

# **The Influence Of Transformational Leadership, Organizational Commitment And Work Environment On Employee Performance Through Job Satisfaction At Pt. Usaha Jaya Tobacco Processing**

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## **Abstract**

*The purpose of this research is to gain a deeper understanding of the relationship between the strategies implemented by PT Usaha Jaya, namely transformational leadership, organizational commitment, and work environment in enhancing job satisfaction and employee performance. The type of research used is quantitative research with an Explanatory Research approach. The sampling technique used is Purposive sampling with a total sample of 50. The data analysis method used is SEM PLS. The analysis results show that transformational leadership, organizational commitment, and work environment have an effect on job satisfaction. Transformational leadership, organizational commitment, work environment, and job satisfaction affect employee performance. Transformational leadership, organizational commitment, and work environment influence employee performance through job satisfaction.*

**Key Words:** Transformational Leadership, Commitment, Work Environment, Job Satisfaction.

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The tobacco processing company PT Usaha Jaya often faces challenges in creating a conducive work environment, motivating employees, and encouraging them to improve their performance. This is particularly relevant considering the job characteristics in this industry, which are often physical and require a high level of concentration. Amidst increasingly tight competition, the tobacco processing company needs the right approach to enhance employee performance and maintain their commitment to the company. The job characteristics in the tobacco processing company. PT Usaha Jaya is greatly influenced by physical factors, technical aspects, and high production demands. This work requires a specific level of skill and knowledge about the quality of Na-Ogst tobacco, which is visualized through the color of the tobacco, the thickness and moisture of the tobacco, and the size of tobacco leaves, as well as a good understanding of safety and health standards. Considering the characteristics of the job, the company is required to focus on employee empowerment and create a supportive work environment to keep them motivated and productive.

Based on the interview results with the HRD of PT Usaha Jaya, it was found that overall employee performance is good, supported by strategies to build employee satisfaction. One of the approaches applied is transformational leadership that focuses on empowerment, inspiration, and employee development. Results from the pre-survey indicate that the CEO of PT Usaha Jaya is a leader who tends to motivate his employees. His speaking style is relaxed and sometimes interspersed with jokes, yet he still highly respects and values the contributions of his subordinates' work. Additionally, the company strives to create employee organizational commitment by providing job satisfaction through appropriate salary offerings based on employee work targets. Furthermore, the company also seeks to create a safe and comfortable work environment to encourage employees to be enthusiastic in completing their tasks.

Based on the description, the aim of this research is to further understand the relationship between the strategies implemented by PT Usaha Jaya, namely transformational leadership, organizational commitment, and work environment, in enhancing job satisfaction and employee performance.

## **I. Literature Review**

Prayudi (2022:25), Negoro GA & Rachmawati (2023) state that transformational leadership theory is a theory that points to the idea of humanizing humanity. This theory emphasizes a personal approach of leaders towards their subordinates or the organization. This is done in order to change awareness, build spirit, and provide inspiration. It is carried out to achieve common goals, without feeling pressured or oppressed. In fact, it is capable of providing motivation to each of its members. The transformational leadership style always aims to manage the institution or organization entrusted to that person more efficiently and effectively.

According to Wardhana (2024:208), Agola SC (2020) organizational commitment is an attitude that is often defined as a strong desire to always be part of a particular organization, a desire to work hard to achieve the organization's goals, and the belief and awareness to accept the organization's values and objectives. In other words, organizational commitment is an attitude that reflects an individual's loyalty to the organization and is a continuous process to demonstrate the individual's concern for the success and progress of the organization.

The work environment according to Khaeruman et al. (2021:56) and Faris Ramanda Putra et al. is everything that exists around employees while working, which can influence them and their work during working hours. According to Kim H. Lee & Choi S (2023) and Sedarmayanti (2021:10), the work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, their methods of work, and the arrangements of their work both as individuals and as groups.

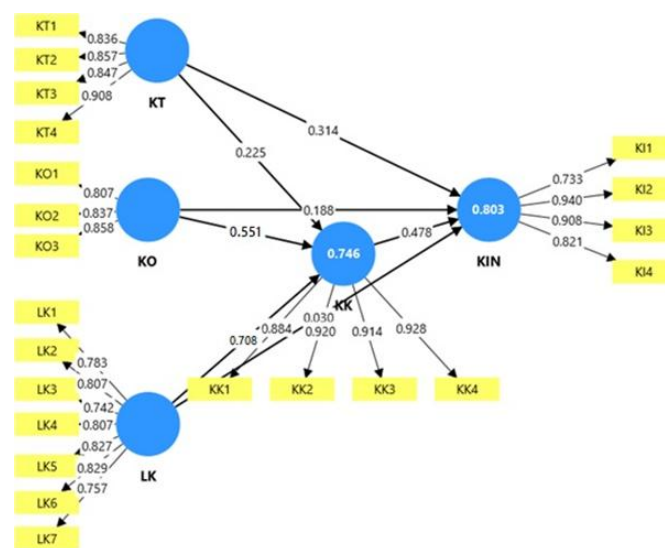
According to Sutrisno (2020:74), job satisfaction is defined as an employee's attitude towards their work related to the work situation, cooperation among employees, the rewards received from work, and other factors related to physical and psychological aspects. Armstrong (2020:146) states that job satisfaction is the feelings and behaviors of an individual towards the job they are doing. Job satisfaction is an important target that needs to be achieved because it will affect a person's performance and productivity in a company.

According to Armstrong (2020), employee performance is the result achieved by an individual in fulfilling the roles required by the organization. This performance is closely related to the effectiveness and efficiency of an employee in achieving the organization's targets. According to Budiyo and Mochlas (2020:9), employee performance is defined as the results achieved by employees in their work according to certain criteria applicable to a specific job. The opinion of Nurdin et al. (2023:53), Bastari & Ali (2020) states that performance is the work results carried out by the worker to fulfill their tasks and responsibilities in accordance with the field of knowledge entrusted to them.

## II. Research Method

The type of research used is quantitative research with an Explanatory Research approach, which tests the causal relationships between research variables. The data used is primary data obtained from interviews with respondents, namely employees of the Tobacco Processing Company PT Usaha Jaya. The sampling technique in this study uses purposive sampling with the criteria that the employees in the production department must be permanent employees and have worked for more than one year at the Tobacco Processing Company PT Usaha Jaya. Based on these criteria, a sample of 50 employees was obtained. The data analysis technique in this study uses Partial Least Square (PLS) with the Smart PLS application program. RESULTS AND DISCUSSION The inner model is used to combine the relationships between latent variables. In this study, it includes the direct effect of the exogenous variable (X) consisting of transformational leadership (X1), organizational commitment. (X2) and work environment (X3) to bind the endogenous variable (Y) which is employee performance through the mediation variable (Y) which is job satisfaction.

Construction of Path Diagram The construction of the path diagram is done by drawing a structural model that connects latent variables and incorporating their indicator variables into the latent variables. The requirement to be a valid construct indicator is a loading factor value of more than 0.7. The results of the outer model and inner model design are expressed in the form of a path diagram as follows.



**Figure 1. Results of the Path Diagram**  
Source: Processed data

**Table 1. Hypothesis Test Results**

Variable	T Statistic	P-Value	Description
X1 → Z	2,090	0,036	H <sub>1</sub> Accepted
X2 → Z	2,989	0,003	H <sub>2</sub> Accepted
X3 → Z	8,354	0,000	H <sub>3</sub> Accepted
X1 → Y	2,240	0,025	H <sub>4</sub> Accepted
X2 → Y	2,250	0,025	H <sub>5</sub> Accepted
X3 → Y	2,198	0,027	H <sub>6</sub> Accepted
Z → Y	2,193	0,027	H <sub>7</sub> Accepted
X1 → Z → Y	2,302	0,031	H <sub>8</sub> Accepted
X2 → Z → Y	2,771	0,017	H <sub>9</sub> Accepted
X3 → Z → Y	2,861	0,004	H <sub>10</sub> Accepted

Source: processed data

1. The Influence of Transformational Leadership, Organizational Commitment, and Work Environment on Job Satisfaction. The partial least square calculations for transformational leadership and job satisfaction show a t-statistic value of 2.090 > 2.012 and a p-value of 0.036 < 0.05. The coefficient value obtained is positive 0.225, indicating that the better the transformational leadership, the higher the job satisfaction of employees at PT Usaha Jaya will increase. The partial least square calculations for organizational commitment and job satisfaction show a t-statistic value of 8.534 > 2.012 and a p-value of 0.000 < 0.05. The coefficient value obtained is positive 0.551, indicating that the better the organizational commitment, the higher the job satisfaction of employees at PT Usaha Jaya will increase. The partial least square calculations for work environment and job satisfaction show a t-statistic value of 2.989 > 2.012 and a p-value of 0.003 < 0.05. The coefficient value obtained is positive 0.708, indicates that the better the work environment, the more employee job satisfaction at PT Usaha Jaya will increase. The transformational leadership implemented by the leaders of PT Usaha Jaya is indicated to enhance employee job satisfaction. Employees feel satisfied because the leaders can adjust their leadership style to meet employee expectations. Leaders who are nurturing yet firm and fair make employees feel job satisfaction.

Transformational leadership in this research is measured through indicators of charisma, inspirational motivation, intellectual stimulation, and individual consideration. Transformational leadership, organizational commitment, and the work environment affect job satisfaction. The transformational leadership implemented by the leaders of PT Usaha Jaya is indicated to be able to increase employee job satisfaction. Employees feel satisfied because the leaders can adjust their leadership style to meet employee expectations. Employees have a high commitment to the company, thus feeling satisfied with all the rules and policies implemented by the company because they are considered aligned with their abilities and desires. A conducive, safe, clean, and comfortable work environment will create an atmosphere that supports productivity as well as the mental and physical well-being of employees, leading to job satisfaction.

## 2. The Influence of Transformational Leadership, Organizational Commitment, Work Environment, and Job Satisfaction on Employee Performance

Transformational leadership has an effect on employee performance indicated by a t statistic of 2.240 and a p-value of 0.025 with a positive regression coefficient of 0.314. Properly applied transformational leadership can enhance employee performance. Organizational commitment has an effect on employee performance indicated by a t statistic of 2.250 and a p-value of 0.025 with a positive regression coefficient of 0.188. High organizational commitment encourages employees to achieve good performance. Employees of PT Usaha Jaya with strong commitment to their work will show dedication, responsibility, and seriousness in completing their tasks. The leadership of PT Usaha Jaya focuses on efforts to inspire, motivate, and guide employees to reach their best potential, not just merely completing tasks. The work environment affects employee performance, as indicated by a t statistic of 2.198 and a p-value of 0.027 with a positive regression coefficient of 0.030. A good work environment inspires employees to achieve good performance. The conducive work environment at PT Usaha Jaya plays a crucial role in creating optimal employee performance. The leaders of PT Usaha Jaya are capable of creating a clear vision, providing meaning to the work, and encouraging innovation and creativity within the team. By showing individual attention to the needs and aspirations of each subordinate, leaders also build strong and trustful relationships.

As a result, employees feel more motivated, have a high sense of responsibility, and are committed to the organization's goals. Such a work environment encourages increased productivity, loyalty, and overall performance quality. Transformational leadership, organizational commitment, work environment, and job satisfaction influence employee performance. Properly implemented transformational leadership can enhance employee performance. The leadership of PT Usaha Jaya focuses on efforts to inspire, motivate, and guide employees to achieve their best potential, not just merely completing tasks.

Employees of PT Usaha Jaya have a strong commitment to their work, demonstrating dedication, responsibility, and seriousness in completing their tasks. They tend to work consistently, results-oriented, and do

not easily give up when facing challenges. A conducive work environment at PT Usaha Jaya plays a crucial role in creating optimal employee performance. A well-designed work environment that provides comfort allows employees to feel more focused, motivated, and free from distractions that could hinder productivity. The job satisfaction experienced by employees will encourage them to achieve better performance. Employees of PT Usaha Jaya are satisfied with their jobs, leading to higher motivation, strong enthusiasm, and a commitment to delivering the best results.

### 3. The Influence of Transformational Leadership, Organizational Commitment, and Work Environment on Employee Performance through Job Satisfaction

Transformational leadership influences employee performance through job satisfaction with a t statistic of 2.302 and a p-value of 0.031. The leaders of PT Usaha Jaya adopt a transformational leadership style, always leading according to employees' personalities, supported by the creation of job satisfaction for employees, such as setting work targets that match employees' capabilities, so that employees can achieve good performance. Organizational commitment affects employee performance through job satisfaction with a t statistic of 2.771 and a p-value of 0.017. Employees of PT Usaha Jaya have a high commitment to the company, supported by job satisfaction derived from the appropriateness of wages provided by the company, which encourages employees to achieve good performance.

The work environment affects employee performance through job satisfaction with a t statistic of 2.198 and a p-value of 0.027. A safe and comfortable work environment at PT Usaha Jaya, supported by job satisfaction created by opportunities for employee promotion, encourages employees to be enthusiastic about achieving high performance. The conducive work environment at PT Usaha Jaya provides a sense of physical and psychological security, allowing employees to work without anxiety or disturbances. The leadership style that is implemented.

The leadership of PT Usaha Jaya creates a positive work environment where employees feel valued, motivated, and have opportunities to grow. This feeling of being appreciated and supported drives a high level of job satisfaction. When employees feel satisfied, they tend to exhibit loyalty, high work enthusiasm, and commitment to contributing their best to the organization. Thus, transformational leadership indirectly enhances employee performance through job satisfaction as a mediating variable.

Transformational leadership, organizational commitment, and work environment influence employee performance through job satisfaction. The leader of PT Usaha Jaya employs a transformational leadership style by consistently leading according to the personalities of employees, supported by creating job satisfaction for employees, such as setting work targets that match employees' capabilities, so that employees can achieve good performance. Employees of PT Usaha Jaya have a high commitment to the company, supported by job satisfaction obtained from the alignment of wages provided by the company, which encourages employees to achieve good performance. A safe and comfortable work environment at PT Usaha Jaya, supported by job satisfaction arising from the opportunity for employee promotion, motivates employees to strive for high performance.

## III. Conclusion And Suggestions

### Conclusion

Transformational leadership, organizational commitment, and work environment influence job satisfaction. Transformational leadership, organizational commitment, work environment, and job satisfaction influence employee performance. Transformational leadership, organizational commitment, and work environment affect employee performance through job satisfaction. The leaders of PT Usaha Jaya utilize a transformational leadership style by consistently leading according to the employees' personalities, supported by the creation of job satisfaction for employees such as setting work targets that match the employees' capabilities, allowing them to achieve good performance.

### Suggestion

From the results of the research conducted, it is advisable for the company to improve employee satisfaction and performance by carrying out some improvement evaluations, including indicators of charisma, normative commitment, and the use of colors. For future researchers, they can use other variables as independent variables such as compensation, work motivation, job security, or employee engagement, in order to obtain more comprehensive research results.

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