

## **Organizational Culture and Transformational Leadership on Employee Performance: the Mediating Role of Affective Commitment**

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### **Abstrak**

Penelitian ini menguji pengaruh budaya organisasi dan kepemimpinan transformasional pada kinerja pegawai. Penelitian ini juga menguji peran mediasi komitmen afektif pada pengaruh variabel-variabel di atas. Penelitian dilakukan terhadap 150 pegawai BLUD RSUD Batang di Batang, Jawa Tengah. Penelitian ini merupakan penelitian kuantitatif dengan menyebarkan kuesioner dan menggunakan skala Likert sebagai alat ukur. Alat analisis penelitian ini adalah Structural Equation Modeling (SEM) AMOS. Temuan penelitian ini menunjukkan bahwa budaya organisasi berpengaruh positif signifikan terhadap komitmen afektif, kepemimpinan transformasional berpengaruh positif signifikan terhadap komitmen afektif, budaya organisasi berpengaruh positif signifikan terhadap kinerja pegawai. Temuan lainnya adalah kepemimpinan transformasional tidak memiliki pengaruh yang signifikan terhadap kinerja pegawai, komitmen afektif terbukti berpengaruh positif signifikan terhadap kinerja pegawai. Komitmen afektif terbukti memediasi pengaruh budaya organisasi dan kepemimpinan transformasional terhadap kinerja pegawai. Penelitian ini memiliki implikasi teoritis dan praktis.

**Kata Kunci :** *Budaya Organisasi, Kepemimpinan Transformasional, Komitmen Afektif dan Kinerja Pegawai*

### **Abstract**

This study examines the effect of organizational culture and transformational leadership on employee performance. This study also examines the mediating role of affective commitment on the influence of the above variables. The research was conducted on 150 employees of BLUD Batang Hospital in Batang, Central Java. This research is a quantitative study by distributing questionnaires and using a Likert scale as a measuring tool. This research analysis tool is Structural Equation Modeling (SEM) AMOS . The findings of this study indicate that organizational culture has a significant positive effect on affective commitment, transformational leadership has a significant positive effect on affective commitment, organizational culture has a significant positive effect on employee performance. Other findings are transformational leadership has no significant effect on employee performance, affective commitment is proven to have a significant positive effect on employee performance. Affective commitment is proven to mediate the influence of organizational culture and transformational leadership on employee performance. This research has theoretical and practical implications.

**Keywords:** *Organizational Culture, Transformational Leadership, Affective Commitment and Employee Performance*

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## INTRODUCTION

In an organization, the role of human resources is very important in developing and improving results in order to achieve its goals. In order to make the maximum contribution to the organization, the quality of human resources should be good. One indicator of the quality of human resources is seen from the performance of employees. Employee performance in aggregate will have an influence on organizational performance. Thus, improving organizational performance can be driven by improving individual employee performance.

From a review of previous research results, employee performance can be influenced by organizational culture and transformational leadership. Organizational culture consists of values and beliefs embraced by an organization. The stronger the belief in the culture among members of the organization, the higher the resulting employee performance. (Putra S., & Manuati Dewi 2019). Organizational culture can improve employee performance, where the better the organizational culture implemented, the higher the resulting employee performance (Tianingrum 2022)

Transformational leadership is expected to have a positive impact on employee performance, which ultimately drives organizational progress, Ikhrum & Fuadiputra, (2021). Caillier (2014) states that the application of a transformational leadership style tends to produce better performance than if the style is not used. This is reinforced by the findings of Putra S., & Manuati Dewi (2019) and Rifai and Susanti (2021) which show that transformational leadership has a significant impact on improving performance. In the context of health services, Ribeiro et al. (2018) added that this leadership style can foster staff affective commitment, which contributes to improved performance.

In addition to influential findings, researchers also found findings that had no effect. The results of research conducted by Paramita et al (2020), Ikhrum W. & Fuadiputra (2021), Ahmad Rifai & Evi Susanti (2021), Idris, et al (2022) show that Organizational Culture has no significant effect on Employee Performance. While transformational leadership that has no effect on employee performance is found in the research of Vipraprastha et al (2018), Kurnia Lango et al (2024), Sholihin et al (2024), Pamungkas, et al (2023), David et al (2017).

The varied findings provide an indication of the existence of mediating variables. From a review of the results of previous research, affective commitment plays a role as mediation. Affective commitment is an employee's dependence on the organization under emotional ownership, which is the same as the organization's goals and values (Haider et al. (2019) in (Shao et al, 2022). The formation of commitment in an organization depends heavily on how the organization builds a sense of responsibility that encourages a strong intention to achieve common goals (Sholihin et al., 2024). Affective commitment as an independent variable affects the dependent variable, namely employee performance (Setiawan et al, 2021; Adi Jaya et al. 2024, Pratiwi et al, 2024; Astuty & Udin 2020; Fauzan et al 2023, Ribeiro et al 2018, Pamungkas et al 2023, David et al 2017;). Employees who have a high level of affective commitment show better performance and will positively feel responsible for the progress of the organization. Affective commitment as the dependent variable is influenced by organizational culture and transformational leadership.

This study examines the effect of organizational culture and transformational leadership on employee performance. This study also examines the mediating role of affective commitment on the influence of the above variables on employee performance. Employees who have high affective commitment tend to show greater loyalty and effort at

work, thus improving their performance, for this reason it is necessary to conduct research on employees in hospitals. Based on the literature review and previous empirical findings, this research develops several hypotheses.

a. The Effect of Organizational Culture on Affective Commitment

Organizational culture has an influence on affective commitment. The organizational culture of an agency has a very important role in supporting the progress and development of its business. The higher the application of a company's organizational culture will encourage employees to have better affective commitment, Ratina et al. (2020). The results of research by Setiawan et al. (2021) at the Class I Semarang Agricultural Quarantine Center with a sample of 100 employees showed that organizational culture has a positive and significant effect on affective commitment

b. The Effect of Transformational Leadership on Affective Commitment

The results of research by Ratina et al (2020) show that transformational leadership has an influence on affective commitment. Good leadership implementation will increase employee affective commitment. The same research results were conducted by Shao et al (2022). With research objects in various sectors in Beijing, the results showed a positive influence between transformational leadership and affective commitment. Another study by Astuty & Udin (2020) in a stone milling company in Central Java with a sample of 103 respondents showed that transformational leadership significantly affects affective commitment.

c. The Effect of Organizational Culture on Employee Performance

Organizational culture has a significant relationship with work behavior and employee performance, based on the shared values that are its foundation. Research by Sholihin et al. (2024) at the Mojokerto Regency SATPOL PP Office with 59 employees showed the effect of organizational culture on performance. According to research by Erika and Suhana (2024) at the Semarang City Archives and Library Office with a sample of 90 employees, organizational culture has a positive effect on employee performance. Setiawan et al. (2021) conducted research with a sample of 100 employees also noted the positive effect of organizational culture on performance at the Class I Semarang Agricultural Quarantine Center. Overall, it means that a good organizational culture significantly improves employee performance

d. The effect of Transformational Leadership on Employee Performance

Putra & Manuati Dewi's research (2019) at the Bali KPU Secretariat with a sample of 100 respondents showed that transformational leadership has a positive and significant effect on employee performance. Similar findings were found in research by Ikhrum W & Fuadiputra (2021) on a sample of 50 MSME employees in East Java. Further research by Idris et al. (2022) in Makassar with a sample of 101 developer employees showed that transformational leadership has a significant effect on employee performance

e. The Effect of Affective Commitment on Employee Performance

High affective commitment makes employees feel happy to be part of the organization and responsible for its progress, thus encouraging positive behavior that improves performance. Research by Pratiwi et al. (2024) on middle managers of the manufacturing industry in Banten shows that affective commitment has a significant impact on employee performance. Allen & Mayer (1991) also explain that employees with strong affective commitment stay at work because of personal desire. This finding confirms the importance of affective commitment in supporting organizational performance. Astuti & Udin (2020) also found similar results in research at a Central Java stone milling company with a sample of 103 employees showing a significant effect of affective commitment on performance. Employees who have an emotional attachment to the organization tend to be more productive and dedicated so that their performance is optimal

f. The role of Affective Commitment mediates Organizational Culture to Employee Performance

Affective commitment is an emotional bond between employees and organizations that support performance. Research by Setiawan et al. (2021) at the Semarang Agricultural Quarantine Center with a sample of 100 employees showed that affective commitment fully mediates the effect of organizational culture on performance. Similar findings were found in Wanto & Kusumatuti's (2023) research (J.14) at Semarang Ungaran Police Station with a sample of 206 personnel showing that affective commitment mediates the effect of organizational culture on employee performance

- g. The role of Affective Commitment mediates Transformational Leadership to Employee Performance

Transformational leaders create an inspiring work environment, value contributions, and strengthen employees' emotional attachments. Research by Pratiwi et al. (2024) in Banten Province with a sample of middle managers as respondents showed that transformational leadership improves performance through affective commitment. Similarly, research by Firmansyah & Purwandari (2022) in Indonesian manufacturing companies with a sample of 194 employees showed that affective commitment mediates the relationship between transformational leadership and employee performance.

## METHODOLOGY

This research is included in the type of explanatory research, which aims to test hypotheses to support or strengthen the proposed hypothesis. Thus, the research results are expected to strengthen the underlying theory. The data source for this research is primary data. The research data was collected through questionnaires distributed to selected respondents. Primary data in this study include respondents' responses to the variables used in this study which include: organizational culture, transformational leadership, affective commitment and employee performance. This research uses primary data. Questionnaires were distributed to selected respondents at Batang Regional Hospital, Batang Regency Government. The questionnaire was designed using a Likert Scale with a score range of 1 to 5. The study population was 227 employees of BLUD Batang Hospital who had a 5-year work period. While the sample is part of the population spread in units or installations at Batang Hospital as many as 150 employees as respondents, the analysis technique uses SEM AMOS.

Organizational culture is measured using 7 (seven) indicators, namely; innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness and stability. The organizational culture questionnaire was adapted from Denison & Mishra (1992).

Transformational leadership is measured using 12 (twelve) indicators of; idealized influence (charisma), inspirational motivation, intellectual stimulation, individualized consideration. The transformational leadership questionnaire was adapted from Bass and Avolio (1995)

Affective commitment is measured using 5 (five) indicators, namely; loyalty, pride, participation, considering the best organization, being bound by emotions to the organization where you work. The affective commitment questionnaire was adapted from Meyer & Allen, (1991).

Employee performance is measured using 8 (eight) indicators namely; work quantity, work quality, personal quality, creativity, cooperation, dependability, initiative, job knowledge. The employee performance questionnaire was adapted from Bernandin & Russell (2001).

In the research conducted, there are four variables, each of which is 2 independent variables, 1 mediating variable and 1 dependent variable. Independent variables include: organizational culture and transformational leadership while the dependent variable of this study is employee performance and as a mediating variable is affective commitment

Hypothesis Testing

The data obtained in this study will be analyzed using the Structural Equation Modeling (SEM) method with the help of AMOS software, Analysis with SEM techniques using AMOS 21.0 includes: a) assumption testing, b) validity and reliability testing.

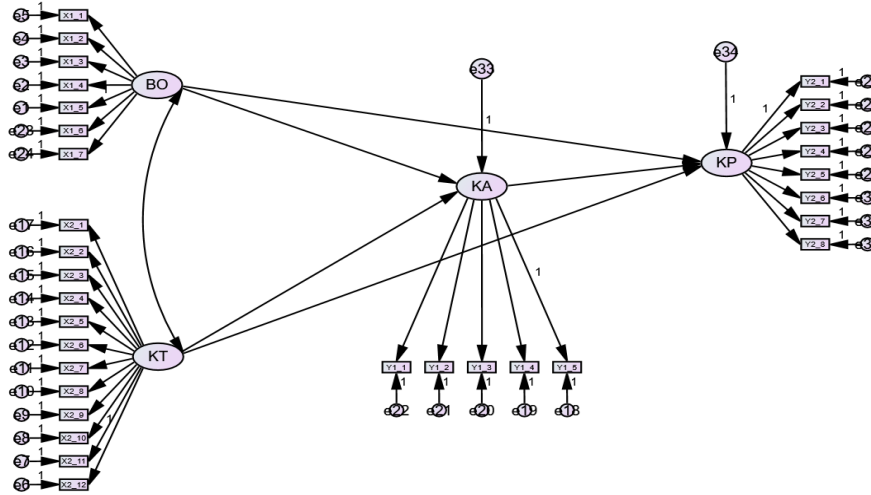


Figure 1  
SEM Research Model

## RESEARCH RESULTS

### Description of Respondents

From the results of data analysis, it was found that the participants in this study totaled 150 respondents from the data analysis obtained the following results;

Respondent Demographics		Frequency	Percent
Gender	Male	64	42.67%
	Female	86	57.33%
Age	Age < 30 years	16	10.67%
	Age 30 to 40 years	93	62.00%
	Age 41 to 50 years	39	26.00%
	Age > 50 years	2	1.33%
Tenure	0 to 5	0	0.00%
	5 to 10	76	50.67%
	10 to 15	48	32.00%
	15 to 20	19	12.67%
	> 20	7	4.67%
Education	SD	1	0.67%
	SMP	4	2.67%
	SMA	40	26.67%
	D3	74	49.33%
	SI	31	20.67%
	S2	0	0.00%
	S3	0	0.00%

Table 1  
Description of Respondents



While the distribution of respondents' occupations, the majority worked in the administrative field, as many as 63 people or 42.00% of the total sample. The next largest group was nurses with 46 respondents (30.67%). In addition, there were 10 respondents (6.67%) who worked as medical records, 9 people (6.00%) in the field of midwives, and 7 people (4.67%) in the laboratory. Meanwhile, other occupations such as Pharmacy, Radiology, Medical Rehab, Nutrition Officer, IPSRS, and ISKL had smaller numbers of respondents, each ranging from 1.33% to 2.67%. This data shows that most of the respondents came from the administrative and nursing fields, which are likely to have a dominant role in the operations of the institution that was the object of the study.

#### Description of Research Variables

In terms of data distribution, the standard deviation (std. deviation) obtained ranged from 0.77 to 1.06, indicating a relatively moderate to high level of variation in answers. A smaller standard deviation value, as seen in variable X1\_3 (std. deviation = 0.77), indicates that the majority of respondents have a relatively uniform perception of this aspect. Conversely, larger standard deviation values, such as in variable X2\_9 (std. deviation = 1.06), indicate that there is a greater divergence of views among respondents towards the measured aspect. In general, this data pattern indicates that respondents tend to have a positive perception of the variables measured with a fairly high level of agreement in certain aspects.

#### Assumption Test

##### Normality Test

The normality test results show that all variables tested have critical ratio (CR) values that are within the range that indicates normality. The CR. value for each variable ranges from -3.444 to -8.964, with all variables declared normal based on the standards used in evaluating data distribution. Normality is important because in SEM, the assumption of univariate and multivariate normality can affect the estimation of model parameters, the reliability of the analysis results, and the validity of inferences drawn from the data. If the data does not meet the normality assumption, then estimation methods such as Maximum Likelihood (ML) may be less accurate, and in some cases, alternative methods such as Bootstrapping should be considered.

The results of the outlier test based on the Mahalanobis d-squared value show that there are several observations that are potential outliers. Outliers are determined based on a very small p1 value, especially if  $p1 < 0.001$ , which indicates that the observation is significantly different from the rest of the data distribution. In the test results table, there are a large number of observations with  $p1 = 0.000$ , such as observations 146, 30, 68, 139, and 98, which have very high Mahalanobis d-squared values (more than 80). This indicates that the data has a significant difference compared to the rest of the sample, so it needs to be further analyzed whether the outliers appear due to measurement errors, data input errors, or are indeed part of the data characteristics that need to be retained.

Multicollinearity and singularity tests

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**Condition number = 8241.859**

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#### **Eigenvalues**

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18,449 ,982 ,850 ,685 ,616 ,534 ,478 ,431 ,376 ,307 ,297 ,284 ,252 ,235 ,214 ,179 ,163 ,152 ,144 ,139 ,130 ,119 ,109 ,100 ,090 ,083 ,071 ,065 ,045 ,015 ,008 ,002

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**Determinant of sample covariance matrix = ,000**

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Source: Data Processed, 2025

Table 2  
Singularity and multicollinearity test results

The results of the singularity and multicollinearity tests indicate a high indication of multicollinearity in the data. The condition number of 8241.859 is well above the critical limit of 30 which is commonly used as an indicator of multicollinearity problems. The greater the condition number value, the greater the likelihood that the variables in the model have a very strong relationship with each other which can cause instability in parameter estimation.

#### Validity Test

The validity test results show that all indicators tested have a Standardized Loading Factor (SLF)  $> 0.70$ , which means that all indicator variables are declared valid in measuring their respective latent constructs. In SEM, the SLF value  $\geq 0.70$  is generally considered the minimum limit to ensure that an indicator has a strong enough contribution in representing latent variables.

#### Reliability Test

The reliability test results are as follows

Variable	AVE	Results (AVE>0.5)	Construct Realibilty	Results (Construct Realibilty>0.7)
X1	0.984	Reliabel	0.936	Reliabel
X2	0.993	Reliabel	0.932	Reliabel
Y1	0.988	Reliabel	0.934	Reliabel
Y2	0.983	Reliabel	0.896	Reliabel

Source: Data Processed, 2025

Table 3  
Reliability Test Results

The reliability test results show that all latent variables in the model have Average Variance Extracted (AVE)  $> 0.50$  and Construct Reliability (CR)  $> 0.70$ , which indicates that all constructs in this study are reliable. High AVE values, ranging from 0.983 to 0.993, indicate that the proportion of variance explained by the indicators in each latent construct is very high compared to the error variance. In other words, the indicators used in each variable have a very good ability to measure the concept to be explained. On the other hand, the CR value which is in the range of 0.896 to 0.936 also indicates that the internal consistency between indicators in one construct is very strong, so it can be relied upon for further measurement.

More specifically, variables X1 (Organizational Culture), X2 (Transformational Leadership), Y1 (Affective Commitment), and Y2 (Employee Performance) all show high AVE and CR, indicating that not only the indicators in these variables have good convergent validity, but also very strong internal consistency. This means that the measurement model used in this study is robust enough and can be used to test causal relationships between latent variables with a high level of confidence. With the fulfillment of reliability requirements, the next step in SEM can be focused on Goodness of Fit (GOF) analysis to ensure the suitability of the model with empirical data before interpreting the relationship between variables in this study.

#### Evaluation of Goodness of Fit criteria

##### Results of Structural Equation Model Feasibility Testing

<i>Goodness of Fit Index</i>	<i>Cut Off Value</i>	<i>Results</i>	<i>Cut off Value</i>
<b>Chi-square</b>	Diharapkan kecil	441,819	Model fit
<b>Probabilitas</b>	$\geq 0.05$	0,254	Model fit
<b>RSMEA</b>	$\leq 0.08$	0,017	Model fit
<b>GFI</b>	$\geq 0.90$	0,9	Model fit
<b>AGFI</b>	$\geq 0.90$	0,82	Marginal Model fit
<b>CMIN/DF</b>	$\leq 2.00$	1,044	Model fit

<b>TLI</b>	$\geq 0.90$	0,981	Model fit
<b>CFI</b>	$\geq 0.95$	0,984	Model fit

Source: Data Processed, 2025

Table 4  
Goodness of Fit Results

## Hypothesis Testing

Testing the hypothesis of this study was carried out based on the probability value of a causal relationship from the SEM processing results. To test the acceptance of the research hypothesis as previously proposed, it can be seen from the table below.

## Direct Effect

## Direct Effect on SEM

## Regression Weight Structural Equation Model

	Variable		Estimate	S.E.	C.R.	P
<b>AC</b>	<---	TL	0,425	0,156	2.724	0,006
<b>AC</b>	<---	OC	0,467	0,166	2.820	0,005
<b>EP</b>	<---	AC	0,306	0,055	5.574	0,000
<b>EP</b>	<---	OC	0,584	0,086	6.761	0,000
<b>EP</b>	<---	TL	0,082	0,066	1.243	0,214

Source: Data Processed, 2025

Table 5  
Direct Effect on SEM

## Indirect Effect

Variable					Sobel Test		Conclusion
					t-Stat	P-Value	
OC	---	AC	---	EP	2.510	0.012	Signifikan
TL	---	AC	---	EP	2.446	0.014	Signifikan

Source: Data Processed, 2025

Table 6  
Indirect Effect with Sobel Test

**Effect of Transformational Leadership on Affective Commitment**

Transformational leadership (TL) has a very important role in shaping and increasing employees' affective commitment (AC) to the organization. The analysis shows that transformational leadership has a significant effect on affective commitment, with a coefficient estimate of 0.425, a standard error (S.E.) of 0.156, and a critical ratio (C.R.) value of 2.724. With a p value of 0.006 ( $<0.05$ ), this relationship is statistically significant at the 95% confidence level. This finding indicates that the more effective the transformational leadership style implemented in an organization, the higher the emotional attachment and loyalty of employees to the organization.

Effective transformational leadership is characterized by leadership that is able to inspire, motivate, and foster trust and a sense of belonging among employees. In a study by Pratiwi et al. (2024), found that transformational leadership plays an important role in increasing employee affective commitment. Research by Sholihin et al. (2024) showed similar results, where transformational leadership significantly increased organizational commitment. This is in line with the research of Ribeiro et al. (2018) states that transformational leadership not only increases affective commitment, but also creates a work environment full of support, appreciation, and attention from the organization to its employees. Other studies that support these findings include the results of research by Ratina et al (2020) showing that



transformational leadership has an influence on affective commitment. and the same research conducted by Shao et al (2022), and Astuty & Udin (2020) shows that transformational leadership significantly affects affective commitment

### **The Effect of Organizational Culture on Affective Commitment**

Organizational culture (OC) has a crucial role in shaping employees' affective commitment (AC) to the institutions where they work. The results of the analysis show that organizational culture has a significant effect on affective commitment with a coefficient estimate of 0.467 and a p value of 0.005. With a critical ratio (C.R.) of 2.820 which exceeds the limit of 1.96 in the standard normal distribution, it can be concluded that this relationship is statistically significant at the 95% confidence level. This means that the stronger the organizational culture in an institution, the higher the affective commitment of employees to the organization.

Affective commitment, as the emotional aspect of employee attachment, is strongly influenced by the values, norms, and work practices implemented by the organization. The results of this study support a number of previous studies conducted by Setiawan et al. (2021) that organizations with a strong culture, such as supportive leadership, open communication, and values that match employee expectations, tend to increase their loyalty and emotional attachment. The higher the application of a company's organizational culture will encourage employees to have better affective commitment, Ratina et al. (2020).

### **Effect of Affective Commitment on Employee Performance**

Affective commitment (AC) has an important role in improving employee performance (EP), as shown by the results of the analysis which revealed a coefficient estimate of 0.306 with a standard error (S.E.) of 0.055 and a critical ratio (C.R.) of 5.574. With a very small p value, this relationship proved to be statistically significant at a very high level of confidence. This finding indicates that the higher the level of affective commitment possessed by employees, the greater their contribution in improving organizational performance. High affective commitment reflects employees' emotional attachment to the organization, which makes them feel proud, motivated, and have greater responsibility for the success of the company. Research by Pratiwi et al. (2024), Astuti & Udin (2020) prove that affective commitment has a significant impact on employee performance. In line with Allen & Meyer's (1991) theory, employees with strong affective commitment tend to stay at work not because of obligation or financial incentives alone, but because of a sense of belonging and a desire to continue contributing to the organization. Thus, companies that seek to increase affective commitment will be more likely to maintain a dedicated and productive workforce.

### **Effect of Organizational Culture on Employee Performance**

Organizational culture (OC) plays a crucial role in shaping employee performance (EP), as evidenced by the results of the analysis showing a coefficient estimate of 0.584 and a very small p value, confirming a high level of significance. With a critical ratio (C.R.) value of 6.761, which far exceeds the threshold of 1.96, the effect of organizational culture on employee performance is not only significant but also statistically powerful. This indicates that organizations with a strong culture tend to have employees who are more productive, disciplined, and oriented towards achieving organizational goals.

A good organizational culture not only shapes work behavior but also improves employee performance through the internalization of shared values that encourage work enthusiasm and discipline. These results support the research of Sholihin et al. (2024) at the Mojokerto Regency SATPOL PP Office with 59 employees proves that a strong organizational culture can shape positive work behavior, ensure target achievement, and create a conducive work environment. This finding is also in line with Erika and Suhana's (2024) research at the Semarang City Archives and Library Office with a sample of 90 employees showing that organizational culture has a positive effect on employee performance and Setiawan et al.

(2021) who conducted research with a sample of 100 employees also noted the positive effect of organizational culture on performance at the Class I Semarang Agricultural Quarantine Center.

### **Effect of Transformational Leadership on Employee Performance**

The results of the analysis in this study show that transformational leadership (TL) does not have a significant effect on employee performance (EP). This finding is indicated by the coefficient estimate of -0.082, standard error (S.E.) of 0.066, and critical ratio (C.R.) value of -1.243. In addition, the p value of 0.214 ( $>0.05$ ) indicates that the relationship between transformational leadership and employee performance is not statistically significant. In other words, in the context of this study, transformational leadership has no meaningful direct impact on employee performance. This result contradicts most of the previous studies which show that transformational leadership plays an important role in improving employee performance (Putra & Manuati Dewi 2019), (Ikhrum W & Fuadiputra 2021), (Idris et al. 2022), (Brauckmann et al, 2023). For example, research conducted by Chamakiotiset al. (2021) shows that transformational leadership directly improves performance through the dimensions of motivation and employee engagement. However, the findings of this study are more in line with the study conducted by Heffernan et al. (2021) who found that the effect of transformational leadership on employee performance may vary depending on contextual factors, such as organizational culture, job characteristics, and organizational support.

One possible explanation for the insignificance of this relationship is that transformational leadership does not always translate directly into improved employee performance, especially in organizations with strong hierarchical structures or strict regulations. In such organizations, employees may be driven more by compliance with procedures and policies than by the vision and inspiration of the transformational leader (Saad, 2021). In addition, previous research also indicates that transformational leadership effectiveness is often mediated by other variables, such as affective commitment (Pratiwi et al 2024, Shao et al 2022) or job satisfaction (Deng et al., 2023).

### **The role of Affective Commitment mediates Organizational Culture on Employee Performance**

The relationship between organizational culture and employee performance mediated by affective commitment with a t-statistic value of 2.510 and a p-value of 0.012 shows that the effect is statistically significant. This means that a positive organizational culture supports openness, trust, collaboration, and shared values and is able to increase employees' affective commitment, namely emotional attachment and loyalty to the organization. High affective commitment creates a strong sense of belonging and responsibility for work, so employees tend to work more optimally, innovate, and show better performance. The results of this study support the results of previous research conducted by Setiawan, et al (2021) which found that affective commitment plays a role in mediating the effect of organizational culture on employee performance. Wanto & Kusumatuti's research (2023) at Semarang Ungaran Police Station with a sample of 206 personnel showed that affective commitment significantly mediates the relationship between organizational culture and employee performance.

### **The Role of Affective Commitment Mediates Transformational Leadership on Employee Performance**

The relationship between transformational leadership and employee performance mediated by affective commitment with a t-statistic value of 2.446 and a p-value of 0.014 shows a statistically significant effect. This indicates that the transformational leadership style - characterized by the leader's ability to provide inspiration, strong vision, individual attention, and intellectual stimulation - plays an important role in building employees' affective commitment, namely emotional attachment and a sense of belonging to the

organization. This affective commitment then becomes a key factor in driving employee performance improvement. The results of this study support the results of previous research conducted by Pratiwi et al. (2024) and Firmansyah & Purwandari (2022) who found affective commitment plays a role in mediating the effect of transformational leadership on employee performance.

## CONCLUSIONS

This study found that organizational culture and transformational leadership have a significant effect on employee performance and affective commitment. These findings support and strengthen the results of previous studies that have been tested. However, the direct relationship between transformational leadership and employee performance does not show a significant effect, so the related hypothesis is not in line with previous research and is not proven. Thus these findings indicate an indirect relationship between transformational leadership and employee performance through the mediation of affective commitment. Affective commitment is also proven to play a role as a mediator in the relationship between organizational culture and employee performance.

This research has theoretical and practical implications. Theoretically, the findings of this study strengthen the theoretical building regarding the relationship between the variables in this study. Insignificant findings provide an illustration of the unrobust relationship between certain variables in this study. This condition enriches and contributes to the development of science regarding the relationship between variables in this study. Practically, the findings of this study provide input for hospital management to improve employee performance. Based on the findings of this study, improving employee performance can be done by improving the quality of transformational leadership, strengthening organizational culture and increasing the affective commitment of employees.

This study has limitations. One of the indicators of model fit, AGFI is at 0.82 which is at the marginal criteria. Future research agendas can expand the research scope so that the results of the next study can have a wider generalization area.

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