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## The Influence of Transformational Leadership and Compensation on Employee Performance with Organizational Commitment as Mediation at Pelita Bangsa University

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### Abstract

This research aims to determine the effect of transformational leadership and compensation on employee performance with organizational commitment as a mediating variable. This research was carried out at Pelita Bangsa University, Cikarang, Bekasi Regency, with the object being the employees who worked there. The population of this study was Pelita Bangsa employees with a sample of 117 respondents. This research is quantitative research using the SEM method and using the Lisrel 8.8 application as a data processing tool. This research shows that transformational Leadership has been proven to partially have no positive and significant effect on Employee Organizational Commitment. Compensation can partially has a positive and significant effect on employee Organizational Commitment. Partial Transformational Leadership have a positive and significant effect on employee performance. Compensation partially have a positive and significant effect on employee performance at Pelita Bangsa University.. Organizational Commitment can partially have a positive and significant effect on employee performance at Pelita Bangsa University. Organizational commitment in this research is a full mediating variable, because it mediates the variables of transformational leadership and compensation on performance.

Keywords: Transformational, Commitment, Performance.

### INTRODUCTION

Human resource management is very necessary in a university because with the existence of this management it is hoped that the agency can control organizational activities. Human Resources is the main thing that plays an active role in moving an organization to achieve its goals. Achieving organizational goals is only possible if the human resources within the organization have good performance. In the current era of globalization, both government and universities are required to make significant changes and always strive to make new breakthroughs in order to be able to compete with the outside world.

The world of education today has developed increasingly advanced. This progress is supported by various factors, one of which is the development of science and technology (science and technology). The increasingly advanced development of science and technology has resulted in the emergence of various innovations or new discoveries that are able to simplify and expedite educational activities in higher education. The developments that occur have an influence on universities, both those operating in the service sector and those operating in the non-service sector. Human resources are a very central factor in

organizations, whatever their form and purpose, organizations are created based on various visions for the benefit of humans. In an agency, employees are a very important asset.

Leaders and employees are an interdependent relationship. The interaction between leaders and employees is a process of mutual influence where leaders try to influence employees to conform to expectations. From this process, the leader's interaction will determine how influential the leader is in his leadership in higher education. Thus, the success or failure of a university depends on the leadership it leads. The role of the leader is so important that leadership has become a focus that can be attractive to employees in higher education. Leadership in a university is very important because the vision and mission of the university can be realized well. The ability and skills of a person in a work unit to influence the behavior of others can be done through leadership. Leaders have a tough challenge, namely how to mobilize their subordinates to be willing to use their best abilities for the benefit of higher education. The existence of leaders who use their absolute power by ordering their subordinates without showing the conditions that exist to their subordinates is an incident that is often found in higher education. This situation



can give rise to a bad relationship within an organization. However, with good and focused leadership, a university can progress and develop so that it can improve performance.

Human Resources in particular in higher education pays great attention to the professionalism of employee resources in the implementation of university affairs, development and services. The focus of human resource management in this adjustment process is none other than improving employee performance through work commitment by looking at the influence of leadership and compensation. (Manajemen et al., 2024) (Hidayat, 2021) (Hidayat, 2020)

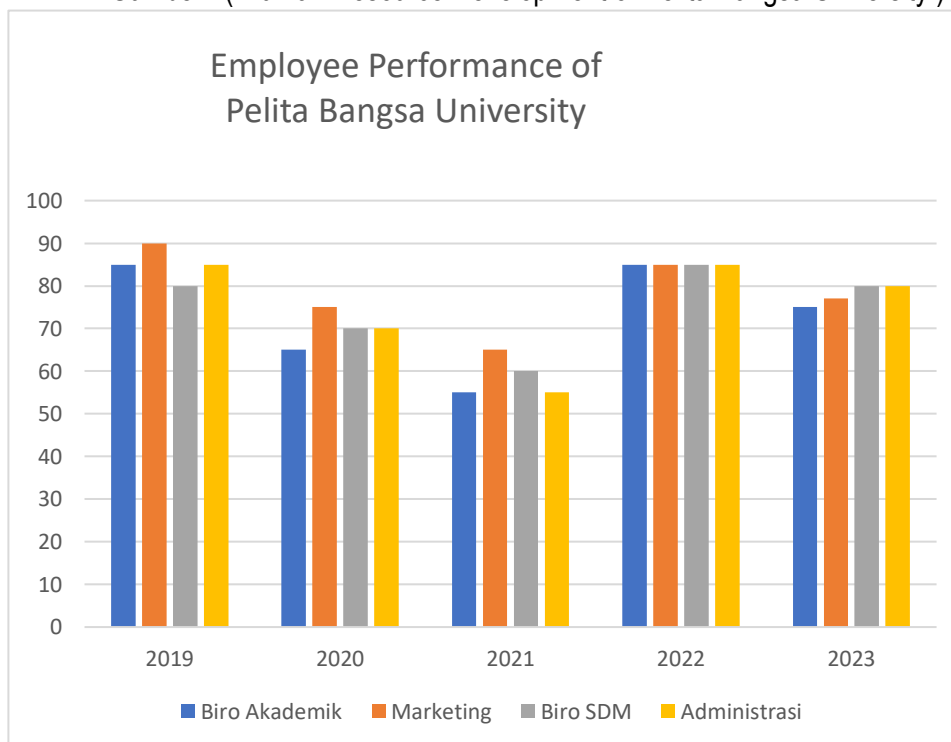
To improve employee performance, universities provide compensation to employees who have certain qualifications so as to increase employee enthusiasm for work and increase employee work commitment. In the world of work, a person's commitment to an organization or university is very important, especially in a person's performance at work. Every university

wants its employees to have high commitment. High commitment can encourage employees to work well. Work commitment shows a person's belief and support as well as loyalty to the values and goals the organization wants to achieve.

Meanwhile the organization has goals to achieve. This goal will only be achieved through employee commitment. Having goals without commitment is futile, so empowered employees must be able to provide commitment both mentally, emotionally and physically. Employee work commitment is not something that happens unilaterally. There are contributions from other elements that make commitment high or low. In this case, the organization and employees are elements that need to work together to create high employee work commitment.

Based on data from the Pelita Bangsa University Civil Service report, employee performance experiences increases and decreases (fluctuations) every year, shown in the picture below.:

Sumber : ( Human Resource Development of Pelita Bangsa University )



**Figure 1 Employee Performance of Pelita Bangsa University 2019-2023**

Based on Figure 1.1, it can be concluded that from year to year the level of employee performance at Pelita Bangsa University has experienced increases and decreases (fluctuations), seen based on employee

performance which has experienced fluctuations in the last 5 (five) year period, namely the period 2019 to 2023. Performance The highest employee performance was in 2019 before the COVID-19 virus pandemic at 85%, then in 2020

it began to experience a decline of 20% from 85% to 65%, the lowest employee performance felt in 2021 dropped significantly by 10% from 65% to 55% were affected by the COVID-19 pandemic, then employee performance began to return in 2022, increasing significantly by 30% from 55% to 85% because the COVID-19 pandemic had ended, then there was a decline in 2023 of 10% from 85% to 75%. Apart from the various factors that influence the performance of Pelita Bangsa University employees, which tends to decline, this indicates that employee performance has not been optimal in achieving work goals and organizational goals. According to existing research, an employee's performance can be influenced by their level of organizational commitment. According (Akbar, 2017) from Allen and Meyer's journal, "the following indicators can be a benchmark for organizational commitment: Indicators of affective commitment based on personal characteristics and work experience. The size or number of individual side bets, as well as the perception of a lack of other employment options, are subsequent indicators of continuance commitment. An individual's socialization experience before joining the organization (experience in the family or socialization) and after joining the organization is the next indicator of normative commitment".

Transformational leadership is a leadership approach that is very relevant in creating readiness for change (Abbasi, 2017). Transformational leadership plays an important role in helping organizations achieve success in facing change. Through this approach, leaders can create readiness for change among individuals, influencing their beliefs, attitudes, and intentions so that they can adapt and participate actively in changes that occur in the organizational environment.

The ability of employees to face the challenges of change better is very important in today's era which is full of change and dynamics. In a work environment that continues to develop and change, employees must be able to adapt quickly to remain relevant and effective in their work. With encouragement and support from management and co-workers, employees will feel appreciated and motivated to perform

better in a dynamic work environment. The influence of the transformational leadership style on employee performance is positive with an estimated value of 0.197, however, it has no effect on employee performance, this shows that the higher the transformational leadership style at Anwar Medika Hospital, it will not affect employee performance (Nurhuda., 2020). Even though the leadership implements a transformational leadership type, this leadership is apparently not sufficient to improve employee performance (Baihaqi & Saifudin, 2021). Organizations that want to improve employee performance can take an approach that focuses on effective change management and creating a culture that encourages employee willingness to change. Transformational leadership does not have a significant influence on employee performance, but change management has a positive and significant influence on employee readiness to change. Apart from that, research also finds that the willingness to change positively and significantly influences the relationship between transformational leadership and employee performance (Novitasari., 2020a). Transformational leadership has an effect on increasing employee performance, meaning that if the leader has good transformational leadership, performance will also increase. In theory, transformational leadership is a leadership model for someone who tends to motivate employees or subordinates to work better by focusing on behavior to help transformation between employees/individuals and the organization/company (Rivai, 2020).

Transformational leadership is effective in planning and preparing for change. Therefore, the following assessment is offered to the organization. It is important for managers to conduct regular performance evaluations to identify strengths and weaknesses in individual and team performance. This allows managers to provide constructive feedback and help employees to continue to develop. In general, a holistic approach in improving organizational performance involves all employees in the change process and focuses on their emotional and mental aspects (heart and mind) as well as values and the beliefs underlying their behavior. This approach is usually based on the

assumption that employees who feel emotionally and cognitively involved in change will be more motivated to contribute actively and achieve common goals. (Dewiana & Asbari, 2020). When managers properly apply these holistic methods, employees may feel more engaged, energized, and motivated to achieve shared goals, which can ultimately improve overall organizational performance.

Compensation in increasing employee work productivity because compensation plays a very important role. To be able to get adequate compensation, a person will work optimally to fulfill his life's needs. An employee who works for a company hopes that the compensation provided will be sufficient for his life. By feeling sufficient, the employee will not look for another company. For employees, compensation is an important component, because compensation is a measure of the main value of their work among the employees themselves, their families and society. Reciprocal form of employee compensation provided by the company in the form of wages or finances in accordance with their duties (Hernawan & Srimulyani, 2021).

Organizational commitment should pay attention to employee needs and expectations in order to support the achievement of optimal work results. For example, a boss who pays attention to the difficulties of his subordinates and offers solutions to the problems he faces, is ready to provide support on a regular basis, has persistent love and does not give up at work, always provides information about applicable rules to avoid problems related to performance, the company must meet the needs which is needed to better respond to developments in the modern era and a culture in an organization that shows high values and a culture that is able to create a conducive working atmosphere. Where this has the aim of improving performance which continues to be better than before (Bahri & Nisa, 2017).

An employee who is recognized as ready for change behaves when he accepts, and agrees to the change plan made. Before reaching readiness, employees consider content, context, processes and individual characteristics in order to understand and believe in the changes that the company or

organization will make. Readiness to change is important in the success of the intention of change. It can also be explained that two attitudes emerge when change is implemented, namely a positive attitude and a negative attitude. A positive attitude shows readiness to change while a negative attitude shows resistance to change (Katsaros., 2020a).

Creating a positive attitude towards employees can be done by preparing oneself to face change, so that the changes implemented achieve the desired success. Companies should try to influence employees' willingness to change by providing appropriate change messages so they can assess whether the change poses threats or benefits. The conclusions of this study confirm the results of previous research that the willingness to change has a positive and significant influence on performance (Katsaros, 2020b).

Readiness to change is important in the success of change. It can be proven that two attitudes emerge when making changes. A positive attitude is expressed by readiness to change as well as a negative attitude to change. Forming a positive attitude in oneself can be achieved by creating a willingness to change in employees, so that the changes made achieve the expected success. There is also readiness for change that has a positive and significant impact on employee work results. The conclusion of this research supports previous research findings, namely that readiness to change has a positive and significant effect on performance. (Katsaros., 2020b) (Novitasari & Asbari, 2020b).

Human Resource Management is an important asset in companies that operate and operate in the production or service sector. Maintaining the progress of production activities within the company, developing the company, and also providing performance assessments for all employees within the company. Human Resources Management also has a system in it, which regulates recruiting employees, planning, directing employees, and management

dismissal employees (Ladjin, 2022). Companies before they are founded must have thought about and planned for Human Resources Management to run the company

from the input process to the output, which operates in the service sector and production sector. Human Resource Management which is engaged in carrying out all company activities to achieve company goals, thinking about advancing the company, and being motivated to achieve company goals (Syukron, 2022).

Human resources are an important part of higher education or a factor that cannot be separated from an organization in higher education. Human resources are people who are employed in universities or organizations as drivers in achieving higher education goals. The development and protection of human resources is carried out by human resource management so that the goals of higher education can run well. Human resource development can also be carried out, aiming to train human resources to be more skilled at work, more creative in finding new ideas to advance higher education (Susan, 2019).

Human resource management has the role of planning and directing employees to achieve higher education goals. Human resources are the most important asset for universities, human resources employed in universities or organizations as a driving force in achieving higher education goals, of course their contribution will have an impact on the success of universities in achieving higher education goals, therefore universities cannot ignore aspects of developing the quality of human resources, because human resources are living assets that must be considered and managed well by universities.

Performance according to Mangkunegara, in the journal (Jamaludin, 2017). Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Performance according to Mulyadi and Setyawan, in the journal (Efendi, 2020). Performance is the periodic determination of the operational effectiveness of an organization, parts of the organization and its employees based on previously established targets, standards and criteria

Performance according to Marjaya, in the journal (Hidayat, 2022). The term

performance comes from the words work performance or actual performance (a person's work performance or actual achievement), namely the quality and quantity of work carried out by employees in accordance with the responsibilities given to carry out their duties.

Performance according to Wirawan, in the journal (Siti, Nur Aisyah & Wardani, 2020). States that performance is the output produced by the functions or indicators of a job or profession within a certain time. So employee performance is the result achieved by a person in carrying out the tasks given to him in accordance with predetermined criteria. An important role in carrying out activities to achieve goals effectively and efficiently.

Employee performance is an effort to maintain employee performance in order to achieve the organization's goals. The indicators according to (Afandi, 2020) include: Quantity, Quality, Efficiency, Work Discipline, Initiative, Accuracy, Leadership, Honesty, Creativity. Employee performance indicators according to (Kasmir, 2016) include: Quality, Quantity and Time

Based on the description above, this research uses the indicators used in this research based on the opinions of (Afandi, 2018) and (Kasmir, 2016), namely quality, leadership, creativity, time and honesty.

The original concept of transformational leadership is explored descriptively in relation to political leaders. It also explains that transformational leadership is a process in which leaders and followers elevate each other to higher levels of passion and extrinsic motivation. These leaders seek to raise the consciousness of followers by appealing to higher ideals and moral values such as freedom, justice and humanity, instead of relying on emotions such as greed, jealousy and hatred.

Transformational leadership is a leader who pays attention to the problems of his followers and the development needs of each follower, providing enthusiasm and encouragement to achieve his goals. Transformational leadership is truly defined as true leadership because this leadership truly works towards goals, moving the organization towards goals that have never been achieved

(Rita, 2018). Leaders who stimulate and inspire (transform) subordinates to achieve extraordinary results.

The concept of transformational leadership is used in descriptive leadership research, but now the term is also used in organizational psychology. Transformational leadership is a process in which leaders and followers help each other to higher levels of moral and extrinsic motivation. The transformational approach brings significant changes in the lives of people and organizations. Change managers are idealized in the sense that they are moral examples of working for a team. Transformational and transactional leadership are mutually exclusive styles. Transactional leaders usually do not try to change the organizational culture, but work within the existing culture, while transformational leaders try to change the organizational culture (Manoppo, 2020).

Transformational leadership is more effective and can be applied in various fields such as business, military, industrial, hospital and educational environments compared to transactional leadership (Garcia, 2020). This leadership style can have a tremendous influence on followers; it attends to the self-development needs of its followers, changes followers' awareness of existing problems by helping them see old problems in new and exciting ways, and extrinsically motivates followers to work toward shared goals within the organization.

Indicators in the journal (Rita, 2018) namely formulating 4 indicators possessed by a leader so that they have transformational qualities between The leader has charisma that is recognized by his followers (charisma), Leaders can provide inspiration or be a source of inspiration for their subordinates (inspirational), Intellectual Stimulation His behavior and attention to his subordinates are individualized (individualized consideration). And Leaders can stimulate thoughts or ideas from their subordinates (intellectual stimulation). The Transformational Leadership indicators in the journal are as follows (Andriani., 2018): Charisma and Intellectual stimulation

Based on the explanation above,

transformational leadership is a process in which a leader tries to raise the consciousness of his followers by appealing to higher ideals and moral values such as independence, justice and humanity, which are not based on emotions such as greed, greed, jealousy, and hatred. The indicators used in this research are based on the opinion of (Rita, 2018) (Andriani., 2018), namely charisma, inspirational, individualized consideration and intellectual stimulation.

Compensation is a form of financial or non-financial either directly or indirectly or reciprocally given by the university foundation to employees for the contributions made by employees to the college foundation and given to employees fairly in accordance with their duties (Bahrun & Yusuf, 2022). When employees first start working, they definitely aim to get compensation, because with the compensation provided by the company, employees hope to be able to meet their daily living needs.

Compensation is a wage that is a measure of the value or work of the employee himself, his family and society, so it is very important for employees (Wirayudha & Adnyani, 2020). The importance of compensation will be felt if the compensation provided by the university foundation can make employees happy. It can be said that to make employees happy, the compensation given must be fair and in accordance with the employee's contribution to the company.

Everything received can be physical or non-physical and must be calculated and given to someone who is generally an object that is excluded from income (Pangesti, 2019). Employees at work will receive rewards for the results of their work. So it is mandatory to provide rewards or payments to all employees they employ.

The compensation that employees receive, which can be physical or non-physical, is the main reason for employees when they first start working, they definitely want to get compensation, because with the compensation provided by the university foundation, employees hope to be able to meet their daily living needs. If the compensation given is less, it will impact the university foundation losing its

employees.

Based on some research, this research uses indicators used in this research based on the opinions of (Pangesti, 2019) and (Aditresna & Mujiati 2018), namely wages, bonuses, incentives, salaries and treatment.

Organizational commitment, according to Wibowo (2019), requires an active relationship with the organization such that people are willing to contribute to the success of the organization. This is different from passive loyalty to the organization. Belief in the organization, including its goals and core principles, is emphasized through commitment.

Wicaksono (2019) explains organizational commitment as a situation where workers support a particular company and its goals and want to stay with that company. Meanwhile, organizational commitment is defined by (Sutrisno, 2018) as: "(1) a strong desire to join a group, (2) high readiness to work for the organization, and (3) certain beliefs and acceptance. organizational principles and goals.

Organizational commitment is employee or employee loyalty to the organization, which is reflected in high involvement in achieving organizational goals. Employee or employee loyalty is reflected through availability in work, and identification with the values and goals of the organization, stated by (Priansa, 2018)

Based on several opinions according to experts, it can be concluded that organizational commitment is the attitude of employees who have a sense of attachment and want to survive as members of the organization by trying hard to work in accordance with what the organization wants to achieve mutual success.

Indicators of Organizational Commitment according to (Robbins, 2017), are as follows: 1. Affective commitment Emotional attachment to the organization and belief in its values. 2. Continuous commitment. The perceived economic value of staying with an organization compared to leaving the organization. 3. Normative commitment Obligation to remain with the organization for moral or ethical reasons.

Meanwhile, according to (Julistia, 2015)

Organizational Commitment Indicators, the following indicators include: 1. Pride in the company. is a way of describing the situation of employees in the organization and always actively participating in organizational activities. 2. Willingness to take sides/sacrifice for companies, it is something that is done in describing the condition of employees for the organization, always siding with the organization and its goals. 3. Loyalty to the company is a method used to describe the situation when employees in an organization have the intention of maintaining their members in the organization.

Based on the description above, this research uses the indicators used in this research based on the opinions of (Robbins, 2017) and (Julistia, 2015), namely affective, sustainable, normative and loyalty.

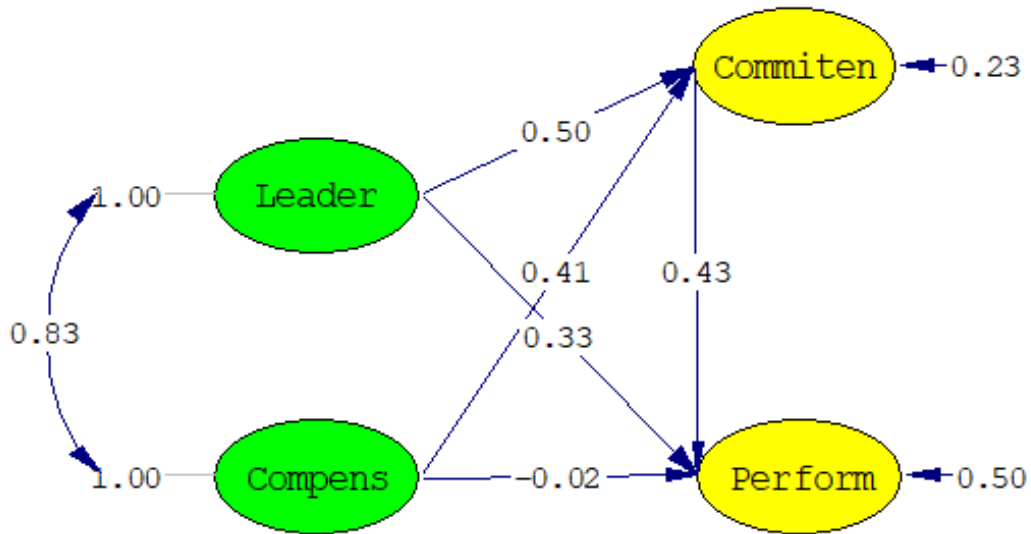
## METHOD

This research aims to determine the effect of transformational leadership and compensation on employee performance with organizational commitment as a mediating variable. This research was carried out at Pelita Bangsa University, Cikarang, Bekasi Regency, with the object being the employees who worked there. The population of this study was Pelita Bangsa employees with a sample of 117 respondents. This research is quantitative research using the SEM method and using the Lisrel 8.8 application as a data processing tool.

There are four variables in this research, namely two independent variables (free), one mediating variable, and one dependent variable (dependent). The first independent variable is transformational leadership, and the second is Compensation, the mediating variable is Organizational Commitment, and the dependent variable is employee performance.

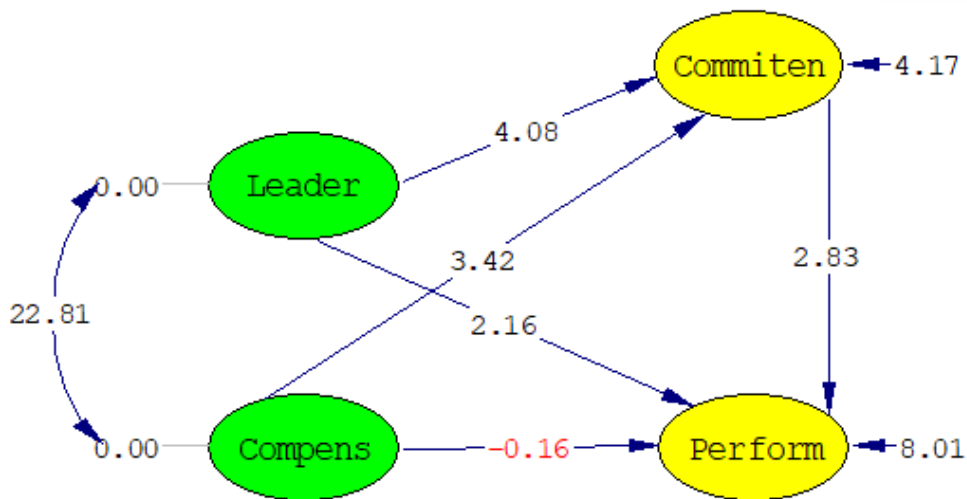
This research consists of two independent variables, namely transformational leadership and compensation, one mediating variable, namely organizational commitment, and one dependent variable, namely employee performance.

**RESULT DAN DISCUSSION**



Source : Data processing (Lisrel 8.8)

Figure 2 Standardized Full Model



Source : Data processing (Lisrel 8.8)

Figure 3 T value Full Model

The Hybrid Model (Full SEM) using LISREL 8.80 in Figure 2 and Figure 3 can be explained in the following table.

Table 1. Overall Model Fit Measure (Hybrid Model) SEM

Indicator of GOF	Table Score	Estimate result	Conclusion
<b>Absolute Fit</b>			
GFI	GFI > 0,90	0,86	<i>Marginal Fit</i>
RMSEA	RMSEA < 0,08	0,067	<i>Good Fit</i>
<b>Incremental Fit</b>			
NNFI	NNFI > 0,90	0,96	<i>Good Fit</i>



NFI	NFI > 0,90	0,97	<i>Good Fit</i>
AGFI	AGFI > 0,90	0,81	<i>Marginal Fit</i>
RFI	RFI > 0,90	0,93	<i>Good Fit</i>
IFI	IFI > 0,90	0,98	<i>Good Fit</i>
CFI	CFI > 0,90	0,97	<i>Good Fit</i>

Source: Processing Results with LISREL 8.80

Note: Marginal Fit is a situation of suitability of the measurement form below the benchmark dimensions of absolute fit, or incremental fit, but can still be continued in further analysis, because it is close to the benchmark dimensions of good fit (Haier et, al, 2010).

Based on Table 1 above, the objective of the suitability measure obtained has a good fit measurement model suitability index, namely RMSEA, NNFI, NFI, RFI, IFI, and CFI. Meanwhile, one suitability gets a Marginal fit measurement, namely GFI, AGFI.

Note: CR and VE criteria are (Hair et, al, 2010):

- a. Composite Reliability Measure or Construct Reliability Measure (CR), or often referred to as reliability, requires that the CR value be  $\geq 0.7$ .
- b. Variance Extract Measure (VE) or variant extract, with the requirement that it must have a VE value  $\geq 0.5$ .

Based on Table 1 above, it is known that the indicators in the formation of exogenous latent variables, Communication, Kaizen Culture, and Employee Performance as well as the endogenous latent variable Job Satisfaction have good validity, this is shown by indicators having a Standardized Loading Factor (SLF)  $\geq 0.5$  or a number  $t_{count} \geq 1,96$  ( $\alpha = 0,05$ ) (Hair, et. al., 2010). Likewise, both exogenous and endogenous potential elastics have good form reliability, this is indicated by all elastics having construct reliability figures greater than 0.70 (CR > 0.70) and variance extracted figures greater than 0.50 (VE > 0.50).

The validity of the indicator in forming the Communication latent variable makes the indicator of influence on attitudes an indicator with a standardized loading factor value of 0.85. Meanwhile, the pleasure indicator is the indicator with the smallest standardized loading factor value of 0.63. Construct reliability and variance extracted for the Communication variable are 0.93 and 0.63. This shows that

these indicators are significant in forming the Communication latent variable with the influence on attitudes indicator being the most dominant indicator in forming the Communication latent variable.

The validity of the indicator in forming the Kaizen Culture latent variable makes the seiketsu (care) indicator an indicator with a standardized loading factor value of 0.87. Meanwhile, the sheiso (resik) indicator is an indicator with the smallest standardized loading factor value of 0.62. Construct reliability and variance extracted for the Kaizen Culture variable are 0.92 and 0.54. This shows that these indicators are significant in forming the Kaizen Culture latent variable with the seiketsu (care) indicator as the most dominant indicator in forming the Kaizen Culture latent variable.

The validity of the indicator in forming the latent variable for job satisfaction makes the job indicator itself an indicator with a standardized loading factor value of 0.89. Meanwhile, the promotion indicator is the indicator with the smallest standardized loading factor value of 0.66. Construct reliability and variance extracted for the Kaizen Culture variable are 0.94 and 0.62. This shows that these indicators are significant in forming the latent variable Job Satisfaction with the job indicator itself being the most dominant indicator in forming the latent variable job satisfaction.

The validity of the indicators in forming latent variables for Employee Performance, makes the indicators of punctuality and ability to work together as indicators with the same standardized loading factor value of 0.87. Meanwhile, the work quality indicator is the indicator with the smallest standardized loading factor value of 0.79. Construct reliability and variance extracted for the Kaizen Culture variable are 0.93 and 0.69. This shows that these indicators are significant in forming the latent variable Employee Performance with indicators of timeliness and ability to work

together as the most dominant indicators in forming the latent variable Employee Performance.

**Transformational Leadership Has a Positive and Significant Influence on Organizational Commitment**

Sourced from the results of the analysis of respondents' perceptions of the description of the Transformational Leadership variable which has no effect on Employee Organizational Commitment at employee of Pelita Bangsa University, seen from the tcount value, is bigger than ttable, namely  $4.08 > 1.96$ , so it can be said to be significant. Thus, Transformational Leadership is partially proven to has positive and significant effect on Organizational Commitment, or in other words, Hypothesis 1 (Ha) is accepted.

**Compensation has a positive and significant effect on Organizational Commitment**

The results of data analysis using statistical tests prove that Compensation has a positive and significant effect on Organizational Commitment employee of Pelita Bangsa University. By obtaining the tcount value, the value is greater than that from ttable, namely  $3.42 > 1.96$ , so it can be said to be significant. Thus, it can be concluded that partially Compensation has been proven to have a positive and significant effect Organizational Commitment or in other words that Hypothesis 2 (Ha) is accepted.

**Transformational Leadership has a positive and significant effect on employee performance**

Based on the results of respondents' perceptions of the description of the Transformational Leadership variable which has effect on Employee Performance at employee of Pelita Bangsa University, seen from the tcount value, is greater than ttable, namely  $2.16 > 1.96$ , so it can be said to be significant. Thus, Transformational Leadership is partially proven to has positive and significant effect on employee performance, or in other words, Hypothesis 4 (Ha) is accepted.

**Compensation does not have a positive and significant effect on employee performance**

Sourced from the results of an analysis of respondents' perceptions regarding the description of the Compensation variable as having no effect on employee performance at employee of Pelita Bangsa University, seen from the tcount value, is smaller than ttable, namely  $0.16 < 1.96$ , so it can be said to be not significant. Thus, Compensation is partially proven to have no effect on employee performance or in other words, Hypothesis 5 (Ha) is rejected.

**Organizational Commitment Has a Positive and Significant Influence on Employee Performance**

The results of data analysis using statistical tests proved that Organizational Commitment has a positive and significant influence on employee performance at Pelita Bangsa University. The obtained value of tcount is greater than ttable, namely  $2.83 > 1.96$ , so it can be said to be significant. Thus, it can be concluded that partially Organizational Commitment is proven to have a positive and significant effect on Employee Performance or in other words that Hypothesis 6 (Ha) is accepted.

**Direct and Indirect effect**

**Tabel 2 Direct and Indirect effect**

No	Variable	Direct Effect	Indirect Effect	Result
1	Transformasional	$0,33 \times 0,33 = 0,108$	$0,50 \times 0,43 = 0,21$	Mediated
2	Compensation	$0,02 \times 0,02 = 0,004$	$0,41 \times 0,43 = 0,17$	Mediated

Source: Processing Results with LISREL 8.80



For the mediation results, we know that the value of the direct influence of transformational leadership on performance is smaller than the indirect influence through organizational commitment, so we can conclude that organizational commitment is successful in mediating transformational leadership on performance. For variable So, organizational commitment in this research is a full mediating variable

### CONCLUSIONS

1. Transformational Leadership has been proven to partially have no positive and significant effect on Employee Organizational Commitment. Of Pelita Bangsa University. This can prove that Transformational Leadership influence employee job satisfaction.
2. Compensation can partially have a positive and significant effect on employee Organizational Commitment at Pelita Bangsa University. This can prove that Compensation can influence employee job satisfaction in the company.
3. Partial Transformational Leadership have a positive and significant effect on employee performance at Pelita Bangsa University. This shows that Transformational Leadership has effect on employee performance in the company.
4. Compensation partially have a positive and significant effect on employee performance at Pelita Bangsa University. This shows that Compensation has effect on Employee Performance in the Company.
5. Organizational Commitment can partially have a positive and significant effect on employee performance at Pelita Bangsa University. This shows that the level of job satisfaction experienced by an employee can increase the employee's work for the company.

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