

Analysis of Transformational Leadership and Organizational Communication on Employee Performance Employees with Organizational Commitment as a Mediating Variable in Medan Sunggal District Office

Analisis Pengaruh Kepemimpinan Transformasional dan Komunikasi Organisasi terhadap Kinerja Karyawan yang Memiliki Komitmen Organisasi sebagai Variabel Mediator di Kantor Distrik Sunggal, Medan

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ABSTRAK

Kinerja pegawai merupakan faktor penting dalam menentukan kualitas pelayanan publik, terutama di instansi pemerintah tingkat kecamatan. Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional dan komunikasi organisasi terhadap kinerja pegawai dengan komitmen organisasi sebagai variabel mediasi di Kantor Kecamatan Medan Sunggal. Penelitian ini menggunakan pendekatan kuantitatif dengan metode sensus terhadap seluruh 90 pegawai negeri sipil. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan metode Partial Least Squares (PLS) dengan bantuan aplikasi SmartPLS. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional memiliki pengaruh positif namun tidak signifikan terhadap kinerja pegawai. Namun, kepemimpinan transformasional memiliki pengaruh positif dan signifikan terhadap komitmen organisasi. Komunikasi organisasi ditemukan memiliki pengaruh positif dan signifikan terhadap kinerja pegawai dan komitmen organisasi. Selain itu, komitmen organisasi memiliki pengaruh positif dan signifikan terhadap kinerja pegawai. Uji pengaruh tidak langsung menunjukkan bahwa komitmen organisasi mampu memediasi secara signifikan pengaruh kepemimpinan transformasional dan komunikasi organisasi terhadap kinerja pegawai. Temuan-temuan ini menunjukkan bahwa peningkatan kinerja pegawai di Kantor Kecamatan Medan Sunggal dapat dicapai secara lebih efektif melalui penguatan komitmen organisasi yang dibangun melalui kepemimpinan transformasional dan komunikasi organisasi yang efektif. Penelitian ini diharapkan dapat memberikan kontribusi teoretis bagi pengembangan studi manajemen publik serta menjadi pertimbangan praktis bagi para pemimpin dalam meningkatkan kinerja pegawai melalui perbaikan dalam hal kepemimpinan, komunikasi, dan komitmen organisasi.

ABSTRACT

Employee performance is an important factor in determining the quality of public services, especially in sub-district level government agencies. This study aims to analyze the effect of transformational leadership and organizational communication on employee performance with organizational commitment as a mediating variable at the Medan Sunggal Sub-District Office. This study uses a quantitative approach with a census method of all 90 civil servants. Data were collected through questionnaires and analyzed using the Partial Least Squares (PLS) method with the help of the SmartPLS application. The results showed that transformational leadership had a positive but insignificant effect on employee performance. However, transformational leadership had a positive and significant effect on organizational commitment. Organizational communication was found to have a positive and significant effect on employee performance and organizational commitment. Furthermore, organizational commitment has a positive and significant effect on employee performance. Indirect effect testing shows that organizational commitment is able to significantly mediate the effect of transformational leadership and organizational communication on employee performance. These findings indicate that improving employee performance at the Medan Sunggal Sub-District Office is more effectively achieved by strengthening organizational commitment built by transformational leadership and effective organizational communication. This study is expected to contribute theoretically to the development of public management studies and serve as practical consideration for leaders in improving employee performance through improvements in leadership, communication, and organizational commitment.

INTRODUCTION

Employee performance is one of the key factors that determine the effectiveness of public services at the sub-district level. The sub-district office, as the foremost government unit, plays a role in providing various administrative and social services that directly interact with the community. Therefore, improving employee performance is a must in order for public services to be fast, accurate, and responsive. Robbins & Judge (2020) state that employee performance is influenced by behavior, competence, and organizational environmental factors that affect employee motivation and work commitment. Thus, performance does not only depend on individual abilities, but also on the quality of leadership, organizational communication, and the level of employee commitment to the organization.

One important factor that influences employee performance is transformational leadership. This leadership style emphasizes inspiration, empowerment, ideal influence, and individual attention to employees. Rojak et al. (2024) found that transformational leadership has a positive and significant effect on employee performance because visionary leaders are able to encourage employees to work above and beyond standards through intrinsic motivation. Ningsih's (2023) research also confirms that transformational leaders create an energetic work environment, thereby increasing employee commitment and performance. This shows that leadership that is able to provide examples, direction, and emotional support is a crucial factor in improving employee performance, especially in public service agencies.

Apart from leadership, organizational communication also plays an important role in improving employee performance. Effective communication creates a clear flow of information, good coordination, and reduces misunderstandings in the implementation of tasks. Sunarto (2024) states that organizational communication is the foundation for building harmonious working relationships and influences the effectiveness of employee work. Wardani's (2025) research found that good organizational communication improves task clarity, trust, and cooperation among employees, thereby directly impacting performance improvement. In the context of government offices such as the Medan Sunggal Sub-District Office, effective communication is essential given the diversity of services, interactions with the community, and the need for cross-section coordination.

Meanwhile, organizational commitment plays an important role as a psychological dimension that connects these two variables with employee performance. Organizational commitment reflects the level of emotional attachment, identification, and loyalty of employees to the organization. Haerudin (2025) asserts that organizational commitment has a significant effect on employee performance because highly committed employees tend to show a sense of belonging, loyalty, and willingness to work optimally. Kamsidik's (2025) research also reveals that organizational commitment often acts as a mediator in the relationship between organizational factors such as leadership and communication with employee performance. This means that inspirational leaders and effective communication will increase employee commitment, which in turn will have an impact on improving their performance.

Although various studies have examined the relationship between transformational leadership, organizational communication, organizational commitment, and employee performance in various government agencies, research specifically conducted on sub-district offices, particularly in the Medan Sunggal sub-district, is still very limited. As a frontline organization that provides direct services to the community, the Sub-District Office has distinctive bureaucratic characteristics such as hierarchical division of tasks, intense cross-departmental communication, and high service demands. These conditions can affect leadership effectiveness, organizational communication patterns, and employee commitment levels. Therefore, it is important to examine how these three variables influence each other in the unique context of sub-district public services.

LITERATURE REVIEW

Employee Performance

According to Robbins & Judge (2020), employee performance can be defined as behavior that contributes to the achievement of organizational goals, which is usually measured based on the achievement of results desired by the organization or company.

Organizational Commitment

Wibowo (2022) defines organizational commitment as a form of employee attachment demonstrated through a willingness to support organizational goals, remain part of the organization, and contribute optimally to their work.

Organizational Communication

N. Neiroukh et al. (2024) define organizational communication as a process in which an organization clearly defines details related to the work environment and the nature of responsibilities expected of organizational staff.

Transformational Leadership

Robbins & Judge (2019) define transformational leadership as a leadership style that can bring about major changes in an organization by influencing the values, perceptions, and aspirations of subordinates to align with the leader's vision.

Conceptual Framework

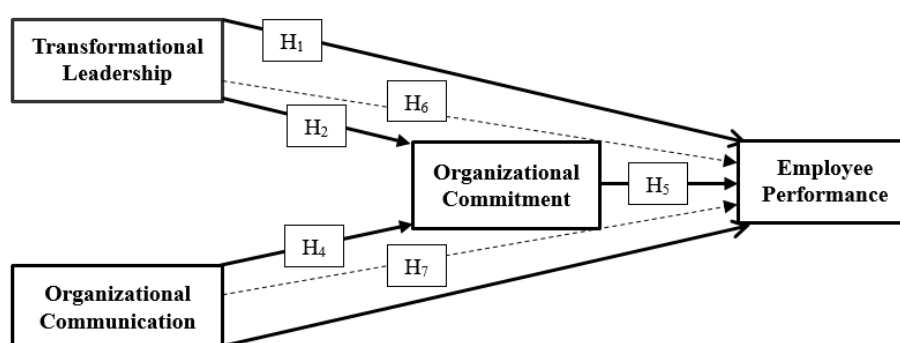


Figure 1. Conceptual Framework

Research Hypothesis

- H₁: Transformational leadership has a positive and significant effect on employee performance at the Medan Sunggal Subdistrict Office.
- H₂: Transformational leadership has a positive and significant effect on organizational commitment at the Medan Sunggal Subdistrict Office.
- H₃: Organizational communication has a positive and significant effect on employee performance at the Medan Sunggal Subdistrict Office.
- H₄: Organizational communication has a positive and significant effect on organizational commitment at the Medan Sunggal Subdistrict Office.
- H₅: Organizational commitment has a positive and significant effect on employee performance at the Medan Sunggal Subdistrict Office.
- H₆: Transformational leadership has a positive and significant effect on employee performance through organizational commitment at the Medan Sunggal Subdistrict Office.
- H₇: Organizational communication has a positive and significant effect on employee performance through organizational commitment at the Medan Sunggal Subdistrict Office.

RESEARCH METHOD

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing transformational leadership and organizational communication on employee performance with organizational commitment as a mediating variable at the Medan Sunggal Sub-District Office.

RESULTS AND DISCUSSION

Validity Test

Table 1. Outer Loadings Values

	Employee Performance	Organizational Commitment	Organizational Communication	Transformational Leadership
X1.1				0.831
X1.2				0.890
X1.3				0.908
X1.4				0.877
X2.1			0.704	
X2.2			0.664	
X2.3			0.697	
X2.4			0.725	
X2.5			0.763	
Y.1	0.693			
Y.2	0.865			
Y.3	0.871			
Y.4	0.645			
Y.5	0.839			
Y.6	0.873			
Y.7	0.727			
Z.1		0.851		
Z.2		0.904		
Z.3		0.836		
Z.4		0.876		

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.60 . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

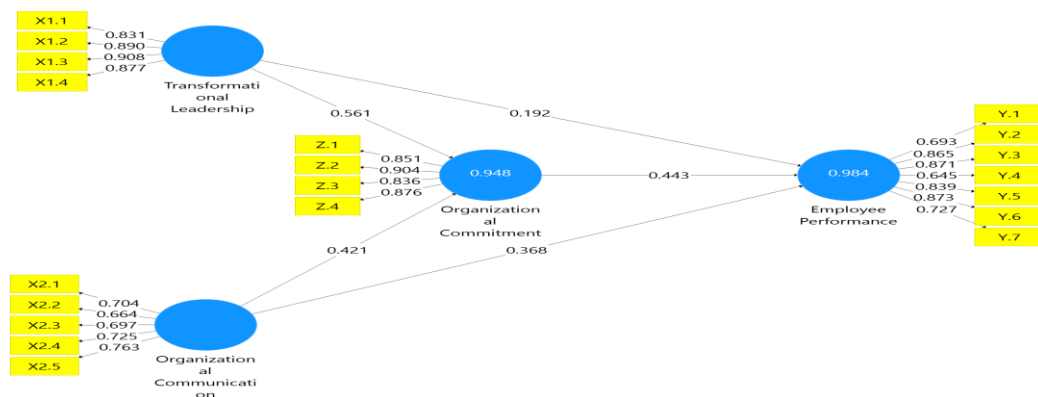


Figure 1. Outer Loading

In this study, there is an equation, and that equation consists of two substructures for substructure

1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.561 X_1 + 0.421 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.192 X_1 + 0.368 X_2 + 0.443 Z + e_2$$

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.898	0.905	0.921	0.628
Organizational Commitment	0.890	0.892	0.924	0.752
Organizational Communication	0.755	0.756	0.836	0.506
Transformational Leadership	0.900	0.902	0.930	0.769

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R^2)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the R-square estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Organizational Commitment	0.948	0.947
Employee Performance	0.984	0.984

Source: Smart PLS, 2025

Table 3 shows the R-square values for both dependent variables. For the organizational commitment variable, the R-square value is 0.948, meaning that the influence of transformational leadership and organizational communication is 0.948 or 94.8%, with the remainder attributable to other variables outside the model. The R-square value for employee performance is 0.984, meaning that transformational leadership, organizational communication, and organizational commitment account for 0.984 or 98.4%, with the remainder attributable to other variables outside the model.

Direct Influence Between Variables

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Employee Performance	0.192	1.394	0.164	Rejected
Transformational Leadership -> Organizational Commitment	0.561	3.682	0.000	Accepted
Organizational Communication -> Employee Performance	0.368	2,932	0.004	Accepted
Organizational Communication -> Organizational Commitment	0.421	2.759	0.006	Accepted
Organizational Commitment -> Employee Performance	0.443	3.882	0.000	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Transformational leadership has a positive but insignificant effect on employee performance, with a t-statistic value of 1.394 below 1.96 and a significance of 0.164 above 0.05, meaning that transformational leadership has no real effect on employee performance because the significance value is above 0.05. The results of this study are not in line with the results of previous studies, namely that transformational leadership has a positive and significant effect on employee performance (Ferry & Mesra, 2025).
2. Transformational leadership has a positive and significant effect on organizational commitment, with a t-statistic value of 3.682 above 1.96 and a significance value of 0.000 below 0.05, meaning that transformational leadership has a significant effect on organizational commitment because the significance value is below 0.05. The results of this study are in line with previous research findings, namely that transformational leadership has a positive and significant effect on organizational commitment (Hasibuan & Ferine, 2023).
3. Organizational communication has a positive and significant effect on employee performance with a t-statistic value of 2.932 above 1.96 and a significance of 0.004 below 0.05, meaning that organizational communication has a significant effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that organizational communication has a positive and significant effect on employee performance (Ramadhana & Indrawan, 2023).
4. Organizational communication has a positive and significant effect on organizational commitment with a t-statistic value of 2.759 above 1.96 and a significance of 0.006 below 0.05, meaning that organizational communication has a real effect on organizational commitment because the significance value is below 0.05. The results of this study are in line with previous research findings, namely that organizational communication has a positive and significant effect on organizational commitment (Rahayu & Triyono, 2022).
5. Organizational commitment has a positive and significant effect on employee performance with a t-statistic value of 3.882 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational commitment has a real effect on employee performance because the significance value is below 0.05. The results of this study are consistent with previous research findings, namely that organizational commitment has a positive and significant effect on employee performance (Jannah et al., 2024).

Indirect Effects Between Variables

The indirect effect between variables can be seen in the *specific indirect effect* value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Organizational Communication -> Organizational Commitment -> Employee Performance	0.186	2.163	0.031	Accepted
Transformational Leadership -> Organizational Commitment -> Employee Performance	0.249	3.246	0.001	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Organizational communication has a positive and significant effect on employee performance through organizational commitment with a t-statistic value of 2.163 above 1.96 and a significance value of 0.031 below 0.05, meaning that organizational commitment acts as an intervening variable between organizational communication and employee performance.
2. Transformational leadership has a positive and significant effect on employee performance through organizational commitment with a t-statistic value of 3.246 above 1.96 and a significance value of 0.001 below 0.05, meaning that organizational commitment acts as an intervening variable between transformational leadership and employee performance

CONCLUSION AND RECOMMENDATIONS

Conclusion

1. Transformational leadership has a positive but insignificant effect on employee performance at the Medan Sunggal Subdistrict Office.
2. Transformational leadership has a positive and significant effect on organizational commitment at the Medan Sunggal Subdistrict Office.
3. Organizational communication has a positive and significant effect on employee performance at the Medan Sunggal Subdistrict Office.
4. Organizational communication has a positive and significant effect on organizational commitment at the Medan Sunggal Subdistrict Office.
5. Organizational commitment has a positive and significant effect on employee performance at the Medan Sunggal Subdistrict Office.
6. Transformational leadership has a positive and significant effect on employee performance through organizational commitment at the Medan Sunggal Subdistrict Office.
7. Organizational communication has a positive and significant effect on employee performance through organizational commitment at the Medan Sunggal Subdistrict Office..

Recommendations

1. Employee performance with the lowest value statement is "I am able to complete the amount of work according to the set targets." Therefore, the recommendation is that the Medan Sunggal Sub-District Office should improve the setting of work targets through transformational leadership supported by clear and participatory organizational communication, so that the targets set are more realistic, mutually understood, and able to increase employee organizational commitment in completing work according to the specified targets.
2. Organizational commitment with the lowest score being "I have a strong desire to continue working in this organization." The Medan Sunggal Sub-District Office is advised to increase employee organizational commitment through the implementation of transformational leadership that provides attention, appreciation, and fair work development opportunities, so that employees feel valued and have a strong desire to continue working and contributing to the organization.
3. Organizational communication with the lowest value statement "I receive clear feedback on my performance and work." The Medan Sunggal Sub-District Office is advised to improve the quality of organizational communication through clear, regular, and constructive performance feedback from leaders to employees, so that employees understand their work results and are motivated to continuously improve their performance.
4. Transformational leadership with the lowest value statement "Leaders set a good example in their work attitudes and behavior." The Medan Sunggal Sub-District Office is advised to strengthen the role of leaders as role models through consistency in attitude, ethics, and professional work behavior, thereby increasing trust, organizational commitment, and employee performance.

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