

THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to test and analyze the influences: 1) transformational leadership on organizational commitment, 2) organizational culture on organizational commitment, 3) transformational leadership on performance, 4) organizational culture on performance, 5) organizational commitment to performance, 6) transformational leadership on employee performance through organizational commitment, 7) organizational culture on employee performance through commitment organization. This research uses a research explanatory approach, conducted at the SATPOL PP office of Mojokerto Regency. The population is 59 ASN, then sampled using the census technique. Primary data related to research variables were obtained through questionnaires given directly to respondents. After the data is collected, it is then analyzed using path analysis. However, previously a validity, reliability and classical assumption test was carried out. To test the hypothesis, the t-test with a 5% alpha is used, and to determine the organization's commitment to act as a mediator, the Sobel test with a 5% alpha is used. The results of this study prove that: 1) transformational leadership has a significant effect on organizational commitment; 2) organizational culture has a significant effect on organizational commitment; 3) transformational leadership has no effect on employee performance; 4) organizational culture has a significant effect on performance; 5) organizational commitment has no effect on employee performance; 6) organizational commitment does not play a mediating role in the influence of transformational leadership on performance; 7) Organizational commitment plays a role in mediating the influence of organizational culture on performance.

Keywords: organizational commitment, transformational leadership, organizational culture, performance

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INTRODUCTION

In the context of enforcing the PERDA, the main element as an implementer in the field is carried out by the Pamong Praja Police Unit (SATPOL PP). The basis for the formation and duties of Satpol PP can be explained in Law Number 23 of 2014 concerning Regional Government in article 255 paragraph (1), namely the Pamong Praja Police Unit was formed to enforce Regional Regulations and Perkada, organize public order and public peace as well as protect the community.

Organizational goals will be achieved through the positive performance of its employees, on the other hand, the organization will face obstacles in achieving goals if the performance of employees is ineffective in the sense of not being able to meet the demands of the work that is cold by the organization. Therefore, the success of an organization is greatly influenced by the performance of its employees. Sedarmayanti (2017) said that employee performance is the result of work given to a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve organizational goals, legally, not in violation of the law, and in accordance with morals and ethics. Therefore, organizational goals need to be achieved through good and optimal performance. Meanwhile, according to Mangkunegara (2018) said that Performance is the result of quality and quantity of work achieved by an employee in carrying out his duties according to the responsibilities given to him.

To see the performance of employees in an organization, an assessment or performance measurement can be carried out, one of which is through the Government Agency Performance Report (LKJIP) which is a form of public officials' accountability to the public regarding the performance of government institutions during one fiscal year, the results of performance achievements for the Mojokerto Regency SATPOL PP agency can be seen in the following table 1:

Table 1. Performance Achievements of SATPOL PP Mojokerto Regency in 2022

Key Performance Indicators	Performance Targets	Performance Realization
Percentage of indicators of regional apparatus programs achieved	90%	50%
Percentage of realization of the regional apparatus budget	87%	80,72%
ASN professionalism index	73	67
The Value of Regional Apparatus Bureaucratic Reform	67	62
Regional Apparatus SAKIP Values	84	80

In table 1, it appears that the performance achievements of the Mojokerto Regency SATPOL PP in 2022 are below the specified target. Many variables affect it, including: transformational leadership, organizational commitment, and organizational leadership. One of the breakthroughs of the leadership model is transformational leadership, transformational leadership is one of the important dimensions in effective leadership which is also the strongest predictor of leadership outcomes, such as the extra effort of subordinates on leadership skills (Bass et al., 2003). The leadership model displayed by a transformational leader is expected to increase the efforts of subordinates to achieve optimal work results. This leadership model is one of the leadership models that has begun to be taken into account its usefulness in dealing with organizational change. According to (Robbins & Organisasi, 2018) Transformational leadership inspires workers to solve personal problems that will have a good impact on the organization and the workers themselves. Transformational leaders create a dynamic organizational vision that is often needed to create innovation.

Apart from the leadership side, there is also an aspect of organizational culture that is no less important in forming employees with optimal performance. Each organization has a different culture, so leaders must understand the organizational culture where they work. Organizational culture in the most basic concept is the patterns of assumptions that are shared about how work is completed in an organization. With good leadership and organizational culture for employees, it is hoped that it can improve behavior that upholds respect and manners in their work environment and can improve their performance.

Organizations are formed from a complex system where activities are directed to achieve something (NABEN, 2024). Basically, organizational culture is very closely related to workplace behavior or in employee performance. This assumption is formed from realistic implementation that can be directly exemplified and the value of shared belief in the organization as the main strength of a strong organizational culture. With the existence of an organizational culture, it becomes easier, more directed, and more focused on the goals that have been set. Changes in individual behavior broadly are one of the factors that can affect

organizational culture and the values adhered to. An organizational culture that is well socialized to employees will make it easier for employees to complete their work.

One of the factors other than leadership and organizational culture that also influences performance is organizational commitment. An employee's commitment to the organization is one of the guarantees to maintain the continuity of the organization, which is to create a sense of belonging to the organization. According to (Sudarmo & Wibowo, 2018) Organizational commitment is a measure of the worker's desire to remain in the company or organization in the future. In addition to being seen in terms of loyalty to stay in the organization, commitment is also seen as an effort to achieve goals in the organization with the willingness to direct all power for the benefit of the organization. A person's commitment to carrying out the tasks given to him is not the same for everyone. The realization of commitment in an organization depends on how we build a responsibility to have a strong intention in carrying out the goals in the organization. Commitment to each member of the organization is very important because with a commitment an organization member can become more responsible for his work than an organization member who does not have commitment. Usually, members of an organization who have a commitment, will work optimally so that they can devote their attention, thoughts, energy and time to their work, so that what they have done is in accordance with the expectations of the organization.

Related to the explanation mentioned above, research has been conducted by Nurdin and Rohendi (2016) showing that transformational leadership has no effect on employee performance and organizational culture has an effect on performance while organizational commitment can mediate transformational leadership and organizational culture on performance, in contrast to the results of the study (Mubarak & Darmanto, 2015) It shows that the traditional leadership style and organizational culture either directly or indirectly through organizational commitment have an effect on performance. Based on the explanation above, this study aims to test and analyze the influence: 1) transformational leadership on organizational commitment, 2) organizational culture on organizational commitment, 3) transformational leadership on performance, 4) organizational culture on performance, 5) organizational commitment to performance, 6) transformational leadership on employee performance through organizational commitment, 7) organizational culture on employee performance through commitment organization.

Transformational Leadership

(Susan, 2019) argues that transformational leadership is a leadership model for a leader who has a tendency to motivate subordinates to work more optimally and focuses on behavior to facilitate transformation between individuals and in organizations. Meanwhile, according to (Suwatno, 2019) Giving an opinion, namely transformational leadership is leadership that influences employees to make them feel a sense of confidence, pride, loyalty and respect for their leaders and also have the motivation to do more than expected.

Factors of transformational leadership factors according to (Northouse, 2013), adalah: 1) Ideal influence, describing a leader who acts as a strong example for followers. 2) Motivational Motivation This factor describes a leader who communicates high expectations to followers, inspires them through motivation to be loyal to, and be part of the vision together in the organization. 3) intellectual stimulation, it includes leadership that stimulates followers to be creative and innovative and stimulates their own beliefs and values, as well as the values and

beliefs of leaders and organizations. 4) Adapted considerations, this factor represents leaders who provide a supportive climate, where they listen carefully to the needs of each follower.

The dimensions and indicators of transformational leadership in this study refer to Bass et al, (2003): 1) idealized influence, the leader must be a good example, which can be followed by his employees, so that it will generate respect and trust in the leader. 2) inspirational motivation, leaders must be able to provide motivation, and clear targets to be achieved by their employees. 3) Intellectual Stimulation, leaders must be able to stimulate their employees to come up with new ideas and ideas, leaders must also let their employees become problem solvers and provide new innovations under their guidance. 4) Individualized consideration, leaders must pay attention, listen to complaints, and understand the needs of their employees.

Organizational Culture

(Utamy et al., 2020) It states that organizational culture as a system of values, beliefs, assumptions, or norms that have been in place for a long time is agreed upon and followed by members as a guideline for behavior and solving organizational problems. The cultural function according to (Arma & Lubis, 2023) as follows: 1) Culture creates a clear distinction between one organization and another. 2) Culture brings a sense of identity to the members of the organization. 3) culture makes it easier for a broader commitment to arise than one's individual self-interest. 4) Culture helps unite the organization by providing the right standards for employees to perform. 5) Culture as a control that guides and shapes employee attitudes and behaviors.

Robbins and Judge (2018) revealed that there are six factors that affect organizational culture, namely: 1) the regularity of observed behavior, namely the regularity of the way of acting of the members who seem to be observed. When members of an organization interact with other members, they may use common language, terms, or certain rituals. 2) norms, which are various behaviors that exist, including guidelines for the extent to which a job should be done. Norms form various ideas regarding what members should do and feel, how this behavior should be regulated, and what sanctions should be applied when the behavior that occurs is not in accordance with the majority. 3) dominant values), namely the existence of core values that are shared by all members of the organization, for example about high product quality, low attendance or high efficiency. 4) Philosophy, namely the existence of policies related to the organization's confidence in treating customers and employees. A very important situation. 5) Rules, namely the existence of strong guidelines, are associated with the progress of the organization. Rules that contain instructions regarding the implementation of tasks in the organization. 6) Organizational climate, which is the overall feeling that is described and conveyed through spatial conditions, the way members of the organization interact, and the way members treat themselves and customers or others.

The indicators of organizational culture in this study refer to Robbins and Judge (2018), namely: 1) innovation and risk-taking. To what extent are employees encouraged to be innovative and dare to take risks. 2) attention to detail. To what extent employees are expected to show meticulousness, analysis, and attention to detail. 3) result orientation. The extent to which management focuses on the results is not on the techniques and processes used to obtain those results. 4) people orientation. The extent to which management decisions take into account the effect of results on people in the organization. 5) Team orientation. The extent to which work activities are organized in work teams, rather than individuals. 6) aggressiveness.

To what extent are people aggressive and competitive, not relaxing. 7) stability. The extent to which organizational activities emphasize the maintenance of the status quo as opposed to growth or innovation.

Organizational Commitment

(Torang, 2012) Revealing organizational commitment is the extent to which employees can conform, purpose, and desire to remain members of the company. A highly committed person will have a small chance of leaving the company and feeling dissatisfied, this is because the employee has a sense of loyalty or loyalty to the company where the employee works. Next (Ende et al., 2023) stated that the behavior of organizational commitment is as follows: 1) active effort, making active efforts to be in harmony with dressing appropriately, and respecting organizational norms. 2) to be a model of organizational citizenship behaviors, showing loyalty, willingness, helping colleagues complete their tasks, respecting those who have authority. 3) awareness of goals, expressing commitment, understanding and actively supporting the mission and goals of the organization; relate its actions and priorities to meet the needs of the organization; understand the need for cooperation to achieve greater organizational goals, 4) make personal or professional sacrifices, prioritizing organizational needs above one's own; make personal sacrifices to meet the needs of the organization above professional identity and precaution and family interests. 5) making decisions that are unpopular, supporting decisions that benefit the organization even if they are unpopular, or controversial. 6) sacrificing the good of its own unit for the organization, sacrificing the short-term interests of its own department for the long-term good of the organization; asking others to make sacrifices to meet the greater needs of organization.

The indicators of organizational commitment in this study refer to (Meyer & Allen, 1991), Namely: 1) affective commitment, which is an emotional attachment to the organization and belief in the organization's values, including: a) desire for a career in the organization, b) trust in the organization, c) service to the organization. 2) Continuous commitment is the awareness in the individual of the losses that will be experienced if they leave the organization including: a) the employee's love for the organization, b) the desire to survive with his or her job, c) the willingness to sacrifice personal interests. 3) Normative commitment, which is a must to remain a member of the organization for moral or ethical reasons, including: a) loyalty to the organization, b) happiness at work, c) pride in working for the organization.

Performance

(Masram & Mu'ah, 2017) Stating performance is the result or level of success of a person as a whole during a certain period of time in carrying out tasks compared to various possibilities, such as work performance standards, targets or objectives or criteria that have been determined in advance have been mutually agreed.

(Mangkunegara & Hasibuan, 2019) argues that factors that affect performance include: 1) internal factors, namely factors that are associated with a person's traits. Psychologically, a normal individual is an individual who has a high integrity between his psychic (spiritual) and physical functions. With high integrity between psychic and physical functions, the individual has good self-concentration. Individual concentration itself is influenced by potential abilities, namely intelligence quotient and emotional quotient. In general, individuals who work with full concentration if they have a minimum normal level of intelligence (average, aboveaverage, superior, very superior and gifted) with good emotions (not feeling excessive, not easily

angered, not spiteful, not hateful, not envious, not vindictive, not arrogant, not insecure, not anxious) have a clear outlook on life. 2) External factors, namely factors that affect a person's performance from the environment, including a clear job description, adequate authority, challenging work targets, effective work communication patterns, harmonious working relationships, respectful and dynamic work climate, career opportunities, and relatively adequate work facilities.

The performance indicators in this study refer to Robbins and Judge (2018) which are indicators in employee performance assessment, namely: 1) quality, measured from employees' perception of the quality of the work produced and the perfection of tasks to the skills and abilities of employees, 2) quantity, which is the amount produced expressed in terms such as the number of units, the number of activity cycles completed, 3) punctuality, is the level of activities completed at the beginning of the stated time, seen from the perspective of coordination with output results and maximizing the time available for other activities, 4) effectiveness, is the level of use of organizational resources, manpower, money, technology, raw materials) maximized with the intention of increasing the results of each unit in the use of resources, 5) independence, is the level of an employee who will later be able to carry out his work functions.

Hypothesis-1: Transformational leadership has a significant effect on organizational commitment. This hypothesis was built from his research (Nurdin & Rohendi, 2016) which states that transformational leadership has a significant effect on organizational commitment. If depicted $X1 \Rightarrow Y$

Hypothesis-2: Organizational culture has a significant effect on organizational commitment. This hypothesis is built from his research Ridwal (2018) stated that organizational culture has a significant effect on organizational commitment. If depicted $X2 \Rightarrow Y$

Hypothesis 3: Transformational leadership has a significant effect on performance. This hypothesis was built from his research (Pioni et al., 2023) which states that transformational leadership has a significant effect on performance. If depicted $X1 \Rightarrow Z$

Hypothesis 4: Organizational culture has a significant effect on performance. This hypothesis was built from his research (Pioni et al., 2023) which states that organizational culture has a significant effect on performance. If depicted $X2 \Rightarrow Z$

Hypothesis 5: Organizational commitment has a significant effect on performance. Built on his research (Fauzan et al., 2023) which states that organizational commitment has a significant effect on performance. If depicted $Y \Rightarrow Z$

Hypothesis 6: Transformational leadership has a significant effect on employee performance through organizational commitment. This hypothesis is built from the research of Nurdin and Rohendi (2016) which states that transformational leadership style has a significant effect on organizational commitment. If $X1 \Rightarrow Y$ is depicted next, (Fauzan et al., 2023) which states that organizational commitment has a significant effect on performance. If it is depicted $Y \Rightarrow Z$. So, based on the two images, it can be depicted $X1 \Rightarrow Y \Rightarrow Z$

Hypothesis 7: Organizational culture has a significant effect on employee performance through organizational commitment. This hypothesis is built from his research by Pioni (2023) which states that organizational culture has a significant effect on performance. If depicted $X2 \Rightarrow Z$. Next (Fauzan et al., 2023) which states that organizational commitment has a significant effect

on performance. If it is depicted $Y \Rightarrow Z$. So, based on the two images it can be described $X2 \Rightarrow Y \Rightarrow Z$

METHOD

This research uses a research explanatory approach, conducted at the SATPOL PP office of Mojokerto Regency. The population is 59 ASN, then sampled using the census technique. Primary data related to research variables were obtained through questionnaires given directly to respondents. After the data is collected, it is then analyzed using path analysis. However, previously a validity, reliability and classical assumption test was carried out. To test the hypothesis, a t-test with a 5% alpha was used and to determine the role of the organization's commitment as a mediator, the Sobel test with a 5% alpha was used.

RESULTS AND DISCUSSION

The results of validity and reliability tests and classical assumption tests including multicollinearity, heteroscedasticity, and normality are all non-violating, further and summarized in the following Table 2:

Table 2. Summary of Test Results: Validity, Reliability and Classic Assumptions

Test	Test Equipment	Result	Conclusion
Validitas	Pearson Model Correlation	The value of sig. < 5%	Valid
Reliability	Alpha Cronbach	The value > 0.6	Reliable
Asumy classic:			
Multicollinearity	VIF	< score 10	Does not happen
Heteroscedasticity	Scatter Plot	Irregular images	Does not happen
Normalitas	Kolmogorof-Smirnov	The value of sig. > 5%	Usual

Source: primary data processed by researchers in 2023

In Table 2 above, it appears that the test results: validity, reliability, and classical assumption test show that nothing has been violated, so the use of path analysis can be used as an analysis tool in this study. Furthermore, the results of the path analysis and Sobel test are summarized in the following Table 3:

Table 3. Summary of Path Analysis Results

Description	p-value (SIG value)	Conclusion Hipotesis
H1: $X1 \Rightarrow Y$ (direct influence)	0.028	Accepted
H2: $X2 \Rightarrow Y$ (direct influence)	0.000	Accepted
H3: $X1 \Rightarrow Z$ (direct influence)	0.116	rejected
H4: $X2 \Rightarrow Z$ ((direct influence)	0.000	Accepted
H5: $Y \Rightarrow Z$ (direct influence)	0.362	rejected
H6: $X2 \Rightarrow Y \Rightarrow Z$ (indirect influence)	uji Sobel <i>p-value</i> 0.078 > 5%	rejected
H7: $X2 \Rightarrow Y \Rightarrow Z$ (indirect influence)	uji Sobel <i>p-value</i> 0.000 < 5%	Accepted

Source: primary data processed by researchers in 2023

Furthermore, to determine the competence to act as a mediator, the Sobel test is used. In Table 2 above, it appears that the indirect influence of $X1 \Rightarrow Y \Rightarrow Z$ p-value of the Sobel test results is greater than 5%. This shows that organizational commitment is not able to play a role in mediating the influence of structural leadership on employee performance. While $X2 \Rightarrow Y$

=> Z The p-value of the Sobel test result is less than 5%. This shows that organizational commitment is able to play a role in mediating the influence of work culture on employee performance.

Discussion

A. Transformational leadership has a significant effect on organizational commitment

This study proves that transformational leadership has a significant effect on organizational commitment in line with the research of Nurdin and Rohendi (2016) who stated that transformational leadership has a significant effect on organizational commitment. This means that the better the existence of transformational leadership, the better the organization's commitment. Therefore, the existence of transformational leadership needs to be improved, referring to (REFIANA SAID, 2021) By doing: 1) increasing the awareness of subordinates towards rewards. A leader plays a role in instilling awareness that successful change and achieving goals will bring commensurate rewards, such as satisfaction, pride, and rewards, for each contributing team member. 2) Helping team members to work in the organizational plan Leaders work by directing people to the big picture as a common goal. Thus, each team member collaborates to make their own contribution to the organization's plan and not just work for a personal purpose. 3) Helping team members find the fulfillment of their own motives, transformational leaders encourage and direct each team member in an effort to fulfill their own motives. In addition to being a personal goal, employees can walk in harmony with the organization's goals, 4) give team members an understanding of change, to create transformation, organizational leaders always involve their managers and employees in discussions about the importance of change to bring the organization in a better direction.

B. Organizational culture has a significant effect on organizational commitment

This research proves that organizational culture has a significant effect on organizational commitment in line with its research (Ridwal, 2018) which states that organizational culture has a significant effect on organizational commitment. This means that the better the existence of the organizational culture, the better the organization's commitment. Therefore, the existence of organizational culture needs to be improved referring to (Kotter & Heskett, 2008), namely by paying attention to the elements that can form a strong organizational culture, namely: 1) values are the basic concepts and assumptions of an organization that form the core of the company's culture as a guideline for behavior, 2) heroes, namely a strong company culture will have many heroes, 3) ceremonies and rituals, where the company tries to create informal communication for togetherness by holding events at certain times, 4) Cultural Network, to form a strong culture, the company must recognize the type of culture it owns and the ability of top management to form a culture according to market needs.

C. Transformational leadership has no significant effect on performance

The results of this study prove that transformational leadership does not have a significant effect on performance. Therefore, in order for transformational leadership to have a significant effect on performance, its existence needs to be improved by referring to (Vania & Parashakti, 2023) as follows. 1) Get to know the employees and the team they work on, taking the time to get to know them individually can help you identify demotivated employees more quickly. You'll notice if employees change their attitudes. Employees will

also feel valued, heard, and contribute in the right place if the leader not only cares about the running of the business but also the people who work behind it. As mentioned above, demotivation can occur due to the management team. Employees who leave their jobs can be caused by their supervisory treatment during work. It is better for companies to provide training for managers so as not to drop or damage the motivation of the team members they lead. 2) Communicate expectations and appreciation of good work results, an expectation or goal of the company must be time-bound, measurable, and realistic. Remind employees that their contributions have an impact on the company's final goals, in order to increase their work motivation. Not only communicating expectations or targets that must be achieved, you can provide input and appreciate good employee work results. This is simple but often forgotten by company leaders. Saying sincere words of "thank you" or "good job" can be a drive for employees to continue to deliver the good performance and innovation that the company needs. 3) Identify and help employees who are experiencing difficulties, targets that retreat from the timeline are normal. While there is hope that the timeline will go as planned, when the achievement of the target is backward, it is important to analyze the causes. Working on a project for a long time can cause demotivation, especially if employees feel trapped in a difficult situation.

Offering solutions as a team or just listening to what difficulties employees are experiencing can be the first step to restore motivation and encourage the target to be achieved again soon 4) offer career development and appropriate compensation, most employees will seek career development and roles in the company. If they don't get it, then they will end up looking for new opportunities elsewhere. Providing training for employee skill development can increase motivation and restore work morale. You can find out what career goals your employees want to achieve and communicate what you can do to support this development. Not only giving more responsibility to improve the career of employees, the company should also provide compensation in accordance with the skills and responsibilities of each employee. It is undeniable that competitive salaries, health benefits, and providing leave can increase productivity and motivation in workers. This can show that the company appreciates the results of employees' hard work and employees' contributions to the company.

D. Organizational culture has a significant effect on performance

The results of this study prove that organizational culture has a significant effect on performance. In line with his research Pioni (2023) which states that organizational culture has a significant influence on performance. Therefore, its existence needs to be improved to have a more significant effect on performance by referring to Timothy (2018), namely organizations need to pay attention to the characteristics of a good organizational culture, namely: 1) innovation and risk-taking, a level where workers are encouraged to be innovative and take risks. 2) attention to detail, where workers are expected to show accuracy, analysis, and attention to detail, 3) orientation to manfaa), where management focuses on results or benefits rather than just the techniques and processes used to obtain these benefits. 4) people-oriented, where management decisions consider the influence of its benefits on people in the organization. e) Team-oriented, where work activities in the organization are based on teams rather than individuals.

E. Organizational commitment does not have a significant effect on performance

The results of this study prove that organizational commitment does not have a significant effect on performance. Therefore, the existence of organizational commitment needs to be improved so that it has a significant effect on performance by identifying factors of organizational commitment by referring to: (Husnawati, 2006) Namely: 1) personal factors, where organizational commitment in general is greater between employees who are old and have worked in the organization for a long time. Those with intrinsic work value are more committed. In the group, female employees tend to be more committed to the company than male employees. Employees with low education tend to have higher commitment than employees with higher education. 2) role characteristics, where commitment will tend to be stronger for employees who have enriched jobs and jobs that involve a low level of role conflict and ambiguity. 3) Structural characteristics, commitment will be stronger in employees who are in decentralized organizations and in cooperation between employers where the employees are more involved in organizational decision-making. 4) work experience, a strong commitment for employees with a pleasant work experience, such as a positive attitude in a group of people towards others, a feeling that the organization can be relied on to fulfill its commitment to its personnel and a feeling that the individuals in the organization are important to the organization.

F. Organizational commitment is not able to mediate the influence of transformational leadership on performance

The results of this study prove that organizational commitment is not able to mediate the influence of organizational culture on performance. Therefore, the existence of organizational commitment needs to be increased in order to be able to mediate the influence of transformational leadership on performance by referring to (Fitriani, 2019) As follows: 1) Justice and Support, Affective Commitment will be high if the organization fulfills its obligations to employees and adheres to human values, such as justice, courtesy, forgiveness, and moral integrity, because organizations that support employee welfare tend to foster higher employee loyalty in return. 2) shared values, the organization must have values related to employee values and the employee believes in it, because it will make the employee comfortable and motivate him to stay in the organization, 3) trust, the organization must have trust in its employees, in the sense that it must be confident that working together will produce good results in times of risky situations, 4) organizational comprehension, in the sense that employees must understand the organization and stay up to date about organizational events, organizational strategies, relate well to colleagues, understand the history of the organization and future plans, 5) employee involvement, trust to let employees participate in decision-making for the future of the organization. This makes employees feel part of the organization.

G. Organizational commitment is able to mediate the influence of organizational culture on performance

The results of this study prove that organizational commitment is able to mediate the influence of organizational culture on performance. Therefore, the existence of organizational commitment needs to be increased by referring to thea (Zurnali & Sujanto, 2020) As follows: 1) Convey a clear common goal. Everything is impossible to achieve without a clear goal. Therefore, a company must convey big goals that will be achieved with employees. Conveying the vision and mission of the company will indirectly foster the work

spirit of the employees so that they want to take part in achieving this big goal. 2) Grow a sense of love and pride in the company, employees who have begun to be comfortable with their work environment, then it is possible to have a sense of love for the company where they work. They are willing to work hard to advance the company and feel a loss if they leave the company and move to another place. This can be realized if employees have worked with passion, so that they do not feel burdened with the tasks they receive. 3) Give rewards for achievements achieved, an employee who is able to work well will feel happy and proud if his work is appreciated. One way we can choose to increase employee commitment is by providing rewards for achievements that have been achieved. This strategy is quite often used by company owners as part of their appreciation for the contribution and hard work that employees give to the company. Giving rewards is also quite effective in encouraging employee morale to improve their work performance every month. 4) Increase employee work motivation, the nature of boredom and boredom is undeniable by every employee who works in a company. There are times when employees' work motivation experiences a cycle of ups and downs along with the work demands they face and the working period they have undergone. The accumulation of duties and responsibilities sometimes puts employees in a bad condition. So that their work motivation weakened and began to think about finding a new job that they felt was more interesting. To avoid conditions that will result in a decrease in work quality, it is best to conduct regular evaluations on employees at least once a month.

CONCLUSION

The results of the study concluded that: 1) transformational leadership has a significant effect on organizational commitment. This means that the better the existence of transformational leadership, the better the organization's commitment. 2) Organizational culture has a significant effect on organizational commitment. This means that the better the organizational culture, the better the organizational commitment. 3) transformational leadership has no effect on employee performance. This means that no matter how good the existence of transformational leadership is, it does not affect its performance. 4) Organizational culture has a significant effect on employee performance. This means that the better the organizational culture, the better the performance 5) organizational commitment has no effect on performance. This means that no matter how good the organization's commitment is, it does not affect its performance. 6) Organizational commitment does not play a mediating role in the influence of transformational leadership on employee performance. 7) Organizational commitment plays a role in mediating the influence of organizational culture on employee performance.

Regarding the organization's commitment to play a role in mediating the influence of organizational culture on performance, it is suggested that its existence needs to be improved by carrying out the following things: 1) convey a clear common goal. 2) Cultivate a sense of love and pride in the organization. 3) provide rewards for achievements achieved. 4) increase employee work motivation, While organizational commitment does not play a role in mediating the influence of transformational leadership on performance, it is suggested that its existence also needs to be improved by carrying out the following things: 1) justice and

support, 2) shared values, 3) trust, 4) organizational comprehensiveness, 5) employee involvement.

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