

**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, MOTIVATION, AND COMMITMENT  
ON EMPLOYEE PERFORMANCE AT PT JASA ANGKASA SEMESTA TBK, MEDAN**

**Sariani<sup>1</sup>, Surya Bakti<sup>2</sup>**

<sup>1,2</sup>Universitas Asahan

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**Corresponding author:**

[sariani1517@gmail.com](mailto:sariani1517@gmail.com)

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**Abstract:** This study examines the effect of transformational leadership, work motivation, and organizational commitment on employee performance at PT Jasa Angkasa Semesta Tbk, Medan. Using a quantitative explanatory approach, data were collected from 60 employees through a structured questionnaire and analyzed using multiple linear regression with SPSS. The results indicate that transformational leadership, motivation, and organizational commitment each have a positive and significant effect on employee performance. Partial testing shows that commitment is the most dominant factor influencing performance, followed by transformational leadership and motivation. Simultaneously, the three independent variables significantly explain employee performance, with a coefficient of determination of 73 percent. These findings highlight the importance of effective leadership practices, motivational strategies, and commitment-building efforts in enhancing employee performance, particularly in aviation support service organizations characterized by high operational demands. This study contributes to human resource management literature and provides practical implications for managers in improving organizational performance through strategic people management

**Keywords:** Transformational Leadership, Motivation, Organizational Commitment, Employee Performance

**INTRODUCTION**

In an increasingly competitive business environment, human resources play a strategic role in determining organizational sustainability and performance. Companies operating in service-based industries, particularly those related to aviation support services, face high operational complexity, strict safety standards, and intense performance demands. Under such conditions, employee performance becomes a critical factor influencing service quality, operational efficiency, and customer satisfaction. Therefore, understanding the determinants of employee performance is essential for organizations seeking to maintain competitiveness and long-term growth.

Employee performance reflects the extent to which employees are able to complete tasks effectively and efficiently in accordance with organizational objectives (Mangkunegara, 2017). High employee performance is not only influenced by technical competence but also by behavioral and psychological factors within the organization. Previous studies emphasize that leadership style, work motivation, and organizational commitment are among the most influential factors shaping employee attitudes and performance outcomes (Herman & Subowo, 2016; Martini & Siddi, 2021).

One leadership approach that has received considerable attention in organizational behavior research is transformational leadership. Transformational leaders are characterized by their ability to inspire, motivate, and intellectually stimulate employees while providing individualized consideration (Bass & Avolio, 1994). This leadership style encourages employees to exceed performance expectations and align personal goals with organizational vision. Empirical studies have demonstrated that transformational leadership positively affects employee performance by fostering trust, engagement, and intrinsic motivation (Bergh et al., 2019; Chen et al., 2022).

In addition to leadership, work motivation plays a central role in driving employee behavior and performance. Motivation represents internal and external forces that stimulate employees to act toward achieving organizational goals (McClelland, 1987). Motivated employees tend to demonstrate higher levels of persistence, creativity, and responsibility in performing their tasks. Prior research confirms that motivation significantly influences employee performance across various sectors, including manufacturing and service industries (Hanifah et al., 2020; Hasniati et al., 2022).

Another important factor influencing employee performance is organizational commitment, which reflects an employee's emotional attachment, sense of obligation, and willingness to remain within the organization (Allen & Meyer, 1990). Employees with strong organizational commitment are more likely to demonstrate loyalty, responsibility, and proactive work behavior. Several studies have found that organizational commitment positively contributes to performance by strengthening employees' psychological bonds with the organization (Yulius & Tarigan, 2007; Herman & Subowo, 2016).

Despite extensive research on transformational leadership, motivation, and commitment, empirical findings remain inconsistent, particularly in service-oriented and aviation-related industries. Some studies report significant positive effects, while others find weak or insignificant relationships, suggesting that organizational context may influence these relationships (Anggraeni & Ardini, 2020; Astuti et al., 2023). Moreover, limited empirical evidence focuses specifically on aviation support service companies in Indonesia, where operational risks and service reliability demand superior employee performance.

PT Jasa Angkasa Semesta Tbk, as one of Indonesia's leading aviation ground handling service providers, operates in a highly regulated and performance-sensitive environment. Employees are required to perform accurately, efficiently, and consistently to ensure safety and service excellence. However, organizational challenges related to leadership effectiveness, employee motivation, and commitment may affect overall performance outcomes. These conditions highlight the importance of examining human resource factors that influence employee performance within this organizational context.

Based on these considerations, this study aims to analyze the effect of transformational leadership, work motivation, and organizational commitment on employee performance at PT Jasa Angkasa Semesta Tbk, Medan. This research is expected to contribute theoretically by enriching the human resource management literature, particularly in the context of service and aviation-related industries. Practically, the findings are expected to provide managerial insights for improving leadership practices, motivational strategies, and commitment-building initiatives to enhance employee performance.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Employee Performance**

Employee performance refers to the level of achievement attained by employees in carrying out their duties and responsibilities in accordance with organizational standards and objectives. Performance reflects not only the quantity of work produced but also the quality, timeliness, and responsibility demonstrated by employees (Mangkunegara, 2017). In service-based industries, employee performance plays a vital role in determining service quality, customer satisfaction, and organizational reputation, particularly in sectors with high operational risk such as aviation support services.

Previous studies emphasize that employee performance is a multidimensional construct influenced by individual capabilities, psychological factors, leadership practices, and organizational conditions (Herman & Subowo, 2016; Martini & Siddi, 2021). Therefore, understanding the factors that drive employee performance is essential for organizations seeking sustainable competitive advantage.

### **Transformational Leadership**

Transformational leadership is a leadership style that emphasizes inspiring and motivating employees to transcend personal interests for the sake of organizational goals. According to Bass and Avolio (1994), transformational leadership consists of four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leaders who adopt this style encourage innovation, foster trust, and develop employees' potential.

Empirical evidence suggests that transformational leadership positively influences employee attitudes and behaviors, including job satisfaction, organizational commitment, and performance (Bergh et al., 2019; Chen et al., 2022). Transformational leaders create a supportive work environment that enhances employee engagement and encourages employees to perform beyond expectations. In service-oriented organizations, such leadership is particularly important due to the need for teamwork, adaptability, and service excellence. Based on this theoretical and empirical background, the following hypothesis is proposed:

**H1: Transformational leadership has a positive effect on employee performance.**

### **Work Motivation**

Work motivation represents the internal and external forces that initiate, direct, and sustain work-related behavior (McClelland, 1987). McClelland's theory of needs identifies three dominant motivational drivers: the need for achievement, the need for affiliation, and the need for power. Employees who are highly motivated tend to demonstrate stronger effort, persistence, and commitment in performing their tasks.

Numerous studies have confirmed that motivation is a key determinant of employee performance across various industries (Hanifah et al., 2020; Hasniati et al., 2022). Motivated employees are more likely to exhibit proactive behavior, higher productivity, and better problem-solving abilities. In high-demand environments such as aviation services, motivation becomes crucial in ensuring accuracy, safety, and operational efficiency.

Accordingly, this study proposes the following hypothesis:

**H2: Work motivation has a positive effect on employee performance.**

### **Organizational Commitment**

Organizational commitment refers to an employee's psychological attachment to the organization, reflected in their willingness to remain, contribute, and align personal goals with organizational objectives. Allen and Meyer (1990) classify organizational commitment into three components: affective commitment, continuance commitment, and normative commitment. Employees with strong organizational commitment tend to demonstrate loyalty, responsibility, and a high sense of belonging.

Previous empirical studies show that organizational commitment significantly influences employee performance by strengthening employees' emotional ties and sense of responsibility toward the organization (Yulius & Tarigan, 2007; Herman & Subowo, 2016). Committed employees are more likely to exert extra effort and maintain consistent performance, particularly in organizations that demand reliability and discipline.

Thus, the following hypothesis is formulated:

**H3: Organizational commitment has a positive effect on employee performance.**

### **Relationship between Transformational Leadership, Motivation, Organizational Commitment, and Employee Performance**

Leadership, motivation, and organizational commitment are interrelated factors that jointly shape employee behavior and performance. Transformational leadership can enhance employee motivation by creating meaningful work experiences and providing inspirational direction (Bass & Avolio, 1994). At the same time, effective leadership and motivation contribute to stronger organizational commitment, which in turn reinforces performance outcomes.

Several studies indicate that the combined influence of leadership style, motivation, and commitment provides a more comprehensive explanation of employee performance than examining each factor independently (Anggraeni & Ardini, 2020; Astuti et al., 2023). This suggests that employee performance is the result of a complex interaction between leadership practices, individual motivation, and psychological attachment to the organization.

Based on this integrated perspective, the final hypothesis is proposed:

**H4: Transformational leadership, work motivation, and organizational commitment simultaneously have a significant effect on employee performance.**

## **METHODS**

### **Research Design**

This study adopts a quantitative research approach with an explanatory design, aiming to examine the causal relationships between transformational leadership, work motivation, organizational commitment, and employee performance. The quantitative approach is appropriate because the research seeks to test hypotheses and measure the magnitude of relationships among variables using statistical analysis (Creswell, 2018).

### **Research Object and Location**

The research was conducted at PT Jasa Angkasa Semesta Tbk, Medan, a company operating in aviation ground handling services. This organization was selected due to its high operational complexity and strong dependence on employee performance to ensure service quality, safety, and operational reliability.

### **Population and Sample**

The population of this study consists of all employees of PT Jasa Angkasa Semesta Tbk, Medan, totaling 60 employees. Given the relatively small population size, this study employs a census sampling technique, in which all members of the population are used as research respondents. This approach ensures comprehensive representation and minimizes sampling bias.

### **Data Type and Data Source**

This study uses primary data, obtained directly from respondents through a structured questionnaire. The questionnaire was designed to capture employees' perceptions of transformational leadership, work motivation, organizational commitment, and employee performance. Responses were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

### **Research Variables and Measurement**

The variables examined in this study consist of one dependent variable and three independent variables.

#### 1. Employee Performance (Y)

Employee performance refers to the level of achievement in completing work tasks based on quality, quantity, responsibility, and timeliness. Measurement indicators are adapted from Mangkunegara (2017).

#### 2. Transformational Leadership (X1)

Transformational leadership reflects leadership behaviors that inspire, motivate, and develop employees. Indicators include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994)

#### 3. Work Motivation (X2)

Work motivation represents internal drives that encourage employees to perform their tasks effectively. Indicators are based on McClelland's theory of needs, including the need for achievement, affiliation, and power (McClelland, 1987).

#### 4. Organizational Commitment (X3)

Organizational commitment refers to employees' emotional attachment and loyalty to the organization. Measurement indicators include affective, continuance, and normative commitment (Allen & Meyer, 1990).

### **Data Collection Technique**

Data were collected using a self-administered questionnaire, distributed directly to respondents. Prior to distribution, the questionnaire items were reviewed to ensure clarity and relevance. Respondents were informed of the research purpose and assured of confidentiality to encourage honest and accurate responses.

### **Data Analysis Technique**

Data analysis was conducted using statistical software and involved several stages:

#### 1. Validity Test

The validity test was conducted to ensure that each questionnaire item accurately measures the intended construct. An item is considered valid if the correlation coefficient exceeds the critical value.

#### 2. Reliability Test

Reliability was tested using Cronbach's Alpha. A variable is considered reliable if the alpha value exceeds 0.70, indicating internal consistency.

#### 3. Classical Assumption Tests

Classical assumption tests include normality, multicollinearity, and heteroscedasticity tests to ensure that the regression model meets statistical requirements.

**4. Multiple Linear Regression Analysis**

Multiple linear regression was employed to examine the effect of transformational leadership, work motivation, and organizational commitment on employee performance.

**5. Hypothesis Testing**

Hypotheses were tested using the t-test to evaluate partial effects and the F-test to assess simultaneous effects. The coefficient of determination ( $R^2$ ) was used to measure the explanatory power of the model.

**Research Model**

The regression model used in this study is expressed as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

- Y = Employee Performance
- $X_1$  = Transformational Leadership
- $X_2$  = Work Motivation
- $X_3$  = Organizational Commitment
- $\alpha$  = Constant
- $\beta$  = Regression Coefficient
- $\varepsilon$  = Error Term

**RESULT AND DISCUSSION**
**Respondent Profile**

The questionnaires were distributed to 60 employees of PT Jasa Angkasa Semesta Tbk, Medan, who participated as research respondents. This section presents a descriptive analysis of respondents' characteristics based on gender, age, and educational background. The purpose of this analysis is to provide an overview of the demographic composition of the respondents involved in this study.

**Respondent Profile Based on Gender**

Gender differences may influence individual behavior and work activities within an organization. In certain job fields, gender composition can reflect the nature of work roles and operational demands. The distribution of respondents based on gender is presented in Table 1.

**Table 1. Respondent Profile Based on Gender**

No.	Gender	Number of Respondents	Percentage
1	Male	48	80%
2	Female	12	20%
<b>Total</b>		<b>60</b>	<b>100%</b>

Source: PT Jasa Angkasa Semesta Tbk, Medan (2024)

Table 1 shows that the majority of respondents are male employees, totaling 48 respondents (80%), while 12 respondents (20%) are female. This distribution indicates that male employees dominate the workforce at PT Jasa Angkasa Semesta Tbk, Medan, which may be related to the operational characteristics of the aviation ground handling industry that require high physical activity and technical involvement.

**Respondent Profile Based on Age**

Age is often associated with work experience, maturity, and level of responsibility in the workplace. The age distribution of respondents is presented in Table 2.

**Table 2. Respondent Profile Based on Age**

No.	Age Group	Number of Respondents	Percentage
1	< 25 years	4	6.67%
2	25–35 years	41	68.33%
3	36–45 years	10	16.67%
4	46–55 years	5	8.33%
5	> 55 years	0	0%
<b>Total</b>		<b>60</b>	<b>100%</b>

Based on Table 2, most respondents fall within the 25–35 years age group, accounting for 41 respondents (68.33%). This age group is commonly considered a productive stage, characterized by high energy levels and strong work motivation. Meanwhile, respondents aged below 25 years account for 6.67%, those aged 36–45 years represent 16.67%, and respondents aged 46–55 years account for 8.33%. No respondents were recorded in the age group above 55 years. This distribution suggests that the workforce is predominantly composed of employees in their productive working age.

#### **Respondent Profile Based on Educational Level**

Educational background is an important factor to analyze, as different job roles require varying levels of knowledge, skills, and competencies. The educational attainment of respondents is presented in Table 5.3.

**Table 3. Respondent Profile Based on Educational Level**

No.	Educational Level	Number of Respondents	Percentage
1	Senior High School (SMA)	42	70%
2	Diploma (D3)	2	3.33%
3	Bachelor's Degree (S1)	16	26.67%
<b>Total</b>		<b>60</b>	<b>100%</b>

Source: PT Jasa Angkasa Semesta Tbk, Medan (2024)

Table 3 indicates that the majority of respondents have a Senior High School (SMA) educational background, totaling 42 respondents (70%). Respondents holding a Diploma (D3) represent the smallest proportion, with 2 respondents (3.33%), while 16 respondents (26.67%) hold a Bachelor's degree (S1). This educational distribution reflects the operational nature of the company, where practical skills and technical competencies play a crucial role alongside formal education.

#### **Respondents' Perceptions**

Respondents' perceptions of transformational leadership, motivation, organizational commitment, and employee performance at PT Jasa Angkasa Semesta Tbk, Medan were measured using structured questionnaires. The results indicate a generally positive evaluation across all variables.

For transformational leadership (X1), the majority of respondents expressed favorable perceptions. On average, 48% of respondents strongly agreed and 40% agreed with statements reflecting visionary leadership, intellectual stimulation, individualized consideration, and trust in supervisors. Only 12% of respondents indicated less agreement. These findings suggest that transformational leadership at PT Jasa Angkasa Semesta Tbk, Medan is perceived as good to very good.

Regarding work motivation (X2), respondents also demonstrated strong positive responses. Approximately 48% of respondents strongly agreed and 42% agreed with motivational indicators related to work discipline, rewards, communication, job security, and recognition. A relatively small proportion (10%) reported lower levels of agreement. Overall, employee motivation within the organization can be categorized as high.

For organizational commitment (X3), the findings show that employees exhibit a strong attachment to the organization. On average, 47% of respondents strongly agreed and 44% agreed with statements indicating loyalty, emotional attachment, pride, and a willingness to remain with the organization. Only 9% expressed lower agreement, indicating that organizational commitment among employees is strong.

Finally, perceptions of employee performance (Y) were highly positive. Approximately 63% of respondents strongly agreed and 37% agreed with statements related to task completion, creativity, achievement of performance targets, work facilities, teamwork, and career development. No respondents expressed disagreement. These results indicate that employee performance at PT Jasa Angkasa Semesta Tbk, Medan is perceived as very good. In summary, respondents' perceptions confirm that transformational

### Validity and Reliability Testing

#### Validity Test

The validity test was conducted by examining the correlation between each questionnaire item score and the total score using Corrected Item–Total Correlation. With a total of 60 respondents and a significance level of 5%, the critical value of the correlation coefficient (r-table) is 0.250. An item is considered valid if its calculated correlation value exceeds this threshold.

**Table 4. Validity Test of Transformational Leadership Instrument (X1)**

Item	Corrected Item–Total Correlation (r-count)	r-table (n = 60, $\alpha = 5\%$ )	Conclusion	Remark
X11	0.593	0.250	Valid	Used
X12	0.370	0.250	Valid	Used
X13	0.356	0.250	Valid	Used
X14	0.593	0.250	Valid	Used
X15	0.592	0.250	Valid	Used
X16	0.370	0.250	Valid	Used
X17	0.342	0.250	Valid	Used
X18	0.553	0.250	Valid	Used
X19	0.489	0.250	Valid	Used
X110	0.553	0.250	Valid	Used

**Table 5. Validity Test of Motivation Instrument (X2)**

Item	Corrected Item–Total Correlation (r-count)	r-table (n = 60, $\alpha = 5\%$ )	Conclusion	Remark
X21	0.306	0.250	Valid	Used
X22	0.421	0.250	Valid	Used
X23	0.818	0.250	Valid	Used
X24	0.818	0.250	Valid	Used
X25	0.555	0.250	Valid	Used
X26	0.306	0.250	Valid	Used
X27	0.430	0.250	Valid	Used
X28	0.818	0.250	Valid	Used
X29	0.280	0.250	Valid	Used
X210	0.421	0.250	Valid	Used

**Table 6. Validity Test of Commitment Instrument (X3)**

Item	Corrected Item–Total Correlation (r-count)	r-table (n = 60, $\alpha = 5\%$ )	Conclusion	Remark
X31	0.306	0.250	Valid	Used
X32	0.473	0.250	Valid	Used
X33	0.791	0.250	Valid	Used
X34	0.791	0.250	Valid	Used
X35	0.654	0.250	Valid	Used
X36	0.306	0.250	Valid	Used
X37	0.449	0.250	Valid	Used
X38	0.791	0.250	Valid	Used
X39	0.473	0.250	Valid	Used
X310	0.473	0.250	Valid	Used

**Table 7. Validity Test of Employee Performance Instrument (Y)**

Item	Corrected Item–Total Correlation (r-count)	r-table (n = 60, $\alpha = 5\%$ )	Conclusion	Remark
Y11	0.357	0.250	Valid	Used
Y12	0.587	0.250	Valid	Used
Y13	0.763	0.250	Valid	Used
Y14	0.763	0.250	Valid	Used
Y15	0.562	0.250	Valid	Used
Y16	0.357	0.250	Valid	Used
Y17	0.267	0.250	Valid	Used
Y18	0.763	0.250	Valid	Used
Y19	0.763	0.250	Valid	Used
Y110	0.587	0.250	Valid	Used

Based on the results presented in Tables 4 to 7, all items measuring Transformational Leadership (X1), Motivation (X2), Commitment (X3), and Employee Performance (Y) have corrected item–total correlation values greater than 0.250. Therefore, all measurement items are declared valid and appropriate for further statistical analysis.

#### Reliability Test

Reliability testing was conducted using Cronbach's Alpha. According to Arikunto (1986), a coefficient value above 0.60 indicates that the instrument has acceptable reliability for research purposes.

**Tabel 8. Reliability Test Results of Research Variables**

Variable	Cronbach's Alpha	Reliability	Remark
Transformational Leadership (X1)	0.619	Reliable	Used
Motivation (X2)	0.719	Reliable	Used
Commitment (X3)	0.775	Reliable	Used
Employee Performance (Y)	0.799	Reliable	Used

The results demonstrate that all variables in this study meet the reliability criteria.

#### Classical Assumption Tests

##### Normality Test

The normality test aims to examine whether the disturbance variables (residuals) in the regression model are normally distributed. As is well known, both the t-test and F-test assume that the residual values follow a normal distribution.

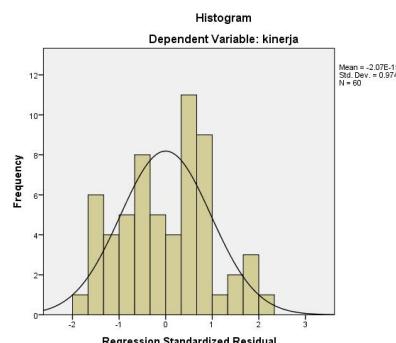


Figure 1. Histogram Graph

Based on Figure 1, the histogram graph shows a normal distribution pattern, with no indication of skewness to either the left or the right. Therefore, it can be concluded that the regression model satisfies the normality assumption.

### Multicollinearity Test

The method used to examine the presence or absence of multicollinearity is based on the Tolerance Value and the Variance Inflation Factor (VIF). The commonly accepted threshold for the tolerance value is 0.10, while the threshold for the VIF is 10. If the tolerance value is greater than 0.10 and the VIF value is less than 10, multicollinearity is not present. Conversely, if the tolerance value is less than 0.10 and the VIF value exceeds 10, multicollinearity is indicated. The results of the data processing are presented in the following table.

**Table 9. Multicollinearity Test**

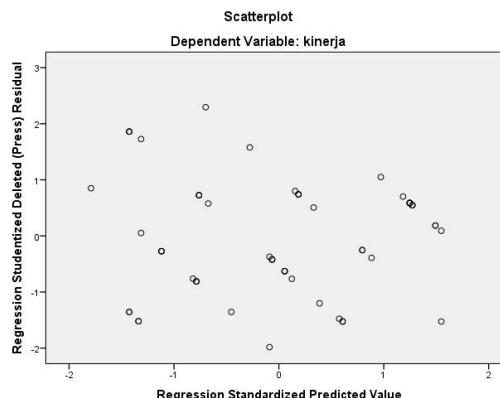
#### Coefficients

Variable	Tolerance	VIF
Transformational Leadership	0.784	1.276
Motivation	0.824	1.213
Commitment	0.682	1.467

This table presents the multicollinearity diagnostics using Tolerance and Variance Inflation Factor (VIF) values. The results indicate that all independent variables have tolerance values greater than 0.10 and VIF values less than 10, suggesting that no multicollinearity problem exists in the regression model.

### Heteroscedasticity Test

The heteroscedasticity test is conducted to determine whether there is an inequality of variance in the residuals from one observation to another within a regression model.


**Figure 2. Scatterplot Graph Of Heteroscedasticity Test**

Based on the figure above, the scatterplot does not form any specific pattern and appears to be randomly distributed. Therefore, it can be concluded that the regression model does not suffer from heteroscedasticity. As a result, the regression model is appropriate for examining employee performance (Y) based on its independent variables.

### Autocorrelation Test

The autocorrelation test is used to examine whether the independent variables are correlated across observations. The presence or absence of autocorrelation is assessed using the Durbin–Watson (DW) test.

**Table 10. Autocorrelation Test**

Model Summary <sup>b</sup>		Change Statistics	
Model	df2	Sig. F Change	Durbin – Watson
1	56	.000	2.159

a. Predictors: (Constant), commitment, motivation, transformational leadership

b. Dependent Variable: performance

Based on Table 10, the Durbin-Watson value is 2.159. According to the Durbin-Watson table with  $n = 60$  observations and  $k = 3$  (representing the number of independent variables), the lower bound (dl) is 1.4797 and the upper bound (du) is 1.6889. Since the calculated Durbin-Watson value is greater than the upper bound ( $2.159 > 1.6889$ ), it can be concluded that there is no autocorrelation in the regression model. Therefore, the regression model is appropriate for use in this study.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is employed to examine the magnitude of the influence of transformational leadership, motivation, and commitment on employee performance at PT Jasa Angkasa Semesta Tbk Medan. The analysis was conducted using SPSS version 24, with the results presented as follows:

**Table 11. Multiple Linear Regression Results**

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	2.105	3.723		.565	.574
Transformational Leadership	.346	.071	.384	4.887	.000
Motivation	.287	.074	.295	3.851	.000
Commitment	.379	.074	.431	5.115	.000

Based on the data processing results shown in the output table, specifically in the second column of section B (Unstandardized Coefficients), the multiple linear regression equation is obtained as follows:

$$Y = 16.609 + 0.179X_1 + 0.281X_2 + 0.267X_3 + \varepsilon$$

Based on the multiple linear regression equation above, the results can be interpreted as follows:

1. The constant value is 2.105, indicating that if the variables of transformational leadership, motivation, and commitment are assumed to be constant or ignored, the employee performance value is 2.105.
2. The regression coefficient for transformational leadership is 0.346, indicating that a one percent increase in transformational leadership leads to an increase in employee performance of 34.6%.
3. The regression coefficient for motivation is 0.287, indicating that a one percent increase in motivation leads to an increase in employee performance of 28.7%.
4. The regression coefficient for commitment is 0.379, indicating that a one percent increase in commitment leads to an increase in employee performance of 37.9%.

### Evaluation

To determine whether the proposed hypotheses are accepted or rejected, the F-test is employed. The decision rule states that if the calculated F value (Fcount) is greater than the critical F value (Ftable), then  $H_0$  is rejected and  $H_1$  is accepted. Conversely, if  $F_{count} < F_{table}$ , then  $H_0$  is accepted and  $H_1$  is rejected.

Furthermore, partial testing of each independent variable is conducted to examine whether transformational leadership, motivation, and commitment individually have a significant effect on employee performance. The t-test is used for partial hypothesis testing, with the decision criteria that if the calculated t value (tcount) is greater than the critical t value (ttable), then  $H_0$  is rejected and  $H_1$  is accepted. Conversely, if  $t_{count} < t_{table}$ , then  $H_0$  is accepted and  $H_1$  is rejected.

### Partial Test

The partial effects of transformational leadership, motivation, and commitment can be observed in Table 11. Based on Table 11, the calculated t-values (tcount) for each variable were obtained. These t-values were then compared with the critical t-value (ttable) at a 95% confidence level or  $\alpha = 0.05$ . The critical t-value at  $df = 60$  and  $\alpha = 0.05$  is 2.00.

The partial effect of transformational leadership ( $X_1$ ) shows a t-value of 4.887. Since  $t_{count} > t_{table}$  ( $4.887 > 2.00$ ) and the significance value is  $0.000 < 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted. This indicates that transformational leadership ( $X_1$ ) has a positive and significant effect on employee performance at PT

Jasa Angkasa Semesta Tbk Medan. This result implies that improvements in transformational leadership are associated with increased employee performance.

The partial effect of motivation (X2) yields a t-value of 3.851. Because  $t_{count} > t_{table}$  ( $3.851 > 2.00$ ) with a significance value of  $0.000 < 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted. This finding indicates that motivation (X2) has a positive and significant effect on employee performance at PT Jasa Angkasa Semesta Tbk Medan. In other words, higher motivation leads to better employee performance.

The partial effect of commitment (X3) produces a t-value of 5.115. Since  $t_{count} > t_{table}$  ( $5.115 > 2.00$ ) and the significance value is  $0.000 < 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted. This result demonstrates that commitment (X3) has a positive and significant effect on employee performance at PT Jasa Angkasa Semesta Tbk Medan. Thus, stronger employee commitment contributes to higher performance.

Based on the analysis, the variable with the largest regression coefficient is commitment (X3), with a coefficient value of 0.431 (43.1%). This indicates that commitment is the most dominant variable influencing employee performance at PT Jasa Angkasa Semesta Tbk Medan.

#### **Simultaneous Test and Coefficient Of Determination**

The simultaneous effect of transformational leadership, motivation, and commitment as independent variables (X) on employee performance as the dependent variable (Y) at PT Jasa Angkasa Semesta Tbk Medan is presented in Table 12.

**Table 12. ANOVA**

<b>ANOVA<sup>a</sup></b>					
	Model	Sum of Squares	df	Mean Square	F
1	Regression	63.714	3	21.238	50.355
	Residual	23.619	56	.422	
	Total	87.333	59		

a. Predictors: (Constant), commitment, motivation, transformational leadership

b. Dependent Variable: performance

Based on Table 12, the calculated F-value ( $F_{count}$ ) is 50.355. Using a 95% confidence interval with  $df = 3:60$  and  $\alpha = 0.05$ , the critical F-value ( $F_{table}$ ) obtained from the F-distribution table is 2.76. Since  $F_{count} > F_{table}$  ( $50.355 > 2.76$ ),  $H_0$  is rejected and  $H_1$  is accepted. This result indicates that transformational leadership, motivation, and commitment simultaneously have a significant effect on employee performance at PT Jasa Angkasa Semesta Tbk Medan.

**Table 13. Coefficient Of Determination**

<b>Model Summary<sup>b</sup></b>							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.854 <sup>a</sup>	.730	.715	.64943	.730	50.355	3

The coefficient of determination is 0.730, indicating that 73.0% of the variation in employee performance at PT Jasa Angkasa Semesta Tbk Medan can be explained by changes in transformational leadership, motivation, and commitment. The remaining 27.0% is influenced by other variables that were not examined in this study.

#### **CONCLUSION**

This study concludes that transformational leadership, motivation, and commitment have a positive and significant effect on employee performance at PT Jasa Angkasa Semesta Tbk Medan. The findings demonstrate that transformational leadership plays an important role in encouraging employees to perform better by providing clear vision, inspiration, and personal attention. Similarly, motivation significantly contributes to improved performance, indicating that employees who are encouraged, supported, and rewarded tend to complete their tasks more effectively and on time. Commitment also emerges as a crucial determinant of employee performance, reflecting employees' emotional attachment, loyalty, and willingness to contribute to organizational goals. Furthermore, the simultaneous testing results confirm that transformational leadership, motivation, and commitment jointly explain a substantial proportion of

Based on these findings, several practical recommendations can be proposed. Management should maintain and continuously strengthen transformational leadership practices, motivational strategies, and employee commitment, as these factors have been empirically proven to improve performance. Company leaders are encouraged to consistently motivate employees in completing their tasks efficiently and within the specified timeframe. In addition, strengthening employee commitment can be achieved by fostering a supportive work environment, providing opportunities for creativity, and recognizing high-performing employees through appropriate rewards and appreciation. Such efforts are expected to sustain employee engagement and further enhance overall organizational performance.

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