need to be consistently and sustainably directed to respond to the complexity of public service needs.

In improving performance, leadership is a key element that provides guidance, inspiration, and motivation for employees to achieve organizational targets. Transformational leadership focuses on leaders' ability to drive positive change through inspiration, competency development, and efforts to build employee commitment to the organization's vision (Bass & Riggio, 2006). Leaders with this style can generate employee enthusiasm, provide intellectual stimulation, and support personal and professional growth. Several empirical studies confirm that the transformational leadership model also enhances employee performance (Ramadhani & Indawati, 2021). However, other empirical results suggest that this effect may

depend on the level of employee commitment to the organization, warranting further study in the government bureaucracy environment (Tecoalu et al., 2022).

Employee performance is influenced not only by leadership but also by the workload. Workload represents the intensity and complexity of task demands, covering both physical and cognitive aspects, which must be completed within a specified time frame. Excessive workload can cause psychological stress, fatigue, and decreased motivation, thereby impacting productivity and performance quality (Neksen et al., 2021). Empirical findings indicate that high workloads are negatively correlated with employee performance (Prasetyo et al., 2019). However, other studies indicate that the effect of workload on performance is not always significant, depending on organizational conditions and individuals' ability to manage work pressure (Dewi & Kurniawan, 2023). These differences further underscore the importance of research in government organizations that face operational dynamics and high public service demands.

In addition to workload factors, organizational culture also plays an important role in shaping employee behavior and performance. Organizational culture represents the principles, norms, and beliefs that guide employees in their work and interactions. An organizational environment with a positive culture can foster a sense of belonging, increase employee engagement, and encourage a better work ethic. Other studies show that organizational culture can improve employee performance (Febriani et al., 2023). However, other findings indicate that the influence of organizational culture on performance is not always significant. Hence, supporting factors such as organizational commitment need to be considered to strengthen this relationship (Tecoalu et al., 2022). Thus, organizational culture remains a key component in research on civil service performance.

Organizational commitment is also an important variable that reflects loyalty, emotional attachment, and employees' willingness to support the achievement of organizational goals. Organizational commitment reflects the individual's acceptance of the institution's values and goals, as well as the intrinsic motivation to contribute optimally to achieving organizational performance. Research findings state that organizational commitment reinforces the effect of transformational leadership on employee performance while moderating the relationship between workload and performance (Supomo et al., 2024). Commitment helps strengthen the relationship between organizational culture and employee performance, making it a strategic variable in shaping human resources with integrity and performance orientation in the public sector (Pratama et al., 2021; Ramadhini et al., 2019).

The phenomenon in the General Bureau of the East Java Provincial Secretariat shows that improving employee performance remains a significant concern for the organization. Evaluation data shows that the percentage of employees with high performance achievements has not met the set targets. In addition, the level of absenteeism during morning roll calls indicates challenges with discipline and employee commitment to attendance rules. This condition is further complicated by the shift work system and the obligation to be on standby for 48 hours, which can affect work-life balance and the quality of employee performance. Therefore, a human resource management strategy is needed to strengthen leadership, a productive work culture, and organizational commitment in the face of the dynamics of public service.

Based on these phenomena, this study aims to analyze the influence of transformational leadership, workload, and organizational culture on employee performance with organizational commitment as a moderating variable at the General Bureau of the East Java Provincial Secretariat. This study is expected to provide empirical evidence that enriches the understanding of the determinants of employee performance in the government environment, especially in regional bureaucracies that face dynamic, diverse tasks. Theoretically, this study contributes to understanding employee performance development through an internal psychological approach, including the influence of leadership style, work culture characteristics, and organizational commitment. This study also aims to provide practical recommendations to local governments for formulating more effective human resource development strategies, including leadership development, workload management, and strengthening work culture values and employee commitment.

Research Methodology

This type of research employs a quantitative approach to examine the relationships among transformational leadership, workload, organizational culture, and employee performance, while considering organizational commitment as a moderating variable. The object of this research is contract employees of the General Bureau of the East Java Provincial Secretariat, with a focus on assessing perceptions of the research variables. The entire research process adheres to research ethics principles, including voluntary consent from

respondents, data confidentiality, and no coercion in completing the research instruments. Using this research design, the researcher seeks to obtain objective empirical findings regarding the influence of independent variables on dependent variables in the local government work environment.

The research instrument was a Google Form-based questionnaire compiled using a five-point Likert scale, ranging from strongly disagree to agree strongly. The variables used include transformational leadership, workload, organizational culture, employee performance, and organizational commitment, with indicators adapted from previous studies in accordance with the original manuscript. The population in this study consisted of 162 contract employees of the General Bureau of the East Java Provincial Secretariat, and the sampling technique used was purposive sampling, with more than 5 years of service as the criterion for respondent eligibility (Sugiyono, 2019). Based on sample-size calculations using the six indicators per variable method, a sample of 108 respondents was selected, in accordance with the recommendations of Hair et al. (2010).

Data were collected via an online questionnaire, making the process more efficient and allowing respondents to respond flexibly. All questionnaire items were designed to measure theoretical dimensions, using indicators from Robbins & Judge (2017), Mathis & Jackson (2020), Busro (2018), and Shaleh & Firman (2018). Before analysis, the data were examined through validity and reliability tests to ensure the suitability of the research instruments used in the statistical model. With this procedure, the quality of the data could be ensured before entering the hypothesis-testing stage.

The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with Windows-based SmartPLS 3 software, in accordance with the recommended method by Ghazali & Latan (2012). The testing includes evaluating the measurement model (outer model) to assess convergent validity, discriminant validity, and construct reliability, as well as the structural model (inner model) to examine the R-square, F-square, and direct and indirect effects among variables (Hair et al., 2010). The bootstrapping technique is used for significance testing with $p < 0.05$ for significant and $p < 0.01$ for highly significant. This method was chosen for its ability to analyze latent-variable relationships simultaneously and to produce optimal estimates without requiring normality.

RESULTS AND DISCUSSION

Description of Research Object

The General Bureau of the East Java Provincial Secretariat is a strategic work unit within the East Java Provincial Government's structure, tasked with providing administrative support, public services, and managing government facilities and infrastructure. This bureau plays a vital role in ensuring the smooth running of administrative processes, coordinating, and facilitating government tasks within the Provincial Secretariat. Contract employees in this unit carry out daily operational functions that support the smooth running of the bureaucratic system, ranging from administrative services to technical services that support government activities. Thus, the quality of contract employees' performance in the General Bureau is one of the factors that determine the effectiveness of regional government administration.

Respondent Data Description

This study involved 108 contract employees of the General Bureau of the East Java Provincial Secretariat as respondents. This number is consistent with the recommendation of Hair et al. (2010), who state that a sample size of 100-200 respondents meets the minimum requirements for SEM-PLS analysis. Data collection was conducted via an online questionnaire in Google Forms, allowing respondents to complete it independently and efficiently within the research field's conditions. Respondent characteristics included gender, age, education, and length of employment.

The majority of respondents in this study were male (91.7%). In comparison, females accounted for only 8.3%, indicating that contract workers in this agency are primarily assigned to operational departments that are relatively male-dominated. In terms of age, the most significant proportion was in the 41–45 age group at 28.7%, while the 36–40 and 46–50 age groups were both 15.7%, indicating that most respondents were in their productive and experienced age phase and thus had a comprehensive understanding of the work system and organizational demands. In terms of education, the majority of respondents had a high school or equivalent (59.2%), followed by junior high school/equivalent (19.4%) and diploma/bachelor's degree (10.1%), indicating the dominance of workers with secondary education, who generally occupy technical

and operational positions. All respondents also had more than five years of work experience, reflecting their competence and depth of experience, making their assessments of the research variables reliable.

Description of Research Variables

This study measures five main variables —transformational leadership, workload, organizational culture, employee performance, and organizational commitment — as moderating variables. In general, descriptive statistics indicate a positive trend across all variables, suggesting that respondents' perceptions tend to align with existing organizational conditions and work environments. These findings indicate that most employees give good ratings to the managerial aspects implemented, including leadership style, work culture, and the task system implemented in the bureau. In addition, the high level of agreement across most indicators indicates employee acceptance and an upbeat assessment of the organizational factors studied, providing an initial indication that the organization's internal conditions are in the good category according to respondents' perceptions.

Statistical Data Analysis

Hypothesis testing in this study was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, a variance-based analysis method. This approach was chosen because it is superior for testing predictive relationships among latent variables compared to the covariance-based SEM method and is suitable for exploratory research with complex structural models. In addition, SEM-PLS can overcome relatively small sample sizes and data that are not always normally distributed, thereby providing greater analytical flexibility for researchers. The model estimation process was carried out using SmartPLS version 3 software, which provides facilities for simultaneously evaluating measurement and structural models, enabling more comprehensive descriptions of the relationships between variables. The following is a visualization of the structural model that underlies the testing of the hypotheses in this study (Figure 1).

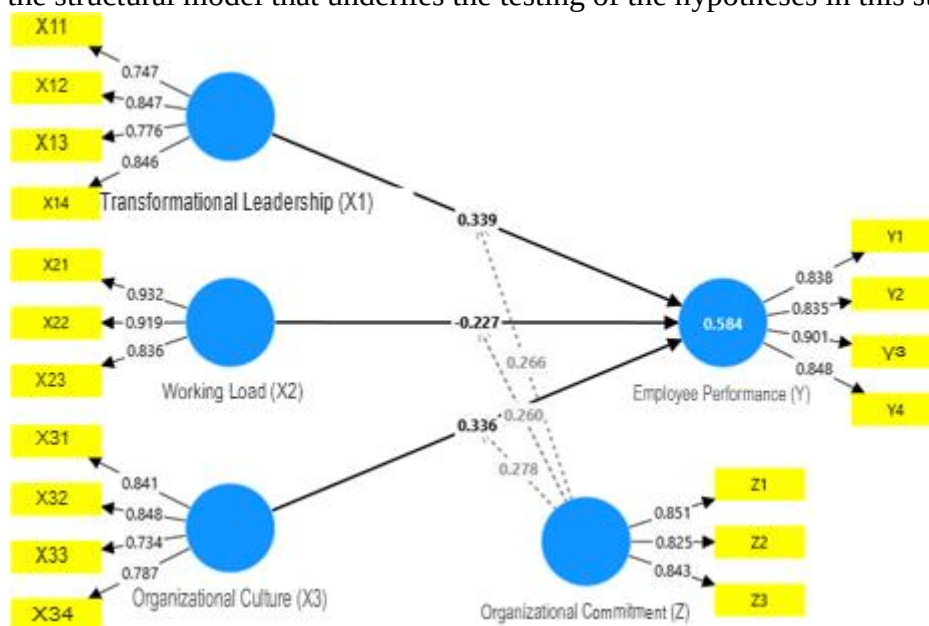


Figure 1. PLS Convergent Correlation Model
Source: Smart-PLS Output, 2025

Measurement Model Analysis (Outer model) Reliability and Construct Validity

Table 1. Reliability and Construct Validity Test Results

Variable	Composite Reliability
Transformational Leadership (X1)	0,835
Workload (X2)	0,914
Organizational Culture (X3)	0,835
Employee Performance (Y)	0,883

Organizational Commitment (Z)	0,814
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Source: Primary data processed, 2025

All variables have Composite Reliability (CR) values exceeding the minimum of 0.6, indicating they are reliable. This indicates that each indicator of the variable consistently measures the construct. In other words, the research instrument can be trusted to represent the latent variables under study accurately. Based on the test results in Table 1, all variables in this study are considered reliable, as their CR values exceed 0.6.

Discriminant Validity

Table 2. Discriminant Validity Test Results

	Workload (X2)	Organizational Culture (X3)	Transformational Leadership (X1)	Employee Performance (Y)	Organizational Commitment (Z)
Workload (X2)	0.897				
Organizational Culture (X3)	-0.128	0.804			
Transformational Leadership (X1)	-0.068	0.285	0.805		
Employee Performance (Y)	-0.381	0.314	0.331	0.856	
Organizational Commitment (Z)	0.009	0.146	0.163	0.153	0.840

Source: Processed primary data, 2025

All variables have Average Variance Extracted (AVE) values > 0.50 , so they are categorised as convergent valid. These findings confirm that all indicators accurately capture and describe each variable construct in the research model, making the research instrument adequate for structural model testing. Based on Table 2, all variables in this study are valid because their AVE values exceed 0.50.

Structural Model Analysis (Inner model)

Coefficient of Determination (R-square)

Table 3. Results of the Coefficient of Determination (R-square) Test

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.584	0.555

Source: Processed primary data, 2025

Based on Table 3, the independent variables and their interactions explain 58.4% of the variance in employee performance ($R^2 = 0.584$; Adjusted $R^2 = 0.555$), which is considered moderate, while other variables outside the model influence the remaining 41.6%.

Hypothesis Testing

Table 4. Structural Equation Modeling (SEM-PLS) Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Transformational Leadership (X1) > Employee Performance (Y)	0,339	0,330	0,085	3,979	0,000
Workload (X2) > Employee Performance (Y)	-0,227	-0,254	0,084	2,712	0,007
Organizational Culture (X3) > Employee Performance (Y)	0,336	0,327	0,084	4,019	0,000

Organizational Commitment (Z) > Employee Performance (Y)	0,272	0,248	0,130	2,096	0,036
Organizational Commitment (Z) x Transformational Leadership (X1) > Employee Performance (Y)	0,266	0,227	0,122	2,185	0,029
Organizational Commitment (Z) x Workload (X2) -> Employee Performance (Y)	0,260	0,265	0,125	2,074	0,038
Organizational Commitment (Z) x Organizational Culture (X3) > Employee Performance (Y)	0,278	0,277	0,095	2,914	0,004

Source: Processed primary data, 2025

The results of the SEM-PLS test in Table 4 show that all hypotheses in the study were accepted. Performance improves through transformational leadership and a strong organizational culture, but workload has been proven to have a significant adverse effect. Organizational commitment also shows a constructive contribution to performance and is proven to strengthen the effects of the three main variables on employee performance. Overall, these findings confirm that individual and organizational factors, as well as internal employee commitment, play a strategic role in driving performance in public bureaucracy.

The Influence of Transformational Leadership on Employee Performance

Studies show that transformational leadership plays an important role in significantly improving employee performance, with an original sample value of 0.339, a t-statistic of 3.979, and a p-value of 0.000. Empirical findings indicate that leadership that combines a clear vision, motivational support, and personal attention to staff can increase employee motivation and work performance. In the context of government bureaucracy, this leadership style is highly relevant because it can build work commitment through consistent moral encouragement and motivation. In line with Robbins & Judge (2017), Transformational leaders motivate employees to go beyond their personal interests for the sake of greater organizational goals.

Previous studies also support these findings, such as Ariyanti & Sawitri (2023), which shows that transformational leadership can improve performance by fostering strong commitment and job satisfaction. Similarly, Poling & Surya (2020) found that leaders' attention to their subordinates' emotional and psychological aspects can increase work productivity. In the General Bureau environment, this leadership style is reflected in intense communication, guidance during morning briefings, and leaders' willingness to address work difficulties. These inspirational leadership practices foster a work climate conducive to improving employee performance.

In addition, the most prominent indicator in this variable is a leader's ability to provide inspirational motivation, thereby encouraging employees to work beyond the established standards and expectations. A leadership style that emphasizes open communication, continuous coaching, and appreciation for individual and team achievements has proven effective in fostering a sense of belonging and high work commitment among employees. This condition is evident in the dynamics of organizational activities, when leaders actively monitor work progress, provide strategic direction, and ensure that all staff understand the direction and goals to be achieved together. Therefore, transformational leadership is essential for creating a productive work climate oriented towards performance, especially in government agencies that demand high standards of accountability and professionalism.

The Effect of Workload on Employee Performance

Based on the analysis results, workload has a significant adverse effect on employee performance with an original sample value of -0.227 , a t-statistic of 2.712 , and a p-value of 0.007 . These results indicate that a high volume and complexity of work can reduce performance quality by increasing mental and physical fatigue among employees. When workloads are unbalanced, employees' ability to maintain accuracy and effectiveness in completing tasks also declines. This is in line with the theory by Sunarso & Kusdi (2010), which holds that heavy workloads can be an obstacle to achieving optimal performance.

Research by Ikhwan (2023). This is also in line with previous studies, which show that increased workload tends to lead to a decline in employee performance, mainly due to increased work pressure and the risk of work-related stress. Similar conditions are seen in the General Affairs Bureau, where employees are often faced with instructions with tight deadlines and sudden tasks that require immediate completion. This situation requires a high level of flexibility, resilience, and concentration in order to achieve work targets. However, if the workload is not managed proportionately, it can lead to physical and mental fatigue, which can reduce productivity. Therefore, managing working hours, balancing task distribution, and providing organizational support are important steps to maintaining optimal employee performance amid the dynamics of public-sector work.

The dominant factors in this variable include dense work targets with limited completion times, as well as additional assignments that arise incidentally. These conditions not only disrupt work rhythms and patterns but also have the potential to reduce the quality of results, as employees are required to complete multiple responsibilities simultaneously. As a result, levels of focus and concentration often decline, while work pressure increases in line with organizational demands. Therefore, workload management plays an important role in maintaining harmony between productivity levels and employee welfare in the work environment.

The Influence of Organizational Culture on Employee Performance

The results of the study indicate that organizational culture has a significant positive influence on employee performance, with an original sample value of 0.336 , a t-statistic of 4.019 , and a p-value of 0.000 . A strong organizational culture fosters shared values and norms in the workplace, which, in turn, motivates employees to achieve optimal performance. Values of professionalism, discipline, and commitment to public service form the basis for excellent work behavior. These findings are consistent with Luthans (2009), who explains that a positive organizational culture can guide members to behave in accordance with expected productivity standards.

Research by Kusumo (2017) indicates that a strong organizational culture can align employees' direction and goals with those of the institution, thereby positively impacting their performance. In the context of the General Bureau, the application of work culture values is evident in leaders' involvement in monitoring work results and providing evaluation-based guidance that supports increased work effectiveness. Interaction patterns that emphasize cooperation, discipline, and a sense of togetherness also foster a conducive, productive work environment. Therefore, organizational culture plays an important role as a foundation that supports improvements in employee performance and strengthens the effectiveness of task implementation in government agencies.

The most dominant indicator in this variable is the leadership's attention to the implementation of subordinates' tasks in a detailed, systematic, and results-oriented manner. Employees feel that every work achievement is assessed objectively, while mistakes are not merely seen as failures but as opportunities for improvement through constructive solutions. This condition fosters self-confidence, intrinsic drive, and sustained motivation in employees. Additionally, aligning values, vision, and principles between leaders and employees helps build a harmonious work environment, fosters a sense of comfort, and strengthens emotional attachment to the organization. Overall, these factors have a direct impact on performance improvement, as reflected in increased loyalty, a sense of belonging, and high work commitment.

The Effect of Transformational Leadership Moderated by Organizational Commitment on Employee Performance

Research shows that organizational commitment strengthens the effect of transformational leadership on employee performance, as indicated by an original sample value of 0.266 , a t-statistic of 2.185 , and a p-value of 0.029 . Employees with high levels of commitment will respond more effectively to leaders' directions and motivation, resulting in better performance. When employees feel emotionally attached and have strong loyalty to the organization, leaders' encouragement is more easily translated into concrete

actions. This thinking aligns with Moorhead & Griffin (2016), who explain that individuals with high commitment have a strong desire to contribute optimally to achieving organizational goals. They tend to show loyalty, responsibility, and a willingness to be actively involved in every work process. This kind of commitment not only reflects personal dedication but also becomes an important factor in driving increased effectiveness and long-term performance stability.

Ariyanti & Sawitri (2023) emphasize that organizational commitment serves as a strengthening factor in the relationship between leadership style and employee performance. High commitment creates a sense of emotional attachment and professional responsibility to the organization, thereby motivating employees to work optimally and contribute continuously to the achievement of institutional goals. This is also supported by Pratama et al. (2021), who found that commitment can amplify the effect of transformational leadership on employee performance. In the General Bureau environment, employees show enthusiasm and sincerity in carrying out orders, even when tired and on the move. This willingness demonstrates a strong sense of responsibility and loyalty to public institutions.

The most dominant indicator in this moderation is employees' sincerity in carrying out their work, reflected in their commitment to completing every task without external coercion. This positive attitude fosters harmonious, mutually respectful working relationships between employees and leaders, ultimately contributing to increased morale and enthusiasm at work. The high level of internal commitment among employees is also a significant incentive for them to remain productive even under pressure and heavy workloads. Thus, strengthening a culture of commitment is an essential strategy in optimizing the effectiveness of implementing transformational leadership styles within an organization.

The Effect of Workload Moderated by Organizational Commitment on Employee Performance

The results show that organizational commitment also strengthens the effect of workload on performance, with an original sample value of 0.260, a t-statistic of 2.074, and a p-value of 0.038. This means that even though high workloads can reduce performance, employees with strong commitment maintain better performance than those with low commitment. Employees who have strong emotional ties to the organization tend to be more resistant to work pressure and remain focused on completing tasks. This explanation aligns with Luthans et al. (2005), which emphasizes that commitment can encourage employees to remain productive despite difficulties.

Research by Supomo et al. (2024) shows that organizational commitment plays an important role in reducing the negative impact of work pressure on employee performance. This condition is reflected in the Behavior of employees in the General Bureau, who continue to show high dedication by striving to complete their responsibilities on time despite changing work pressures that require quick adaptation. A responsible attitude and a spirit of dedication to the task are key factors in maintaining the consistency and stability of the organization's overall performance. Therefore, strengthening employee commitment through fostering values of integrity, rewarding achievements, and supporting a positive work environment are important strategies for improving resilience and performance effectiveness in the dynamic public sector.

The dominant factor in this moderating variable is employees' sincere desire to complete tasks in line with their leaders' direction and expectations. Employees with a high level of commitment strive to maintain performance quality even when faced with work situations that demand significant energy, time, and concentration. This condition shows that commitment serves as the primary foundation that strengthens employees' mental resilience in the face of pressure and heavy workloads. Therefore, organizational commitment has a strategic contribution in maintaining performance stability and ensuring the continuity of employee productivity amid the dynamics of a challenging work environment.

The Influence of Organizational Culture Moderated by Organizational Commitment on Employee Performance

The results of the analysis show that organizational commitment strengthens the relationship between organizational culture and performance, with an original sample value of 0.278, a t-statistic of 2.914, and a p-value of 0.004. When employees have high commitment, cultural values are more easily internalized, thereby having a strong influence on performance improvement. Employees who feel they are an important part of the organization will find it easier to adapt to positive norms and habits. These findings support Moorhead & Griffin's (2016) statement that commitment to improving compliance with organizational norms and the drive to work productively are related.

Kusumo (2017) and Ramadhini et al. (2019) also show that cultural influence on performance becomes stronger when employees have high commitment, as they tend to follow the organization's values and principles consistently. This is because individuals with strong commitment tend to consistently internalize the organization's values and principles in every aspect of their work behavior. In the context of the General Bureau, the spirit of togetherness and discipline is reflected through various collaborative activities, such as work discussion forums, inter-bureau coordination, and mutual assistance in carrying out organizational tasks. These synergistic, supportive working relationships foster a harmonious organizational climate and enhance the efficiency of public service delivery. Therefore, organizational commitment serves as a key factor that reinforces the relationship between work culture and employee performance, and plays a strategic role in maintaining the effectiveness of work culture in government agencies.

The most prominent central indicator of this variable is employees' sincerity in internalizing and implementing work culture values, reflected in their ability to maintain collaboration, uphold professional ethics, and build solidarity in every work activity. Employees with a high level of commitment always strive to maintain the organization's reputation through positive contributions and consistent performance oriented towards results. This high level of commitment plays an important role in strengthening the implementation of the CETTAR (Fast, Effective, Efficient, Responsive, Transparent, Accountable, and Responsive) work culture within the bureaucratic environment, thereby directly improving public service quality. Thus, organizational commitment is a fundamental factor that shapes an adaptive, competitive work culture while also supporting the realization of the government's vision and strategic objectives.

Research Implications

The results of this study have important implications for the development of human resource management in the government sector. The role of transformational leadership, which has been proven to improve employee performance, provides the basis for leadership capacity-building programs grounded in visionary communication, motivation, and individual attention. In addition, the study's results on workload emphasize the need for periodic evaluation of task distribution and for adjusting work systems to prevent burnout and maintain the quality of public services. Strategic approaches such as task rotation, technology adoption, and increasing staffing in specific units can be effective measures. Strengthening organizational culture is essential to ensuring that fundamental values such as discipline, integrity, professionalism, and collaboration are internalized in employees' daily work behavior.

The values contained in the CETTAR principles must be consistently implemented through reward mechanisms, performance recognition, and a fair disciplinary system to foster a productive work culture oriented towards quality public service. In addition, empirical evidence demonstrating the moderating role of organizational commitment in the relationships among leadership, workload, and organizational culture on performance underscores the importance of strengthening employee loyalty and a sense of belonging to the institution. These efforts can be realized through planned career development programs, improved welfare, and open, transparent internal communication, thereby creating a constructive, reciprocal relationship between the organization and employees to achieve strategic government objectives.

From an academic perspective, this study makes an important contribution to the public sector management literature by demonstrating that leadership, workload, organizational culture, and employee commitment interact in mutually reinforcing ways to influence performance. The synergy between these variables confirms that achieving bureaucratic effectiveness depends not only on organizational structure, but also on the internalization of cultural values and personal commitment. Future studies can expand this model framework by considering additional factors, such as motivation, quality of the work environment, and the use of digital technology. Thus, these findings not only offer practical implications for improving human resource management but also contribute theoretically to the development of management science in the context of government bureaucracy.

Research Limitations

The limitations of this study lie in its scope, which focused on a single government agency, namely the General Bureau of the East Java Provincial Secretariat. The working environment, bureaucratic structure, and organizational culture in this agency do not necessarily reflect the conditions of other public organizations. Therefore, the results of this study should be interpreted with caution regarding

generalizability and are better suited as a situational illustration. Therefore, applying these findings across different organizational environments should take into account each agency's characteristics.

In addition, data collection used a Likert-scale questionnaire that relied on respondents' subjective perceptions. Although the instrument had been tested for validity and reliability, there remained the possibility of perceptual bias, such as the tendency to choose answers considered safe or in line with superiors' expectations (social desirability bias). This situation has the potential to yield data that does not fully reflect field conditions. Because this study is cross-sectional, the relationships between variables are only descriptive and do not account for long-term changes.

Another limitation lies in the number of variables studied and the sample size, which are limited to employees in the General Bureau. The performance variables in this study did not account for other factors, such as motivation, compensation, job satisfaction, or organizational climate, which also influence employee performance. The limited sample size may affect the generalizability and the accuracy of model estimation, even though the analysis used PLS techniques appropriate for moderate sample sizes. Future studies should be conducted across a more diverse set of institutions and include additional supporting variables to produce a broader understanding.

Conclusion

Based on the results of this study, I can conclude that the factors of transformational leadership, workload, and organizational culture each have a significant influence on employee performance, indicating that these three variables play an important role in driving performance quality in a government agency environment, with organizational commitment acting as a moderating variable that strengthens this relationship. Transformational leadership has been proven to improve performance by motivating, guiding, and paying attention to employees, thereby fostering morale. Conversely, when the tasks to be completed exceed an individual's capacity, this pressure can lead to fatigue and decreased concentration, resulting in suboptimal work output. Meanwhile, a strong, consistent organizational culture contributes to increased productivity by establishing positive values, norms, and work practices, thereby fostering a conducive, collaborative work environment.

In addition, the study results reveal that organizational commitment reinforces the influence of internal organizational factors on employee performance quality. High commitment increases the effectiveness of transformational leadership in motivating employees, reduces the negative impact of workload on performance, and strengthens the positive influence of organizational culture in driving productivity. Employees who have an emotional attachment to and loyalty to the agency are better able to work sincerely, maintain work quality under pressure, and actively participate in fostering a positive work culture. Thus, efforts to improve the performance of government officials need to be carried out holistically through the application of inspirational leadership styles, effective workload management, the strengthening of a productive work culture, and the building of strong organizational commitment among employees.

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