

LAMPIRAN

Lampiran 1 Kuesioner Tesis

Pengaruh Kepemimpinan Transformatif,
Komunikasi Internal, Dan Kemampuan Bekerja Terhadap
Komitmen Organisasi Dan Kinerja Organisasi Pada
PT Perkebunan Nusantara I di Surabaya

(Di isi oleh karyawan)

Kami mohon dengan sangat hormat kesediaan bapak/ibu untuk mengisi kuesioner ini. Pengisian kuesioner ini semata-mata untuk tujuan ilmiah dan pengembangan ilmu pengetahuan, semua jawaban dan pendapat saudara akan dirahasiakan oleh peneliti.

Petunjuk Pengisian:

Pilihlah jawaban yang saudara anggap paling memenuhi persepsi saudara, dan berilah tanda *thick mark* (✓) pada jawaban yang sesuai di kolom yang telah disediakan, yaitu:

SS	: Sangat Setuju	= nilai 5
S	: Setuju	= nilai 4
N	: Netral	= nilai 3
TS	: Tidak Setuju	= nilai 2
STS	: Sangat Tidak Setuju	= nilai 1

IDENTITAS RESPONDEN:

- Nama :(boleh tidak diisi)
- Jenis kelamin : 1. Pria 2. Wanita
- Umur :Tahun
- Pendidikan :
- Pekerjaan :
- Bagian/Unit :
- Nomor Responden :(Diisi Peneliti)

No	PERNYATAAN	STS	TS	N	S	SS
I. Variabel Kepemimpinan Transformasional						
a. Kharisma						
1.	Pemimpin memiliki visi yang jelas untuk masa depan.					
2.	Pemimpin menunjukkan kepercayaan diri dalam mengambil keputusan					
b. Inspirasi						
3.	Pemimpin memberikan motivasi untuk mencapai tujuan yang lebih tinggi.					
4.	Pemimpin mengkomunikasikan harapan yang tinggi kepada tim dengan cara yang positif					
c. Stimulasi Intelektual						
5.	Pemimpin mendorong saya untuk berpikir secara kreatif dalam menyelesaikan masalah					
6.	Pemimpin mendukung saya untuk melihat masalah dari berbagai sudut pandang					
d. Perhatian Individual						
7.	Pemimpin memperhatikan kebutuhan juga perkembangan setiap karyawan.					
8.	Pemimpin memberikan kesempatan kepada setiap karyawan untuk berkembang secara profesional					
II. Variabel Komunikasi Internal						
a. Memperbaiki Koordinasi Tugas Sesama Karyawan						
9.	Saya merasa komunikasi sesama rekan kerja, membantu dalam mengoordinasikan tugas dengan lebih efektif.					
10.	Rekan kerja, selalu memberikan informasi yang jelas terkait tugas yang harus dikerjakan.					
b. Upaya Pemecahan Masalah Sesama Karyawan						
11.	Saya merasa nyaman berdiskusi dengan rekan kerja untuk mencari solusi terhadap suatu masalah.					

12.	Saya sering berdiskusi dengan rekan kerja untuk menemukan cara terbaik dalam menyelesaikan pekerjaan.					
c. Saling Berbagi Informasi Sesama Karyawan						
13.	Saya merasa rekan kerja selalu berbagi informasi penting yang berkaitan dengan pekerjaan					
14.	Pimpinan maupun karyawan di tempat kerja sering berbagi informasi yang dapat meningkatkan produktivitas kerja.					
d. Upaya Pemecahan Konflik Sesama Karyawan						
15.	Saya merasa komunikasi yang baik membantu mengatasi konflik dengan rekan kerja secara efektif.					
16.	Komunikasi yang baik di tempat kerja, membantu menciptakan lingkungan kerja yang harmonis					
e. Membina Hubungan Melalui Kegiatan Bersama						
17.	Saya sering berinteraksi dengan rekan kerja di luar pekerjaan melalui kegiatan bersama					
18.	Perusahaan menyediakan kesempatan untuk membangun hubungan yang baik antar karyawan melalui berbagai kegiatan					
III. Variabel Kemampuan Bekerja						
a. Kemampuan Intelektual						
19.	Saya dapat memahami, juga menganalisis tugas yang diberikan dengan baik.					
20.	Saya mampu menemukan solusi yang efektif dalam menyelesaikan pekerjaan.					
b. Kemampuan Emosional						
21.	Saya dapat mengendalikan emosi, saat saya menghadapi tekanan kerja					
22.	Saya tetap tenang, juga fokus dalam menyelesaikan pekerjaan meskipun menghadapi masalah					
c. Kemampuan Sosial						
23.	Saya dapat berkomunikasi dengan rekan kerja secara efektif.					

24.	Saya memiliki hubungan yang baik dengan rekan kerja di lingkungan kerja saya					
d. Kemampuan Spiritual						
25.	Saya menjunjung tinggi nilai-nilai moral dalam setiap pekerjaan yang saya lakukan.					
26.	Saya selalu berusaha bersikap jujur, juga adil dalam menjalankan tugas saya					
IV. Variabel Komitmen Organisasi						
a. Affective Commitment						
27.	Saya merasa bangga menjadi bagian dari organisasi ini.					
28.	Saya merasa memiliki ikatan emosional yang kuat dengan organisasi ini					
b. Continuance Commitment						
29.	Saya tetap bertahan di organisasi ini karena mempertimbangkan manfaat yang saya peroleh.					
30.	Saya merasa bahwa meninggalkan organisasi ini akan berdampak besar terhadap stabilitas keuangan saya.					
c. Normative Commitment						
31.	Saya merasa memiliki kewajiban moral untuk tetap bekerja di organisasi ini.					
32.	Saya merasa bertanggung jawab untuk tetap bekerja di organisasi ini karena telah memberikan saya banyak kesempatan.					
IV. Variabel Kinerja Organisasi						
a. Keluaran (Output)						
33.	Perusahaan mampu menghasilkan produk/jasa sesuai dengan target yang ditetapkan.					
34.	Perusahaan mampu memenuhi permintaan pelanggan secara konsisten					
b. Hasil						
35.	Perusahaan menunjukkan peningkatan kinerja dibandingkan periode sebelumnya					
36.	Perusahaan berhasil mencapai target pertumbuhan yang telah ditetapkan.					

c. Kaitan Usaha Dengan Pencapaian						
37.	Strategi yang diterapkan perusahaan berkontribusi pada pencapaian tujuan bisnis					
38.	Setiap divisi di perusahaan memiliki peran yang jelas dalam pencapaian target.					
d. Informasi Penjelas						
39.	Perusahaan memiliki sistem pelaporan yang jelas juga transparan terkait pencapaian kinerja.					
40.	Informasi yang disediakan oleh perusahaan membantu dalam pengambilan keputusan strategis.					

*Atas segala partisipasi yang telah Bapak & Ibu berikan diucapkan terimakasih,
semoga bermanfaat bagi perkembangan ilmu pengetahuan.*

**PENGARUH KEPEMIMPINAN TRANSFORMASIONAL, KOMUNIKASI
INTERNAL, DAN KEMAMPUAN BEKERJA TERHADAP KOMITMEN
ORGANISASI DAN KINERJA ORGANISASI
(Studi pada PT Perkebunan Nusantara I di Surabaya)**

Hal : Pengisian Kuesioner
Lampiran : 1 (satu) set

Kepada Yth. 1. Bapak Regional Head 4
2. Bapak/Ibu Karyawan
PTPN I Regional 4
di
Tempat

Dengan hormat,

Dalam rangka penyelesaian studi di Magister Manajemen Universitas 17 Agustus 1945 Surabaya, kami akan melaksanakan penelitian untuk penyusunan tugas akhir tesis. Untuk mendukung penelitian tersebut, bersama ini kami mohon bantuan Bapak/Ibu bersedia menjadi responden dalam penelitian yang kami lakukan (kuesioner terlampir).

Kuesioner ini ditujukan untuk diisi oleh Ibu/Bapak/Sdr dengan menjawab dan memberikan tanggapan terhadap seluruh pertanyaan atau pernyataan yang telah disediakan. Kami mengharapkan jawaban dan tanggapan yang Bapak/Ibu berikan nantinya adalah jawaban obyektif agar diperoleh hasil maksimal. Perlu diketahui bahwa jawaban dan tanggapan yang diberikan tidak akan mempengaruhi status dan jabatan Bapak/Ibu. Kami menjamin kerahasiaan atas jawaban dan tanggapan yang Bapak/Ibu berikan serta tidak dipublikasikan secara personal.

Penelitian ini dilakukan dengan tujuan untuk membuktikan secara empiris dan menganalisis pengaruh kepemimpinan transformasional, komunikasi internal, dan kemampuan bekerja berpengaruh signifikan terhadap komitmen organisasi dan kinerja organisasi pada PT Perkebunan Nusantara I yang berada di Surabaya. Adapun judul penelitian ini adalah **“Pengaruh Kepemimpinan Transformasional, Komunikasi Internal, dan Kemampuan Bekerja terhadap Komitmen Organisasi dan Kinerja Organisasi pada PT Perkebunan Nusantara I di Surabaya”**.

Demikian pengantar ini disampaikan, atas perhatian dan bantuan partisipasi yang diberikan, kami ucapkan terima kasih.

Surabaya, 21 April 2025
Hormat kami,
Peneliti

LAURENTIUS ST GOMO TUMANGGOR
1262400012

Lampiran 2 Surat Ijin Penelitian



YAYASAN PERGURUAN 17 AGUSTUS 1945 SURABAYA
UNIVERSITAS 17 AGUSTUS 1945 (UNTAS) SURABAYA
FAKULTAS EKONOMI DAN BISNIS

PROGRAM STUDI MANAJEMEN (S1)
 PROGRAM STUDI AKUNTANSI (S1)
 PROGRAM STUDI EKONOMI PEMBANGUNAN (S1)
 PROGRAM STUDI MAGISTER MANAJEMEN (S2)
 PROGRAM STUDI DOKTOR ILMU EKONOMI (S3)

TERAKREDITASI
 TERAKREDITASI
 TERAKREDITASI
 TERAKREDITASI

Kampus: Jl. Semolowaru 45 Surabaya 60118, Telp (031) 5931800 Ext 140, 141, E-mail: feb@untag-sby.ac.id

Nomor : 920 /K/FEB/IV/2025
 Lampiran : -
 Perihal : **Permohonan Ijin Penelitian**

Kepada : Yth. Bapak Pimpinan PT Perkebunan Nusantara I Regional 4
 Jalan Merak No. 1. Kecamatan Krembangan, Kota Surabaya. 60175

Sehubungan dengan Penyusunan Tesis yang berjudul "PENGARUH KEPEMIMPINAN TRANSFORMASIONAL, KOMUNIKASI INTERNAL, DAN KEMAMPUAN BEKERJA TERHADAP KOMITMEN ORGANISASI DAN KINERJA ORGANISASI PADA PT PERKEBUNAN NUSANTARA I DI SURABAYA

" oleh mahasiswa Program Studi **Magister Manajemen** Fakultas Ekonomi Dan Bisnis Universitas 17 Agustus 1945 Surabaya, maka mahasiswa dibawah ini sangat memerlukan sumber data (referensi) guna melakukan Penelitian lapangan. Berkenaan dengan hal tersebut diatas, maka kami mohon perkenan Bapak/Ibu untuk memberikan ijin & bantuan kepada mahasiswa di bawah ini :

Nama : LAURENTIUS ST GOMO TUMANGGOR
 N. P. M : 1262400012
 Fakultas / Program Studi : Ekonomi dan Bisnis / Magister Manajemen
 Alamat : Griya Mangli Indah Ae 3 Rt 02 Rw 04. Kel. Mangli. Kec.
 Kaliwates. Kab. Jember. Prov. Jawa Timur.
 Telp./Hp. : 081216041420

Guna melakukan penelitian pada :

"PT PERKEBUNAN NUSANTARA I DI SURABAYA"

Demikian permohonan kami, atas perhatian serta kerjasamanya kami sampaikan terima kasih.



Surabaya, 15 April 2025

Dekan

Prof. Dr. H. Slamet Riyadi, MSi., Ak. CA., CTA

NPP. 20220.93.0319

Lampiran 3 Bio Data Responden

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Jenis Kelamin	100	1	2	1.29	.456
Umur	100	26	50	35.92	6.068
Pendidikan	100	2	4	2.51	.643
Pengalaman	100	1	4	2.18	.783
Valid N (listwise)	100				

Statistics					
		Jenis Kelamin	Umur	Pendidikan	Pengalaman
N	Valid	100	100	100	100
	Missing	0	0	0	0

Jenis Kelamin					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	71	71.0	71.0	71.0
	2	29	29.0	29.0	100.0
	Total	100	100.0	100.0	

		Umur			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26	5	5.0	5.0	5.0
	27	4	4.0	4.0	9.0
	28	4	4.0	4.0	13.0
	29	6	6.0	6.0	19.0
	30	2	2.0	2.0	21.0
	31	1	1.0	1.0	22.0
	32	2	2.0	2.0	24.0
	33	3	3.0	3.0	27.0
	34	8	8.0	8.0	35.0
	35	19	19.0	19.0	54.0
	36	11	11.0	11.0	65.0
	37	5	5.0	5.0	70.0
	38	3	3.0	3.0	73.0
	39	1	1.0	1.0	74.0
	40	10	10.0	10.0	84.0
	41	2	2.0	2.0	86.0
	45	6	6.0	6.0	92.0
	47	3	3.0	3.0	95.0
	50	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

		Pendidikan			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	57	57.0	57.0	57.0
	3	35	35.0	35.0	92.0
	4	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Pengalaman

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	12.0	12.0	12.0
	2	69	69.0	69.0	81.0
	3	8	8.0	8.0	89.0
	4	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

Lampiran 4 *Descriptives Variables*

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
x1	100	2	5	3.95	.657
x2	100	3	5	4.13	.580
x3	100	2	5	4.07	.685
x4	100	2	5	3.78	.824
x5	100	2	5	4.04	.695
x6	100	2	5	4.08	.761
x7	100	2	5	3.92	.662
x8	100	3	5	4.13	.562
Valid N (listwise)	100				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
x9	100	2	5	4.05	.657
x10	100	2	5	3.87	.774
x11	100	2	5	4.04	.724
x12	100	2	5	4.07	.807
x13	100	2	5	3.79	.820
x14	100	2	5	3.54	.947
x15	100	2	5	3.57	.987
x16	100	2	5	3.83	.900
x17	100	2	5	3.72	.830
x18	100	2	5	3.64	.905
Valid N (listwise)	100				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
x19	100	2	5	3.51	.916
x20	100	2	5	3.53	.915
x21	100	2	5	3.68	.875
x22	100	2	5	3.54	.904
x23	100	2	5	3.82	.770
x24	100	2	5	3.91	.683
x25	100	2	5	3.49	.882
x26	100	2	5	3.91	.922
Valid N (listwise)	100				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
x27	100	2	5	3.77	.737
x28	100	2	5	3.94	.750
x29	100	2	5	3.82	.770
x30	100	2	5	3.91	.683
x31	100	2	5	3.28	.965
x32	100	2	5	3.80	.752
Valid N (listwise)	100				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
x33	100	2	5	3.29	.977
x34	100	2	5	3.32	1.004
x35	100	2	5	3.56	.743
x36	100	2	5	3.92	.614
x37	100	2	5	3.57	.616
x38	100	2	5	3.56	.743
x39	100	2	5	3.82	.770
x40	100	2	5	3.91	.683
Valid N (listwise)	100				

Lampiran 5 Uji Validitas dan Reliabilitas Variabel

Uji Validitas

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x1	28.50	11.086	.318	.761
x2	28.37	10.309	.479	.735
x3	28.43	10.737	.365	.754
x4	28.77	8.185	.726	.678
x5	28.33	10.230	.536	.726
x6	28.43	8.737	.751	.678
x7	28.53	11.085	.598	.764
x8	28.37	11.620	.406	.776

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x9	35.57	19.013	.417	.668
x10	35.83	17.730	.594	.656
x11	35.47	19.637	.533	.678
x12	35.57	17.840	.326	.651
x13	35.77	15.771	.615	.594
x14	36.00	14.621	.572	.591
x15	35.93	17.444	.494	.657
x16	35.53	16.602	.448	.626
x17	35.80	18.166	.690	.679
x18	35.83	17.523	.448	.669

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x19	26.47	5.637	.416	.078
x20	26.43	3.909	.391	-.404 ^a
x21	26.17	3.799	.336	-.526 ^a
x22	26.47	7.223	.494	.317
x23	25.90	5.128	.334	-.115 ^a
x24	25.93	5.306	.344	-.108 ^a
x25	26.50	3.983	.593	-.394 ^a
x26	26.13	4.740	.609	-.162 ^a

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x27	19.50	2.328	.510	-.275 ^a
x28	19.27	2.340	.426	-.411 ^a
x29	19.20	2.441	.312	-.277 ^a
x30	19.23	3.013	.470	-.056 ^a
x31	19.93	3.375	.756	.277
x32	19.37	2.240	.458	-.468 ^a

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x33	26.77	8.545	.373	.658
x34	26.77	10.016	.696	.732
x35	26.50	8.113	.612	.593
x36	26.27	9.597	.452	.644
x37	26.53	9.361	.510	.633
x38	26.50	8.113	.612	.593
x39	26.13	9.560	.583	.675
x40	26.17	10.090	.438	.681

Uji Reliabilitas

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.877	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	12.167	2.230	.370	.665
X1.2	12.333	1.644	.608	.499
X1.3	12.117	1.650	.706	.431
X1.4	12.183	2.543	.199	.755

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.775	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	15.850	4.158	.195	.589
X2.2	15.667	4.316	.178	.592
X2.3	16.033	2.723	.553	.362
X2.4	15.883	3.305	.611	.376
X2.5	15.967	3.878	.201	.599

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha ^a	N of Items
.772	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X3.1	11.450	.937	.032	-.185 ^a
X3.2	11.317	1.267	-.149	.134
x3.3	10.917	1.208	-.050	-.026 ^a
x3.4	11.317	.853	.040	-.225 ^a

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha ^a	N of Items
.779	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z1.1	7.733	.444	-.015	-.816 ^a
Z1.2	7.567	.599	-.105	-.374 ^a
Z1.3	8.000	.672	-.289	.299

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

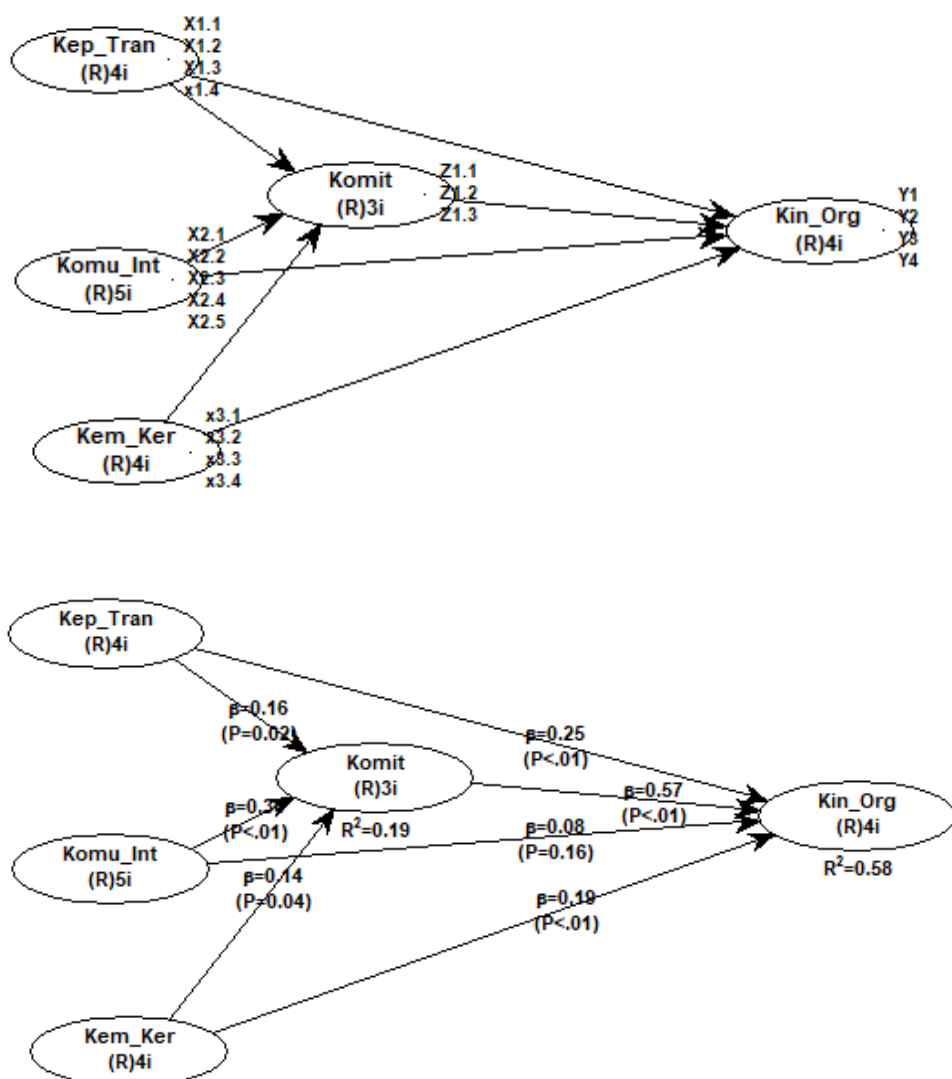
Reliability Statistics

Cronbach's Alpha	N of Items
.795	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1	11.650	1.662	.596	.751
Y.2	11.267	1.608	.732	.681
Y.3	11.400	1.576	.704	.693
Y.4	11.033	2.043	.412	.829

Lampiran 6 General SEM Analysis Result



* General SEM analysis results *

General project information

Version of WarpPLS used: 7.0

Project path (directory): D:\MM60\Pak Laurent MM60\
 Project file: LAURENT.prj
 Last changed: 28-Nov-2020 15:27:49
 Last saved: 28-Nov-2020 15:13:48
 Raw data path (directory): D:\ MM60\Pak Laurent MM60\
 Raw data file: Tabulasi Responden Pak Laurent.xlsx

Model fit and quality indices

Average path coefficient (APC)=0.250, $P < 0.001$
 Average R-squared (ARS)=0.385, $P < 0.001$
 Average adjusted R-squared (AARS)=0.371, $P < 0.001$
 Average block VIF (AVIF)=2.106, acceptable if ≤ 5 , ideally ≤ 3.3
 Average full collinearity VIF (AFVIF)=2.495, acceptable if ≤ 5 , ideally ≤ 3.3
 Tenenhaus GoF (GoF)=0.431, small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36
 Sympson's paradox ratio (SPR)=1.000, acceptable if ≥ 0.7 , ideally = 1
 R-squared contribution ratio (RSCR)=1.000, acceptable if ≥ 0.9 , ideally = 1
 Statistical suppression ratio (SSR)=0.857, acceptable if ≥ 0.7
 Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if ≥ 0.7

General model elements

Missing data imputation algorithm: Arithmetic Mean Imputation
 Outer model analysis algorithm: PLS Regression
 Default inner model analysis algorithm: Warp3
 Multiple inner model analysis algorithms used? No
 Resampling method used in the analysis: Stable3
 Number of data resamples used: 100
 Number of cases (rows) in model data: 100
 Number of latent variables in model: 5
 Number of indicators used in model: 20
 Number of iterations to obtain estimates: 14
 Range restriction variable type: None
 Range restriction variable: None
 Range restriction variable min value: 0.000
 Range restriction variable max value: 0.000
 Only ranked data used in analysis? No

 * Path coefficients and P values *

Path coefficients

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.164	0.356	0.141		
Kin_Org		0.250	0.080	0.191	0.568

P values

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.019	<0.001	0.039		
Kin_Org		<0.001	0.161	0.008	<0.001

* Standard errors for path coefficients *

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.079	0.075	0.079		
Kin_Org		0.077	0.080	0.078	0.072

* Effect sizes for path coefficients *

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.039	0.136	0.015		
Kin_Org		0.125	0.027	0.080	0.350

* Combined loadings and cross-loadings *

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
	Type (a SE)	P value			

X1.1	0.806	-0.351	0.134	0.018	-0.097	Reflect	0.068	<0.001
X1.2	0.685	0.414	0.961	-0.122	0.091	Reflect	0.070	<0.001
X1.3	0.607	-0.115	-0.040	0.185	-0.083	Reflect	0.071	<0.001
X1.4	0.732	0.095	-1.013	-0.060	0.091	Reflect	0.069	<0.001
X2.1	-0.044	0.975	0.032	-0.232	0.014	Reflect	0.066	<0.001
X2.2	0.107	0.351	0.098	1.053	-0.411	Reflect	0.076	<0.001
X2.3	0.216	0.195	-0.516	0.435	0.643	Reflect	0.078	0.007
X2.4	-0.044	0.975	0.032	-0.232	0.014	Reflect	0.066	<0.001
X2.5	0.102	0.059	0.082	-0.057	-0.137	Reflect	0.081	0.233
X3.1	0.989	-0.351	0.758	0.018	-0.097	Reflect	0.069	<0.001
X3.2	-0.398	0.414	0.825	-0.122	0.091	Reflect	0.068	<0.001
X3.3	-0.531	-0.082	0.803	0.100	0.038	Reflect	0.068	<0.001
X3.4	-0.073	0.135	-0.067	-0.101	0.475	Reflect	0.080	0.202
Z1	0.107	0.026	0.098	0.795	-0.411	Reflect	0.068	<0.001
Z2	0.216	-0.066	-0.516	0.759	0.643	Reflect	0.069	<0.001
Z3	-0.322	0.037	0.405	0.775	-0.208	Reflect	0.069	<0.001
Y1	0.216	-0.066	-0.516	0.435	0.678	Reflect	0.070	<0.001
Y2	0.368	-0.120	0.259	-0.131	0.600	Reflect	0.071	<0.001
Y3	-0.528	0.278	0.780	-0.201	0.583	Reflect	0.072	<0.001
Y4	-0.084	-0.064	-0.370	-0.139	0.709	Reflect	0.070	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.

* Normalized combined loadings and cross-loadings *

	Kep_Tra		Komu_In		Kem_Ker	Komit	Kin_Org
X1.1	0.678	-0.330	0.126	0.017	-0.091		
X1.2	0.544	0.366	0.851	-0.108	0.081		
X1.3	0.711	-0.167	-0.058	0.269	-0.120		
X1.4	0.713	0.052	-0.555	-0.033	0.050		
X2.1	-0.041	0.802	0.029	-0.213	0.013		
X2.2	0.094	0.357	0.086	0.924	-0.360		
X2.3	0.226	0.186	-0.538	0.453	0.671		
X2.4	-0.041	0.802	0.029	-0.213	0.013		
X2.5	0.507	0.389	0.408	-0.284	-0.678		
X3.1	0.931	-0.330	0.638	0.017	-0.091		
X3.2	-0.352	0.366	0.656	-0.108	0.081		
X3.3	-0.392	-0.061	0.769	0.074	0.028		
X3.4	-0.130	0.239	-0.206	-0.180	0.841		
Z1	0.094	0.023	0.086	0.809	-0.360		
Z2	0.226	-0.069	-0.538	0.723	0.671		

Z3	-0.322	0.037	0.406	0.855	-0.209
Y1	0.226	-0.069	-0.538	0.453	0.645
Y2	0.620	-0.201	0.436	-0.221	0.570
Y3	-0.474	0.249	0.701	-0.180	0.572
Y4	-0.076	-0.058	-0.331	-0.124	0.863

Note: Loadings are unrotated and cross-loadings are oblique-rotated, both after separate Kaiser normalizations.

* Pattern loadings and cross-loadings *

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
X1.1	0.989	-0.351	0.134	0.018	-0.097
X1.2	-0.398	0.414	0.961	-0.122	0.091
X1.3	0.647	-0.115	-0.040	0.185	-0.083
X1.4	1.511	0.095	-1.013	-0.060	0.091
X2.1	-0.044	1.060	0.032	-0.232	0.014
X2.2	0.107	0.026	0.098	1.053	-0.411
X2.3	0.216	-0.066	-0.516	0.435	0.643
X2.4	-0.044	1.060	0.032	-0.232	0.014
X2.5	0.102	0.038	0.082	-0.057	-0.137
X3.1	0.989	-0.351	0.134	0.018	-0.097
X3.2	-0.398	0.414	0.961	-0.122	0.091
X3.3	-0.531	-0.082	1.238	0.100	0.038
X3.4	-0.073	0.135	-0.243	-0.101	0.475
Z1	0.107	0.026	0.098	1.053	-0.411
Z2	0.216	-0.066	-0.516	0.435	0.643
Z3	-0.322	0.037	0.405	0.828	-0.208
Y1	0.216	-0.066	-0.516	0.435	0.643
Y2	0.368	-0.120	0.259	-0.131	0.345
Y3	-0.528	0.278	0.780	-0.201	0.485
Y4	-0.084	-0.064	-0.370	-0.139	1.039

Note: Loadings and cross-loadings are oblique-rotated.

* Normalized pattern loadings and cross-loadings *

Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
---------	---------	---------	-------	---------

X1.1	0.931	-0.330	0.126	0.017	-0.091
X1.2	-0.352	0.366	0.851	-0.108	0.081
X1.3	0.939	-0.167	-0.058	0.269	-0.120
X1.4	0.828	0.052	-0.555	-0.033	0.050
X2.1	-0.041	0.976	0.029	-0.213	0.013
X2.2	0.094	0.023	0.086	0.924	-0.360
X2.3	0.226	-0.069	-0.538	0.453	0.671
X2.4	-0.041	0.976	0.029	-0.213	0.013
X2.5	0.507	0.187	0.408	-0.284	-0.678
X3.1	0.931	-0.330	0.126	0.017	-0.091
X3.2	-0.352	0.366	0.851	-0.108	0.081
X3.3	-0.392	-0.061	0.915	0.074	0.028
X3.4	-0.130	0.239	-0.431	-0.180	0.841
Z1	0.094	0.023	0.086	0.924	-0.360
Z2	0.226	-0.069	-0.538	0.453	0.671
Z3	-0.322	0.037	0.406	0.829	-0.209
Y1	0.226	-0.069	-0.538	0.453	0.671
Y2	0.620	-0.201	0.436	-0.221	0.580
Y3	-0.474	0.249	0.701	-0.180	0.436
Y4	-0.076	-0.058	-0.331	-0.124	0.931

Note: Loadings and cross-loadings shown are after oblique rotation and Kaiser normalization.

* Structure loadings and cross-loadings *

	Kep_Tra		Komu_In		Kem_Ker	Komit	Kin_Org
X1.1	0.806	0.264	0.758	0.075	0.335		
X1.2	0.885	0.557	0.625	0.091	0.337		
X1.3	0.607	0.254	0.420	0.194	0.285		
X1.4	0.732	0.419	0.335	0.263	0.400		
X2.1	0.496	0.975	0.465	0.146	0.206		
X2.2	0.206	0.851	0.104	0.795	0.396		
X2.3	0.173	0.895	0.021	0.759	0.678		
X2.4	0.496	0.975	0.465	0.146	0.206		

X2.5	0.080	0.759	0.084	-0.065	-0.041
X3.1	0.606	0.264	0.758	0.075	0.335
X3.2	0.685	0.557	0.825	0.091	0.337
X3.3	0.502	0.278	0.803	0.091	0.329
X3.4	0.011	0.067	0.767	0.195	0.245
Z1	0.206	0.351	0.104	0.795	0.396
Z2	0.173	0.195	0.021	0.759	0.678
Z3	0.119	0.251	0.107	0.775	0.364
Y1	0.173	0.195	0.021	0.659	0.778
Y2	0.583	0.255	0.554	0.188	0.600
Y3	0.451	0.392	0.554	0.187	0.783
Y4	0.089	0.037	0.014	0.403	0.709

Note: Loadings and cross-loadings are unrotated.

* Normalized structure loadings and cross-loadings *

	Kep_Tra		Komu_In		Kem_Ker	Komit	Kin_Org
X1.1	0.678	0.222	0.638	0.063	0.282		
X1.2	0.544	0.443	0.656	0.072	0.268		
X1.3	0.711	0.298	0.492	0.228	0.334		
X1.4	0.713	0.409	0.326	0.256	0.390		
X2.1	0.408	0.802	0.383	0.120	0.169		
X2.2	0.210	0.357	0.106	0.809	0.403		
X2.3	0.165	0.186	0.020	0.723	0.645		
X2.4	0.408	0.802	0.383	0.120	0.169		
X2.5	0.527	0.389	0.557	-0.431	-0.273		
X3.1	0.678	0.222	0.638	0.063	0.282		
X3.2	0.544	0.443	0.656	0.072	0.268		
X3.3	0.480	0.266	0.769	0.087	0.315		
X3.4	0.033	0.204	-0.206	0.595	0.749		
Z1	0.210	0.357	0.106	0.809	0.403		
Z2	0.165	0.186	0.020	0.723	0.645		
Z3	0.131	0.277	0.118	0.855	0.402		

X3.3	0.000 0.339	0.000	0.722	0.000	0.000	Reflect	0.074	<0.001	1.427	1
X3.4	0.000 0.002	0.000	0.835	0.000	0.000	Reflect	0.081	0.332	1.002	1
Z1	0.000 0.350	0.000	0.000	0.840	0.000	Reflect	0.074	<0.001	1.345	1
Z2	0.000 0.319	0.000	0.000	0.720	0.000	Reflect	0.074	<0.001	1.273	1
Z3	0.000 0.332	0.000	0.000	0.828	0.000	Reflect	0.074	<0.001	1.303	1
Y1	0.000 0.276	0.000	0.000	0.000	0.807	Reflect	0.075	<0.001	1.390	1
Y2	0.000 0.217	0.000	0.000	0.000	0.762	Reflect	0.075	<0.001	1.295	1
Y3	0.000 0.205	0.000	0.000	0.000	0.752	Reflect	0.076	<0.001	1.297	1
Y4	0.000 0.302	0.000	0.000	0.000	0.826	Reflect	0.074	<0.001	1.397	1

Notes: P values < 0.05 and VIFs < 2.5 are desirable for formative indicators; VIF = indicator variance inflation factor;

WLS = indicator weight-loading sign (-1 = Simpson's paradox in l.v.); ES = indicator effect size.

* Latent variable coefficients *

R-squared coefficients

Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
	0.189	0.582		

Adjusted R-squared coefficients

Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
	0.172	0.570		

Composite reliability coefficients

Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
0.802	0.790	0.720	0.820	0.738

Cronbach's alpha coefficients

Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
0.870	0.710	0.719	0.871	0.729

Average variances extracted

Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
0.706	0.813	0.776	0.703	0.715

Full collinearity VIFs

Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
3.668	1.521	3.363	1.849	2.075

Q-squared coefficients

Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
	0.153	0.529		

Minimum and maximum values

Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
-3.784	-3.075	-3.304	-1.858	-2.378
1.839	1.525	1.610	1.733	2.055

Medians (top) and modes (bottom)

Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
-0.193	-0.148	-0.045	-0.063	0.203
-0.193	-0.179	-0.045	-0.063	0.470

Skewness (top) and exc. kurtosis (bottom) coefficients

Kep_Tra		Komu_In		Kem_Ker		Komit	Kin_Org
-0.313	-0.539	-0.509	-0.004	-0.120			
0.675	0.441	0.579	-0.718	-0.641			

Tests of unimodality: Rohatgi-Sz kely (top) and Klaassen-Mokveld-van Es (bottom)

Kep_Tra		Komu_In		Kem_Ker		Komit	Kin_Org
Yes	Yes	Yes	Yes	Yes			
Yes	Yes	Yes	Yes	Yes			

Tests of normality: Jarque Bera (top) and robust Jarque Bera (bottom)

Kep_Tra		Komu_In		Kem_Ker		Komit	Kin_Org
Yes	No	No	Yes	Yes			
No	No	No	Yes	Yes			

 * Correlations among latent variables and errors *

Correlations among l.vs. with sq. rts. of AVEs

	Kep_Tra		Komu_In		Kem_Ker		Komit	Kin_Org
Kep_Tra	0.711	0.522	0.828	0.214	0.478			
Komu_In	0.522	0.643	0.461	0.344	0.325			
Kem_Ker	0.828	0.461	0.690	0.101	0.409			
Komit	0.214	0.344	0.101	0.777	0.615			
Kin_Org	0.478	0.325	0.409	0.615	0.644			

Note: Square roots of average variances extracted (AVEs) shown on diagonal.

P values for correlations

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kep_Tra	1.000	<0.001	<0.001	0.009	<0.001
Komu_In	<0.001	1.000	<0.001	<0.001	<0.001
Kem_Ker	<0.001	<0.001	1.000	0.220	<0.001
Komit	0.009	<0.001	0.220	1.000	<0.001
Kin_Org	<0.001	<0.001	<0.001	<0.001	1.000

Correlations among l.v. error terms with VIFs

	(e)Komi	(e)Kin_
(e)Komi	1.000	0.004
(e)Kin_	0.004	1.000

Notes: Variance inflation factors (VIFs) shown on diagonal. Error terms included (a.k.a. residuals) are for endogenous l.vs.
P values for correlations

	(e)Komi	(e)Kin_
(e)Komi	1.000	0.963
(e)Kin_	0.963	1.000

* Block variance inflation factors *

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	2.119	1.296	1.903		
Kin_Org	3.424	1.475	3.310	1.217	

Note: These VIFs are for the latent variables on each column (predictors), with reference to the latent variables on each row (criteria).

* Indirect and total effects *

Indirect effects for paths with 2 segments

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kin_Org	0.093	0.202	0.080		

Number of paths with 2 segments

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kin_Org	1	1	1		

P values of indirect effects for paths with 2 segments

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kin_Org	0.051	<0.001	0.080		

Standard errors of indirect effects for paths with 2 segments

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kin_Org	0.057	0.055	0.057		

Effect sizes of indirect effects for paths with 2 segments

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kin_Org	0.047	0.068	0.033		

Sums of indirect effects

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kin_Org	0.093	0.202	0.080		

Number of paths for indirect effects

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kin_Org	1	1	1		

P values for sums of indirect effects

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kin_Org	0.051	<0.001	0.080		

Standard errors for sums of indirect effects

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kin_Org	0.057	0.055	0.057		

Effect sizes for sums of indirect effects

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kin_Org	0.047	0.068	0.033		

Total effects

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.164	0.356	0.141		
Kin_Org	0.343	0.282	0.271	0.568	

Number of paths for total effects

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	1	1			
Kin_Org	2	2	2	1	

P values for total effects

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.019	<0.001	0.039		
Kin_Org	<0.001	<0.001	<0.001	<0.001	

Standard errors for total effects

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.079	0.075	0.079		
Kin_Org		0.076	0.077	0.077	0.072

Effect sizes for total effects

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.039	0.136	0.015		
Kin_Org		0.172	0.095	0.113	0.350

* Causality assessment coefficients *

Path-correlation signs

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	1	1	1		
Kin_Org		1	1	1	1

Notes: path-correlation signs; negative sign (i.e., -1) = Simpson's paradox.

R-squared contributions

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.039	0.136	0.015		
Kin_Org		0.125	0.027	0.080	0.350

Notes: R-squared contributions of predictor lat. vars.; columns = predictor lat. vars.; rows = criteria lat. vars.; negative sign = reduction in R-squared.

Path-correlation ratios

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.695	0.932	1.361		
Kin_Org		0.499	0.237	0.457	0.922

otes: absolute path-correlation ratios; ratio > 1 indicates statistical suppression; 1 < ratio <= 1.3: weak suppression; 1.3 < ratio <= 1.7: medium; 1.7 < ratio: strong.

Path-correlation differences

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.072	0.026	0.037		
Kin_Org		0.251	0.257	0.227	0.048

Note: absolute path-correlation differences.

P values for path-correlation differences

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.186	0.376	0.323		
Kin_Org		<0.001	<0.001	0.002	0.277

Note: P values for absolute path-correlation differences.

Warp2 bivariate causal direction ratios

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.925	0.929	1.064		
Kin_Org		0.966	0.983	0.982	1.000

Notes: Warp2 bivariate causal direction ratios; ratio > 1 supports reversed link; 1 < ratio <= 1.3: weak support; 1.3 < ratio <= 1.7: medium; 1.7 < ratio: strong.

Warp2 bivariate causal direction differences

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.017	0.026	0.007		
Kin_Org		0.017	0.006	0.007	0.000

Note: absolute Warp2 bivariate causal direction differences.

P values for Warp2 bivariate causal direction differences

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.415	0.373	0.468		
Kin_Org		0.419	0.472	0.464	0.500

Note: P values for absolute Warp2 bivariate causal direction differences.

Warp3 bivariate causal direction ratios

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.917	0.913	1.148		
Kin_Org		0.970	0.995	0.984	1.002

Notes: Warp3 bivariate causal direction ratios; ratio > 1 supports reversed link; 1 < ratio <= 1.3: weak support; 1.3 < ratio <= 1.7: medium; 1.7 < ratio: strong.

Warp3 bivariate causal direction differences

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.020	0.033	0.015		
Kin_Org		0.015	0.002	0.007	0.001

Note: absolute Warp3 bivariate causal direction differences.

P values for Warp3 bivariate causal direction differences

	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Komit	0.405	0.342	0.426		
Kin_Org		0.426	0.492	0.468	0.493

Note: P values for absolute Warp3 bivariate causal direction differences.

Lampiran 7 Mapping Jurnal Penelitian

No	Peneliti, Topik/Judul Penelitian	Variabel penelitian	Teknik Analisis	Hasil Penelitian
1	Malik, W. U., Javed, M., & Hassan, S. T. (2017) "Influence of transformational leadership components on job satisfaction and organizational commitment". Pakistan Journal of Commerce and Social Sciences (PJCSS), 11(1), 147-166	transformational leadership components, job satisfaction and organizational commitment	SEM	Hasil penelitian menunjukkan bahwa: komponen kepemimpinan transformasional memiliki pengaruh yang signifikan terhadap kepuasan kerja bersama dengan komitmen organisasi karyawan.
2	Atmojo, M. (2015) "The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance". International research journal of business studies, 5(2).	transformational leadership, job satisfaction, organizational commitment, and employee performance	SEM	kepemimpinan transformasional berpengaruh signifikan terhadap kepuasan kerja, kepemimpinan transformasional berpengaruh signifikan terhadap komitmen organisasi
3	Vipraprastha, T., Sudja, I. N., & Yuesti, A. (2018) " <i>The effect of transformational leadership and organizational commitment to employee performance with citizenship organization (OCB) behavior as intervening variables</i> (At PT Sarana Arga Gemeh Amerta in Denpasar City)". <i>International Journal of Contemporary Research and Review</i> , 9(02), 20503-20518.	<i>transformational leadership, organizational commitment, employee performance and citizenship organization (OCB)</i>	SEM	Hasil penelitian menunjukkan bahwa: (1) kepemimpinan transformasional berpengaruh negatif terhadap kinerja karyawan (2) komitmen organisasi berpengaruh positif signifikan terhadap kinerja karyawan (3) kepemimpinan transformasional berpengaruh positif signifikan terhadap perilaku kewargaan organisasi (4) komitmen organisasi berpengaruh positif signifikan terhadap perilaku kewargaan organisasi

4	Effiyanti, E., Lubis, A. R., Sofyan, S., & Syafruddin, S. (2021) “ <i>The influence of transformational leadership on organizational performance: a case study in Indonesia</i> ”. <i>The Journal of Asian Finance, Economics and Business</i> , 8(2), 583-593.	<i>transformational leadership, organizational performance</i>	SEM	Hasil penelitian menunjukkan bahwa: kepemimpinan transformasional sebagai prediktor signifikan kesiapan untuk berubah dan terbukti relevan dalam memberdayakan kualitas berbagi pengetahuan, yang pada gilirannya mempengaruhi kinerja organisasi.
5.	Fauzan, A., Tupti, Z., Pasaribu, F., & Tanjung, H. (2023) “Pengaruh kepemimpinan transformasional dan budaya organisasi terhadap kinerja pegawai dimediasi oleh komitmen organisasi”. <i>Jesya (Jurnal Ekonomi dan Ekonomi Syariah)</i> , 6(1), 517-534.	kepemimpinan transformasional, budaya organisasi, kinerja pegawai, komitmen organisasi	SEM	Hasil penelitian menunjukkan bahwa Hasil penelitian ini menunjukkan bahwa (1) Kepemimpinan transformasional secara langsung berpengaruh signifikan terhadap kinerja pegawai pada Kantor Dewan Perwakilan Rakyat Daerah Provinsi Sumatera Utara. (2) Secara langsung budaya organisasi berpengaruh signifikan terhadap kinerja pegawai pada Kantor Dewan Perwakilan Rakyat Daerah Provinsi Sumatera Utara. (3) Secara langsung komitmen organisasi berpengaruh signifikan terhadap kinerja pegawai pada Kantor Dewan Perwakilan Rakyat Daerah Provinsi Sumatera Utara..
6.	Santoso, N. R., Sulistyaningtyas, I. D., & Pratama, B. P. (2022) “ <i>Transformational leadership during the COVID-19 pandemic: Strengthening employee engagement through internal communication</i> ”. <i>Journal of</i>	<i>Transformational leadership, employee engagement, internal communication</i>	Kualitatif	Melalui nilai-nilai spiritual, pemimpin transformasional yang mempromosikan keterlibatan karyawan di tengah krisis ini memastikan keberlanjutan organisasi. Karena pandemi COVID-19, penelitian ini menunjukkan bahwa para

	<i>Communication Inquiry</i> , 01968599221095182.			pemimpin dapat meningkatkan keterlibatan karyawan dengan memasukkan nilai-nilai spiritual melalui komunikasi internal.
7.	Salman, S. M., Hamed, S. A., & Fisal, M. Z. (2023) “ <i>Leadership and internal communication strategies in public organizations: Analytical research</i> ”. <i>International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.</i> , 8(4), 14.	<i>Leadership, internal communicate, strategies in public organizations</i> ”	<i>Analytical research</i>	Studi ini menunjukkan bagaimana para pemimpin dalam organisasi publik meningkatkan komunikasi internal, anggota staf pendidikan dari Kementerian Pendidikan Tinggi. Efektivitas komunikasi ini dipengaruhi oleh sifat hubungan dan simbolisme serta sikap pemimpin terhadapnya.
8.	Wahyuni, N. P. M. S., Widyani, A. A. D., & Utami, N. M. S. (2021) “Pengaruh Kepemimpinan Transformatif, Kompensasi Finansial, Dan Komunikasi Internal Terhadap Kinerja Karyawan Pada UD. Kecak Mama”. <i>VALUES</i> , 2(3).	Kepemimpinan Transformatif, Kompensasi Finansial, Komunikasi Internal, Kinerja Karyawan	Regresi Berganda	Hasil penelitian menunjukkan bahwa kepemimpinan transformatif, kompensasi finansial dan komunikasi internal berpengaruh positif dan signifikan terhadap kinerja karyawan pada UD. Kecak mama.
9.	Mahkota, N. K. W. K. I., Sintaasih, D. K., & Rahyuda, A. G. (2017) “Pengaruh Kepemimpinan Transformatif dan Budaya Organisasi terhadap Komitmen Organisasi dan Kinerja Karyawan Pada PT. Sasjam Riri di Kabupaten Gianyar”. <i>E-Jurnal Ekonomi Dan Bisnis Universitas Udayana</i> , 6(11), 3985-4014..	Kepemimpinan Transformatif, Budaya Organisasi, Komitmen Organisasi, Kinerja Karyawan	SEM	Hasil penelitian menyatakan bahwa, komitmen berperan sebagai variabel mediasi hubungan antara Kepemimpinan Transformatif atau Budaya Organisasi dan Kinerja Karyawan dan berpengaruh baik secara simultan maupun secara parsial pada peningkatan kinerja karyawan
10.	Al Basyir, L. M., Madhakomala, R., & Handaru, A. W. (2020) “ <i>The effect of</i>	<i>transformational leadership,</i>	SEM	Hasil penelitian adalah sebagai berikut: (1) terdapat pengaruh negatif

	<i>transformational leadership, organizational communication and job involvement toward withdrawal behavior". Management Science Letters, 10(7), 1623-1632.</i>	<i>organizational communication, job involvement, withdrawal behavior</i>		kepemimpinan transformasional terhadap perilaku penarikan diri; (2) terdapat pengaruh negatif komunikasi organisasi terhadap perilaku penarikan diri; (3) terdapat pengaruh negatif keterlibatan kerja terhadap perilaku penarikan diri; (4) terdapat pengaruh positif kepemimpinan transformasional terhadap keterlibatan kerja; (5) terdapat pengaruh positif komunikasi organisasi terhadap keterlibatan kerja..
11.	Rachmat, A., Indratjahyo, H., & Kurniawan Subagja, I. (2023) dalam penelitiannya yang berjudul " <i>The influence of transformational leadership and organizational commitment on employee performance through communication at the directorate general of budget, directorate general of budget</i> ". <i>International Journal of Multidisciplinary Research and Growth Evaluation</i> , 4(3), 942-952.	<i>transformational leadership, organizational commitment, employee performance</i>	SEM	Hasil penelitian menunjukkan bahwa terdapat pengaruh kepemimpinan transformasional dan komitmen organisasi terhadap komunikasi, terdapat pengaruh kepemimpinan transformasional dan komitmen organisasi terhadap kinerja pegawai, dan terdapat pengaruh komunikasi terhadap kinerja pegawai, komunikasi tidak mempengaruhi kepemimpinan transformasional dan komitmen organisasi terhadap kinerja pegawai.
12.	Ausat, A. M. A., Suherlan, S., Peirisal, T., & Hirawan, Z. (2022) " <i>The effect of transformational leadership on organizational commitment and work performance</i> ". <i>Journal of Leadership in Organizations</i> , 4(1)..	<i>transformational leadership on organizational commitment and work performance</i>	SEM	Hasil: Kepemimpinan transformasional memiliki pengaruh yang baik dan signifikan terhadap komitmen organisasi dan kinerja kerja, menurut temuan penelitian. Begitu pula dengan komitmen organisasi terhadap kinerja

				kerja. Komitmen organisasi, di sisi lain, tampaknya bukan variabel mediasi yang signifikan antara kepemimpinan transformasional dan kinerja kerja..
13.	Patiar, A., & Wang, Y. (2016) dalam penelitiannya yang berjudul <i>“The effects of transformational leadership and organizational commitment on hotel departmental performance”</i> . <i>International Journal of Contemporary Hospitality Management</i> , 28(3), 586-608.	<i>transformational leadership, organizational commitment</i>	SEM	Penelitian ini menemukan bahwa Transformational Leadership Style (TLS) berpengaruh langsung dan tidak langsung terhadap kinerja nonfinansial, sosial, dan lingkungan melalui Organizational Commitment (OC), namun tidak memediasi kinerja finansial. Kontribusi teoritisnya terletak pada penggunaan indikator kinerja hotel yang relevan dan model regresi bootstrapping. Implikasi praktisnya, manajemen perlu memperhatikan kualitas TLS, menyediakan pelatihan TLS yang berkelanjutan, dan fokus pada dimensi kinerja utama. Studi ini mendukung pendekatan kepemimpinan yang holistik dan multidimensional terhadap kinerja organisasi.
14	Alharbi, S. H. (2025) dalam penelitiannya yang berjudul <i>“The Impact of Internal Communication on Organizational Performance Efficiency”</i> . <i>Arab Journal of Administration</i> , 45(2), 173-186.	<i>Internal Communication, Organizational Performance Efficiency</i>	Kuantitatif	Hasil penelitian menunjukkan adanya hubungan positif antara sistem komunikasi dengan manajemen sumber daya manusia (SDM), serta antara komunikasi internal dengan SDM. Komunikasi internal juga terbukti menjadi mediator dalam hubungan

				antara sistem komunikasi dan efisiensi kinerja. Namun, ditemukan bahwa hubungan langsung antara sistem komunikasi dan efisiensi kinerja bersifat negatif, sehingga efektivitas sistem komunikasi dalam meningkatkan efisiensi sangat bergantung pada peran mediasi komunikasi internal. Temuan ini menegaskan pentingnya penguatan komunikasi internal dalam organisasi untuk mencapai kinerja yang lebih efisien dan mendukung pengambilan keputusan kelembagaan yang strategis.
15.	Nwata, U. P., Umoh, G. I., & Amah, E. (2016) dalam penelitiannya yang berjudul <i>“Internal organizational communication and employees’ performance in selected banks in Port Harcourt”</i> . <i>International journal of novel research in humanity and social sciences</i> , 3(3), 86-95.	<i>Internal organizational communication, employees’</i>	Kuantitatif	Hasil penelitian menunjukkan bahwa dimensi komunikasi organisasi internal, yaitu komunikasi ke bawah dan ke atas, berpengaruh signifikan terhadap kinerja karyawan, khususnya dalam hal efisiensi dan efektivitas kerja. Analisis korelasi Pearson dan korelasi parsial menguatkan bahwa komunikasi yang jelas, konsisten, dan terstruktur dalam organisasi memiliki kaitan erat dengan peningkatan kinerja karyawan. Oleh karena itu, organisasi disarankan untuk memastikan saluran komunikasi internal berjalan sesuai prosedur formal guna menghindari ambiguitas dan

				mendukung terciptanya tenaga kerja yang lebih efisien dan efektif.
--	--	--	--	--

Lampiran 8 Tabulasi Responden 30 Uji Reliabilitas

Resp	x1	x2	X1.1	x3	x4	X1.2	x5	x6	X1.3	x7	x8	X1.4	x9	x10	X2.1	x11	x12	X2.2	x13	x14	X2.3
1	5	5	5	5	5	5	5	5	5	5	4	4.5	4	5	4.5	4	5	4.5	5	5	5
2	4	4	4	4	3	3.5	4	4	4	3	5	4	5	5	5	5	4	4.5	4	2	3
3	4	5	4.5	4	4	4	4	4	4	4	5	4.5	5	5	5	5	5	5	5	5	5
4	3	3	3	4	3	3.5	4	4	4	4	4	4	4	5	4.5	5	5	5	3	2	2.5
5	4	4	4	4	3	3.5	4	3	3.5	4	4	4	3	4	3.5	5	5	5	4	4	4
6	3	4	3.5	3	4	3.5	4	3	3.5	3	4	3.5	4	3	3.5	3	4	3.5	4	5	4.5
7	4	4	4	5	3	4	4	4	4	3	3	3	3	3	3	5	3	4	4	4	4
8	4	4	4	3	2	2.5	3	3	3	4	3	3.5	4	3	3.5	3	2	2.5	2	4	3
9	4	4	4	4	3	3.5	3	4	3.5	4	4	4	4	4	4	4	4	4	4	4	4
10	5	4	4.5	4	5	4.5	4	5	4.5	4	5	4.5	5	4	4.5	4	4	4	3	3	3
11	3	5	4	5	5	5	5	4	4.5	4	4	4	5	4	4.5	4	4	4	3	2	2.5
12	4	5	4.5	5	5	5	5	5	5	4	3	3.5	5	4	4.5	4	5	4.5	4	4	4
13	4	4	4	4	5	4.5	5	5	5	5	5	5	4	4	4	4	5	4.5	5	5	5
14	4	4	4	3	4	3.5	5	5	5	5	5	5	4	4	4	5	4	4.5	5	5	5
15	3	4	3.5	4	3	3.5	3	4	3.5	5	5	5	4	5	4.5	5	5	5	4	4	4
16	3	3	3	3	3	3	5	3	4	4	4	4	4	2	3	4	4	4	5	5	5
17	4	3	3.5	4	3	3.5	3	2	2.5	4	4	4	5	5	5	5	5	5	4	3	3.5
18	4	4	4	4	4	4	4	4	4	4	5	4.5	5	4	4.5	4	4	4	4	4	4
19	4	5	4.5	5	4	4.5	4	4	4	5	4	4.5	3	2	2.5	4	3	3.5	3	3	3
20	4	4	4	5	4	4.5	4	4	4	3	3	3	3	4	3.5	4	4	4	3	2	2.5
21	4	3	3.5	5	4	4.5	4	5	4.5	5	5	5	4	4	4	5	5	5	4	4	4
22	5	5	5	4	4	4	4	5	4.5	3	4	3.5	4	3	3.5	4	3	3.5	3	2	2.5
23	5	5	5	4	4	4	5	4	4.5	4	4	4	4	4	4	4	5	4.5	4	4	4
24	5	5	5	4	5	4.5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4
25	4	4	4	4	2	3	4	4	4	4	4	4	5	4	4.5	4	4	4	4	4	4
26	4	4	4	5	5	5	5	5	5	4	4	4	4	4	4	3	3	3	5	5	5
27	4	5	4.5	5	4	4.5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
28	5	4	4.5	3	2	2.5	4	3	3.5	3	4	3.5	3	2	2.5	4	4	4	2	2	2
29	3	3	3	3	4	3.5	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5
30	5	5	5	4	4	4	5	5	5	3	4	3.5	4	3	3.5	4	3	3.5	5	2	3.5

x15	x16	x2.4	x17	x18	x2.5	x19	x20	x3.1	x21	x22	x3.2	x23	x24	x3.3	x25	x26	x3.4	x27	x28	Z1.1	x29	x30
5	5	5	3	5	4	3	4	3.5	4	4	4	5	4	4.5	4	3	3.5	3	4	3.5	5	4
4	5	4.5	2	5	3.5	4	3	3.5	4	5	4.5	4	4	4	3	4	3.5	3	3	3	4	4
4	4	4	4	4	4	4	4	4	4	4	4	3	4	3.5	4	4	4	4	5	4.5	3	4
2	4	3	3	3	3	3	4	3.5	4	3	3.5	4	4	4	3	5	4	5	4	4.5	4	4
3	5	4	5	5	5	5	3	4	2	4	3	4	4	4	3	3	3	4	4	4	4	4
4	5	4.5	5	5	5	4	5	4.5	4	3	3.5	2	5	3.5	2	3	2.5	3	4	3.5	2	5
3	5	4	5	4	4.5	3	4	3.5	4	3	3.5	4	5	4.5	5	5	5	4	2	3	4	5
2	5	3.5	5	5	5	4	3	3.5	4	2	3	5	3	4	4	4	4	4	4	4	5	3
3	4	3.5	2	4	3	3	4	3.5	4	5	4.5	4	4	4	2	3	2.5	2	4	3	4	4
4	3	3.5	4	2	3	3	3	3	4	4	4	5	5	5	5	5	5	5	4	4.5	5	5
3	5	4	5	3	4	2	3	2.5	2	2	2	5	5	5	3	3	3	3	4	3.5	5	5
4	4	4	4	4	4	5	2	3.5	2	5	3.5	4	4	4	4	2	3	2	4	3	4	4
5	5	5	5	2	3.5	4	5	4.5	5	3	4	5	4	4.5	4	5	4.5	5	4	4.5	5	4
5	5	5	5	5	5	2	4	3	4	4	4	5	4	4.5	2	4	3	4	4	4	5	4
4	2	3	3	3	3	5	2	3.5	4	4	4	4	4	4	4	2	3	3	4	3.5	4	4
5	4	4.5	4	4	4	3	5	4	4	2	3	5	5	5	4	4	4	4	5	4.5	5	5
3	4	3.5	3	2	2.5	4	3	3.5	3	4	3.5	4	3	3.5	5	4	4.5	4	4	4	4	3
4	5	4.5	5	5	5	4	4	4	5	4	4.5	4	4	4	4	4	4	5	4	4.5	4	4
4	5	4.5	5	5	5	2	4	3	4	5	4.5	4	4	4	2	4	3	3	4	3.5	4	4
2	4	3	4	4	4	4	2	3	3	4	3.5	4	4	4	2	5	3.5	5	4	4.5	4	4
2	5	3.5	4	5	4.5	4	4	4	4	2	3	5	4	4.5	3	5	4	5	5	5	5	4
3	2	2.5	3	2	2.5	5	4	4.5	5	2	3.5	4	5	4.5	4	4	4	3	4	3.5	4	5
4	4	4	4	3	3.5	4	5	4.5	4	3	3.5	4	4	4	5	4	4.5	4	4	4	4	4
5	5	5	5	4	4.5	2	4	3	4	4	4	4	4	4	3	4	3.5	4	5	4.5	4	4
4	4	4	4	4	4	2	2	2	3	5	4	4	4	4	3	4	3.5	4	4	4	4	4
5	4	4.5	4	5	4.5	3	2	2.5	5	3	4	4	2	3	4	5	4.5	4	3	3.5	4	2
4	3	3.5	2	3	2.5	4	3	3.5	4	3	3.5	2	4	3	3	4	3.5	4	3	3.5	2	4
4	3	3.5	3	3	3	5	4	4.5	4	4	4	4	4	4	3	2	2.5	4	5	4.5	4	4
4	4	4	4	4	4	3	5	4	5	3	4	4	4	4	4	4	4	4	5	4.5	4	4
5	3	4	3	4	3.5	3	3	3	3	3	3	3	4	4	4	4	4	3	4	3.5	4	4

Z1.2	x31	x32	Z1.3	x33	x34	Y.1	x35	x36	Y.2	x37	x38	Y.3	x39	x40	Y.4
4.5	5	5	5	3	4	3.5	5	4	5	4	5	4.5	5	4	4.5
4	3	4	3.5	4	4	4	3	4	4	4	3	3.5	4	4	4
3.5	4	4	4	3	5	4	5	4	5	3	5	4.2	3	4	3.5
4	2	4	3	4	3	3.5	4	4	4	4	4	4	4	4	4
4	4	3	3.5	5	4	4.5	5	5	5	4	5	4.7	4	4	4
3.5	5	4	4.5	3	2	2.5	3	3	3	3	3	3.2	2	5	3.5
4.5	3	4	3.5	4	4	4	3	4	4	4	3	3.5	4	5	4.5
4	4	3	3.5	2	5	3.5	4	4	4	3	4	3.7	5	3	4
4	4	4	4	4	3	3.5	4	4	4	4	4	4	4	4	4
5	2	4	3	5	4	4.5	5	5	5	4	5	4.7	5	5	5
5	2	4	3	3	4	3.5	5	5	5	4	5	4.3	5	5	5
4	5	4	4.5	4	2	3	3	4	4	3	3	3.2	4	4	4
4.5	3	4	3.5	4	2	3	4	4	4	4	4	4	5	4	4.5
4.5	3	3	3	2	5	3.5	3	3	3	2	3	2.7	5	4	4.5
4	3	2	2.5	2	3	2.5	3	4	4	2	3	2.5	4	4	4
5	3	4	3.5	5	3	4	4	4	4	4	4	4	5	5	5
3.5	5	4	4.5	3	3	3	3	4	4	4	3	3.3	4	3	3.5
4	5	5	5	3	3	3	3	4	4	4	3	3.3	4	4	4
4	4	3	3.5	3	5	4	4	4	4	3	4	3.7	4	4	4
4	3	5	4	3	5	4	2	5	4	4	2	2.8	4	4	4
4.5	2	5	3.5	5	4	4.5	4	4	4	5	4	4.5	5	4	4.5
4.5	3	4	3.5	5	3	4	3	4	4	4	3	3.7	4	5	4.5
4	4	4	4	4	2	3	4	3	4	4	4	4	4	4	4
4	3	4	3.5	3	3	3	4	4	4	4	4	3.8	4	4	4
4	3	4	3.5	2	4	3	4	3	4	3	4	3.7	4	4	4
3	3	5	4	3	3	3	3	4	4	4	3	3.3	4	2	3
3	3	4	3.5	4	3	3.5	4	4	4	4	4	4	2	4	3
4	3	4	3.5	3	3	3	4	4	4	4	4	3.8	4	4	4
4	2	3	2.5	3	3	3	3	4	4	3	3	3.2	4	4	4
4	3	4	3.5	3	3	3	4	3	4	4	4	3.8	4	4	4

Lampiran 9 Tabulasi Responden 100 SEM PLS

Resp	x1	x2	X1.1	x3	x4	X1.2	x5	x6	X1.3	x7	x8	X1.4	x9	x10	X2.1	x11	x12	X2.2	x13	x14	X2.3
1	5	5	5	5	5	5	5	5	5	5	4	4.5	4	5	4.5	4	5	4.5	5	5	5
2	4	4	4	4	4	3.5	4	4	4	3	5	4	5	5	5	5	5	4	4.5	4	2
3	4	5	4.5	4	4	4	4	4	4	4	5	4.5	5	5	5	5	5	5	5	5	5
4	3	3	3	4	3	3.5	4	4	4	4	4	4	4	5	4.5	5	5	5	3	2	2.5
5	4	4	4	4	4	3	3.5	4	3	3.5	4	4	4	3	4	3.5	5	5	5	4	4
6	3	4	3.5	3	4	3.5	4	3	3.5	3	4	3.5	4	3	3.5	3	4	3.5	4	5	4.5
7	4	4	4	5	3	4	4	4	4	3	3	3	3	3	3	5	3	4	4	4	4
8	4	4	4	3	2	2.5	3	3	3	3	4	3	3.5	4	3	3.5	3	2	2.5	2	4
9	4	4	3	4	3	3.5	3	4	4	4	4	4	4	4	4	4	4	4	4	4	5
10	5	4	4	4	5	4	4	5	4.5	4	5	4	5	4	3.5	4	4	4	4	3	3
11	3	5	3.5	5	5	3.5	5	4	3.5	4	4	4	5	4	4.5	4	4	4	4	3	2
12	4	5	4	5	5	4	5	5	4.5	4	3	4	5	4	3.5	4	5	4	4	4	4
13	4	4	4	5	5	5	5	5	5	5	5	4	4	4	4	4	5	4.5	5	5	2.5
14	4	4	4	3	4	4.5	5	5	4	5	5	2.5	4	4	2.5	5	4	2.5	5	5	3
15	3	4	4	4	3	4	3	4	3	5	5	4	4	5	4	5	5	4	4	4	3
16	3	3	4	3	3	4	5	3	4	4	4	3	4	2	3	4	4	4	5	5	4
17	4	3	3.5	4	3	2.5	3	2	4	4	4	3.5	5	5	3	5	5	2	4	3	4
18	4	4	4	4	4	4	4	4	4	4	5	4	5	4	4	4	4	4	4	4	4
19	4	5	4.5	5	4	4.5	4	4	4	5	4	4.5	3	2	2.5	4	3	3.5	3	3	3
20	4	4	5	5	4	4	4	4	4.5	3	3	3.5	3	4	3.5	4	4	3.5	3	2	2.5
21	4	3	3.5	5	4	4.5	4	5	4.5	5	5	5	4	4	4	5	5	5	4	4	4
22	5	5	5	4	4	4	4	5	4.5	3	4	3.5	4	3	3.5	4	3	3.5	3	2	2.5
23	5	5	5	4	4	4	5	4	4.5	4	4	4	4	4	4	4	5	4.5	4	4	4
24	5	5	5	4	5	4.5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4
25	4	4	4	4	2	3	4	4	4	4	4	4	5	4	4.5	4	4	4	4	4	4
26	4	4	4	5	5	5	5	5	5	4	4	4	4	4	4	4	3	3	3	5	5
27	4	5	4.5	5	4	4.5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
28	5	4	4.5	3	2	2.5	4	3	3.5	3	4	3.5	3	2	2.5	4	4	4	2	2	2
29	3	3	3	3	4	3.5	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5
30	5	5	4	4	4	4	5	5	4.5	3	4	4	4	3	3.5	4	3	4	5	2	4
31	3	4	3.5	4	3	3.5	4	3	3.5	4	4	4	5	4	4.5	4	4	4	3	3	3
32	4	4	4	4	4	4	4	5	4.5	4	4	4	3	4	3.5	4	4	4	4	4	4
33	5	5	5	5	5	5	5	5	5	4	4	4	4	4	4	4	5	4.5	3	2	2.5
34	4	4	4	5	4	4.5	4	4	4	2	3	2.5	2	3	2.5	2	3	2.5	3	3	3
35	4	4	4	4	4	4	3	3	3	3	4	4	4	4	4	4	4	4	3	3	3
36	4	4	4	4	4	4	4	4	4	3	3	3	4	2	3	4	4	4	4	4	4
37	3	4	3.5	3	2	2.5	4	4	4	3	4	3.5	3	3	3	2	2	2	5	3	4
38	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
39	3	4	3.5	4	3	3.5	4	3	3.5	4	4	4	4	4	4	4	4	4	3	3	3
40	4	4	4	5	4	4	4	4	4.5	4	5	4	4	5	4	4	5	4	5	4	3
41	4	4	4	3	4	3.5	4	4	4	4	4	4	4	4	4	3	3	3	3	4	3.5
42	4	4	4	4	4	4	4	5	4.5	4	4	4	4	4	4	4	4	4	4	2	3
43	2	3	2.5	2	3	2.5	2	3	2.5	4	5	4.5	4	4	4	3	4	3.5	3	3	3
44	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4.5
45	3	3	3	4	2	3	4	4	4	5	5	5	5	5	5	5	5	5	2	4	3
46	3	4	3.5	3	3	3	2	2	2	4	4	4	4	4	4	4	4	4	3	3	3
47	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	4	3	3.5

x15	x16	x2.4	x17	x18	x2.5	x19	x20	x3.1	x21	x22	x3.2	x23	x24	x3.3	x25	x26	x3.4	x27	x28	Z1.1	x29	x30
5	5	5	3	5	4	3	4	3.5	4	4	4	5	4	4.5	4	3	3.5	3	4	3.5	5	4
4	5	4.5	2	5	3.5	4	3	3.5	4	5	4.5	4	4	4	3	4	3.5	3	3	3	4	4
4	4	4	4	4	4	4	4	4	4	4	4	3	4	3.5	4	4	4	4	5	4.5	3	4
2	4	3	3	3	3	3	4	3.5	4	3	3.5	4	4	4	3	5	4	5	4	4.5	4	4
3	5	4	5	5	5	5	3	4	2	4	3	4	4	4	3	3	3	4	4	4	4	4
4	5	4.5	5	5	5	4	5	4.5	4	3	3.5	2	5	3.5	2	3	2.5	3	4	3.5	2	5
3	5	4	5	4	4.5	3	4	3.5	4	3	3.5	4	5	4.5	5	5	5	4	2	3	4	5
2	5	3.5	5	5	5	4	3	3.5	4	2	3	5	3	4	4	4	4	4	4	4	5	3
3	4	4	2	4	4	3	4	4	4	5	4.5	4	4	4	2	3	2.5	2	4	3	4	4
4	3	4.5	4	2	4.5	3	3	3.5	4	4	4	5	5	5	5	5	5	5	4	4.5	5	5
3	5	3	5	3	4	2	3	3.5	2	2	2	5	5	5	3	3	3	3	4	3.5	5	5
4	4	4.5	4	4	4.5	5	2	3.5	2	5	3.5	4	4	4	4	2	3	2	4	3	4	4
5	5	2.5	5	2	3	4	5	3	5	3	4	5	4	4.5	4	5	4.5	5	4	4.5	5	4
5	5	3	5	5	3	2	4	3.5	4	4	4	5	4	4.5	2	4	3	4	4	4	5	4
4	2	3	3	3	3.5	5	2	4	4	4	4	4	4	4	4	2	3	3	4	3.5	4	4
5	4	3	4	4	4.5	3	5	3.5	4	2	3	5	5	5	4	4	4	4	5	4.5	5	5
3	4	3.5	3	2	4	4	3	3.5	3	4	3.5	4	3	3.5	5	4	4.5	4	4	4	4	3
4	5	3.5	5	5	3	4	4	3.5	5	4	4.5	4	4	4	4	4	4	5	4	4.5	4	4
4	5	4.5	5	5	5	2	4	3	4	5	4.5	4	4	4	2	4	3	3	4	3.5	4	4
2	4	2.5	4	4	2.5	4	2	4.5	3	4	3.5	4	4	4	2	5	3.5	5	4	4.5	4	4
2	5	3.5	4	5	4.5	4	4	4	4	2	3	5	4	4.5	3	5	4	5	5	5	5	4
3	2	2.5	3	2	2.5	5	4	4.5	5	2	3.5	4	5	4.5	4	4	4	3	4	3.5	4	5
4	4	4	4	3	3.5	4	5	4.5	4	3	3.5	4	4	4	5	4	4.5	4	4	4	4	4
5	5	5	5	4	4.5	2	4	3	4	4	4	4	4	4	3	4	3.5	4	5	4.5	4	4
4	4	4	4	4	4	2	2	2	3	5	4	4	4	4	4	3	4	3.5	4	4	4	4
5	4	4.5	4	5	4.5	3	2	2.5	5	3	4	4	2	3	4	5	4.5	4	3	3.5	4	2
4	3	3.5	2	3	2.5	4	3	3.5	4	3	3.5	2	4	3	3	4	3.5	4	3	3.5	2	4
4	3	3.5	3	3	3	5	4	4.5	4	4	4	4	4	4	3	2	2.5	4	5	4.5	4	4
4	4	4	4	4	4	3	5	4	5	3	4	4	4	4	4	4	4	4	5	4.5	4	4
5	3	4.5	3	4	4.5	3	3	3.5	3	3	3	4	4	4	4	4	4	3	4	3.5	4	4
2	4	3	4	4	4	4	3	3.5	3	4	3.5	4	4	4	3	3	3	4	2	3	4	4
4	5	4.5	5	4	4.5	3	4	3.5	4	4	4	4	4	4	4	3	3.5	4	3	3.5	4	4
2	3	2.5	4	2	3	3	3	3	2	3	2.5	3	3	3	3	3	3	3	3	3	3	3
2	4	3	3	3	3	4	3	3.5	3	4	3.5	4	4	4	5	5	5	4	4	4	4	4
3	3	3	4	3	3.5	4	4	4	3	3	3	3	4	3.5	4	2	3	3	4	3.5	3	4
4	2	3	4	5	4.5	3	4	3.5	4	5	4.5	4	4	4	2	2	2	3	5	4	4	4
2	5	3.5	4	4	4	4	3	3.5	3	4	3.5	3	3	3	3	3	3	3	4	3.5	3	3
3	4	3.5	3	3	3	3	4	3.5	4	2	3	4	5	4.5	4	5	4.5	4	4	4	4	5
2	3	2.5	4	3	3.5	5	3	4	3	3	3	4	4	4	2	4	3	4	4	4	4	4
5	4	3.5	3	4	2.5	4	5	2.5	5	4	4.5	5	5	5	2	5	3.5	5	4	4.5	5	5
4	3	3.5	2	2	2	2	4	3	4	2	3	4	4	4	4	3	3.5	3	3	3	4	4
4	3	3.5	3	2	2.5	3	2	2.5	4	2	3	4	4	4	3	2	2.5	3	5	4	4	4
3	3	3	3	3	3	4	3	3.5	2	4	3	3	3	3	3	4	3.5	3	4	3.5	3	3
5	3	4	4	3	3.5	2	4	3	4	3	3.5	3	4	3.5	4	5	4.5	4	4	4	3	4
4	3	3.5	4	4	4	2	2	2	2	3	2.5	2	4	3	4	5	4.5	4	4	4	2	4
4	5	4.5	4	4	4	4	2	3	2	4	3	4	4	4	4	4	4	4	2	3	4	4
3	4	3.5	4	4	4	3	4	3.5	5	4	4.5	3	3	3	4	5	4.5	4	4	4	3	3

3	2	2.5	2	4	3	3	3	3	3	4	3.5	4	4	4	3	5	4	5	4	4.5	4	4
3	4	3.5	3	3	3	4	3	3.5	4	4	4	3	3	3	4	4	4	4	4	4	3	3
3	3	3.5	3	3	4	4	4	4	4	3	3.5	4	5	4.5	3	3	3	2	4	3	4	5
3	4	3.5	3	3	3	4	4	4	4	4	4	4	4	4	5	4	4.5	4	4	4	4	4
4	3	3.5	4	4	4	4	4	4	4	3	3.5	4	4	4	5	5	5	4	4	4	4	4
4	5	4.5	5	5	5	3	4	3.5	4	5	4.5	4	4	4	4	4	4	4	4	4	4	4
3	4	3.5	3	4	3.5	4	3	3.5	4	5	4.5	3	3	3	5	5	5	4	4	4	3	3
4	4	4	4	5	4.5	3	4	3.5	4	4	4	4	3	3.5	4	4	4	5	4.5	4	3	3
2	5	3.5	5	4	4.5	5	3	4	3	5	4	4	4	4	4	3	4	3.5	5	4	4.5	4
5	4	4.5	4	4	4	5	5	5	5	4	4.5	5	5	5	5	4	4.5	3	4	3.5	5	5
5	4	4.5	4	3	3.5	4	5	4.5	4	3	3.5	3	4	3.5	3	3	3	3	4	3.5	3	4
4	4	4	4	3	3.5	5	4	4.5	4	5	4.5	3	3	3	3	4	3.5	4	4	4	3	3
5	4	3	3	4	4	4	5	4	4	3	3.5	5	4	4.5	5	4	4.5	4	5	4.5	5	4
4	3	3.5	3	3	3	3	4	3.5	4	3	3.5	4	4	4	4	4	4	4	4	4	4	4
2	4	3	4	4	4	5	3	4	2	5	3.5	3	2	2.5	2	4	3	4	4	4	3	2
4	4	4	4	4	4	3	5	4	4	4	4	5	5	5	3	4	3.5	2	5	3.5	5	5
4	5	4.5	4	4	4	3	3	3	2	2	2	3	3	3	4	5	4.5	4	4	4	3	3
4	4	4	4	3	3.5	5	3	4	4	3	3.5	2	2	2	3	4	3.5	3	3	3	2	2
4	4	4	4	4	4	4	5	4.5	5	4	4.5	5	5	5	3	4	3.5	4	3	3.5	5	5
4	4	4	4	4	4	2	4	3	4	3	3.5	4	4	4	4	4	4	3	5	4	4	4
4	4	4	3	4	3.5	3	2	2.5	4	3	3.5	2	3	2.5	4	4	4	4	5	4.5	2	3
2	2	2	3	2	2.5	4	3	3.5	4	4	4	4	4	4	3	5	4	5	4	4.5	4	4
3	4	3	4	3	4	3	4	3	4	4	4	4	4	4	3	4	3.5	4	2	3	4	4
4	5	4.5	5	5	5	2	4	3	4	5	4.5	4	4	4	2	4	3	3	4	3.5	4	4
2	4	2.5	4	4	2.5	4	2	4.5	3	4	3.5	4	4	4	2	5	3.5	5	4	4.5	4	4
2	5	3.5	4	5	4.5	4	4	4	4	2	3	5	4	4.5	3	5	4	5	5	5	5	4
3	2	2.5	3	2	2.5	5	4	4.5	5	2	3.5	4	5	4.5	4	4	4	3	4	3.5	4	5
4	4	4	4	3	3.5	4	5	4.5	4	3	3.5	4	4	4	5	4	4.5	4	4	4	4	4
5	5	5	5	4	4.5	2	4	3	4	4	4	4	4	4	3	4	3.5	4	5	4.5	4	4
4	4	4	4	4	4	2	2	2	3	5	4	4	4	4	3	4	3.5	4	4	4	4	4
5	4	4.5	4	5	4.5	3	2	2.5	5	3	4	4	2	3	4	5	4.5	4	3	3.5	4	2
4	3	3.5	2	3	2.5	4	3	3.5	4	3	3.5	2	4	3	3	4	3.5	4	3	3.5	2	4
4	3	3.5	3	3	3	5	4	4.5	4	4	4	4	4	4	3	2	2.5	4	5	4.5	4	4
4	4	4	4	4	4	3	5	4	5	3	4	4	4	4	4	4	4	4	5	4.5	4	4
5	3	4.5	3	4	4.5	3	3	3.5	3	3	3	4	4	4	4	4	4	3	4	3.5	4	4
2	4	3	4	4	4	4	3	3.5	3	4	3.5	4	4	4	3	3	3	4	2	3	4	4
4	5	4.5	5	4	4.5	3	4	3.5	4	4	4	4	4	4	4	3	3.5	4	3	3.5	4	4
2	3	2.5	4	2	3	3	3	3	2	3	2.5	3	3	3	3	3	3	3	3	3	3	3
2	4	3	3	3	3	4	3	3.5	3	4	3.5	4	4	4	5	5	5	4	4	4	4	4
3	3	3	4	3	3.5	4	4	4	3	3	3	3	4	3.5	4	2	3	3	4	3.5	3	4
4	2	3	4	5	4.5	3	4	3.5	4	5	4.5	4	4	4	2	2	2	3	5	4	4	4
2	5	3.5	4	4	4	4	3	3.5	3	4	3.5	3	3	3	3	3	3	3	4	3.5	3	3
3	4	3.5	3	3	3	3	4	3.5	4	2	3	4	5	4.5	4	5	4.5	4	4	4	4	5
2	3	2.5	4	3	3.5	5	3	4	3	3	3	4	4	4	2	4	3	4	4	4	4	4
5	4	3.5	3	4	2.5	4	5	2.5	5	4	4.5	5	5	5	2	5	3.5	5	4	4.5	5	5
4	3	3.5	2	2	2	2	4	3	4	2	3	4	4	4	4	3	3.5	3	3	3	4	4
4	3	3.5	3	2	2.5	3	2	2.5	4	2	3	4	4	4	3	2	2.5	3	5	4	4	4
3	3	3	3	3	3	4	3	3.5	2	4	3	3	3	3	3	4	3.5	3	4	3.5	3	3
5	3	4	4	3	3.5	2	4	3	4	3	3.5	3	4	3.5	4	5	4.5	4	4	4	3	4
4	3	3.5	4	4	4	2	2	2	2	3	2.5	2	4	3	4	5	4.5	4	4	4	2	4
4	5	4.5	4	4	4	4	2	3	2	4	3	4	4	4	4	4	4	4	2	3	4	4
3	4	3.5	4	4	4	3	4	3.5	5	4	4.5	3	3	3	4	5	4.5	4	4	4	3	3
3	2	2.5	2	4	3	3	3	3	3	4	3.5	4	4	4	3	5	4	5	4	4.5	4	4

Z1.2	x31	x32	Z1.3	x33	x34	Y.1	x35	x36	Y.2	x37	x38	Y.3	x39	x40	Y.4	x41	x42	Y.51
4.5	5	5	5	3	4	3.5	5	4	5	4	5	4.5	5	4	4.5	5	5	5
4	3	4	3.5	4	4	4	3	4	4	4	3	3.5	4	4	4	3	4	3.5
3.5	4	4	4	3	5	4	5	4	5	3	5	4.2	3	4	3.5	4	4	4
4	2	4	3	4	3	3.5	4	4	4	4	4	4	4	4	4	2	4	3
4	4	3	3.5	5	4	4.5	5	5	5	4	5	4.7	4	4	4	4	3	3.5
3.5	5	4	4.5	3	2	2.5	3	3	3	3	3	3.2	2	5	3.5	5	4	4.5
4.5	3	4	3.5	4	4	4	3	4	4	4	3	3.5	4	5	4.5	3	4	3.5
4	4	3	3.5	2	5	3.5	4	4	4	3	4	3.7	5	3	4	4	3	3.5
4	4	4	4	4	3	3.5	4	4	4	4	4	4	4	4	4	4	4	4
5	2	4	3	5	4	4.5	5	5	5	4	5	4.7	5	5	5	2	4	3
5	2	4	3	3	4	3.5	5	5	5	4	5	4.3	5	5	5	2	4	3
4	5	4	4.5	4	2	3	3	4	4	3	3	3.2	4	4	4	5	4	4.5
4.5	3	4	3.5	4	2	3	4	4	4	4	4	4	5	4	4.5	3	4	3.5
4.5	3	3	3	2	5	3.5	3	3	3	2	3	2.7	5	4	4.5	3	3	3
4	3	2	2.5	2	3	2.5	3	4	4	2	3	2.5	4	4	4	3	2	2.5
5	3	4	3.5	5	3	4	4	4	4	4	4	4	5	5	5	3	4	3.5
3.5	5	4	4.5	3	3	3	3	4	4	4	3	3.3	4	3	3.5	5	4	4.5
4	5	5	5	3	3	3	3	4	4	4	3	3.3	4	4	4	5	5	5
4	4	3	3.5	3	5	4	4	4	4	3	4	3.7	4	4	4	4	3	3.5
4	3	5	4	3	5	4	2	5	4	4	2	2.8	4	4	4	3	5	4
4.5	2	5	3.5	5	4	4.5	4	4	4	5	4	4.5	5	4	4.5	2	5	3.5
4.5	3	4	3.5	5	3	4	3	4	4	4	3	3.7	4	5	4.5	3	4	3.5
4	4	4	4	4	2	3	4	3	4	4	4	4	4	4	4	4	4	4
4	3	4	3.5	3	3	3	4	4	4	4	4	3.8	4	4	4	3	4	3.5
4	3	4	3.5	2	4	3	4	3	4	3	4	3.7	4	4	4	3	4	3.5
3	3	5	4	3	3	3	3	4	4	4	3	3.3	4	2	3	3	5	4
3	3	4	3.5	4	3	3.5	4	4	4	4	4	4	2	4	3	3	4	3.5
4	3	4	3.5	3	3	3	4	4	4	4	4	3.8	4	4	4	3	4	3.5
4	2	3	2.5	3	3	3	3	4	4	3	3	3.2	4	4	4	2	3	2.5
4	3	4	3.5	3	3	3	4	3	4	4	4	3.8	4	4	4	3	4	3.5
4	3	4	3.5	3	2	2.5	3	4	4	3	3	3.2	4	4	4	3	4	3.5
4	4	3	3.5	3	3	3	4	5	5	3	4	3.7	4	4	4	4	3	3.5
3	3	3	3	2	3	2.5	4	4	4	3	4	3.3	3	3	3	3	3	3
4	5	4	4.5	3	4	3.5	3	4	4	4	3	3.3	4	4	4	5	4	4.5
3.5	3	4	3.5	3	3	3	3	4	4	3	3	3.2	3	4	3.5	3	4	3.5
4	5	4	4.5	4	5	4.5	3	4	4	4	3	3.5	4	4	4	5	4	4.5
3	3	3	3	3	3	3	3	3	3	2	3	2.7	3	3	3	3	3	3
4.5	2	4	3	5	5	5	4	4	4	4	4	4.2	4	5	4.5	2	4	3
4	2	3	2.5	3	3	3	3	4	4	3	3	3	4	4	4	2	3	2.5
5	2	4	3	5	2	3.5	4	4	4	4	4	4.2	5	5	5	2	4	3
4	2	4	3	3	2	2.5	4	3	4	4	4	3.8	4	4	4	2	4	3
4	2	3	2.5	2	2	2	4	4	4	3	4	3.5	4	4	4	2	3	2.5
3	4	5	4.5	2	2	2	3	2	3	3	3	3.2	3	3	3	4	5	4.5
3.5	4	4	4	2	2	2	2	4	3	3	2	2.3	3	4	3.5	4	4	4
3	2	2	2	2	4	3	2	4	3	3	2	2.3	2	4	3	2	2	2
4	3	2	2.5	2	4	3	4	4	4	3	4	3.3	4	4	4	3	2	2.5
3	4	4	4	4	2	3	4	4	4	4	4	4	3	3	3	4	4	4

4	2	4	3	4	3	3.5	4	5	5	4	4	4	4	4	2	4	3
3	3	4	3.5	2	4	3	4	4	4	3	4	3.7	3	3	3	4	3.5
4.5	4	4	4	3	2	2.5	4	4	4	4	4	3.8	4	5	4.5	4	4
4	3	4	3.5	4	4	4	4	4	4	4	4	4	4	4	4	3	4
4	4	2	3	2	5	3.5	3	2	3	2	3	2.7	4	4	4	2	3
4	4	4	4	4	3	3.5	4	4	4	4	4	4	4	4	4	4	4
3	4	3	3.5	3	4	3.5	3	3	3	2	3	2.7	3	3	3	4	3
3.5	4	4	4	3	2	2.5	3	4	4	3	3	3.2	4	3	3.5	4	4
4	3	4	3.5	3	4	3.5	3	4	4	4	3	3.3	4	4	4	3	4
5	4	5	4.5	5	5	5	5	5	5	5	5	5	5	5	5	4	5
3.5	4	4	4	3	3	3	3	4	4	3	3	3.2	3	4	3.5	4	4
3	5	2	3.5	2	4	3	4	4	4	3	4	3.3	3	3	3	5	2
4.5	3	4	3.5	5	4	4.5	3	4	4	5	3	3.8	5	4	4.5	3	4
4	3	4	3.5	4	2	3	2	4	3	4	2	3	4	4	4	3	4
2.5	5	5	5	4	2	3	4	4	4	3	4	3.7	3	2	2.5	5	5
5	4	4	4	2	5	3.5	3	3	3	3	3	3	5	5	5	4	4
3	3	4	3.5	5	3	4	4	4	4	4	4	4	3	3	3	3	4
2	5	4	4.5	2	3	2.5	4	4	4	3	4	3.7	2	2	2	5	4
5	3	5	4	4	3	3.5	5	5	5	4	5	4.7	5	5	5	3	5
4	2	4	3	4	3	3.5	4	5	5	4	4	4	4	4	4	2	4
2.5	5	3	4	2	5	3.5	4	4	4	3	4	3.7	2	3	2.5	5	3
4	4	4	4	4	5	4.5	2	4	3	4	2	3	4	4	4	4	4
4	2	4	3	4	4	4	4	4	4	4	4	4	4	4	4	2	4
4	4	3	3.5	3	5	4	4	4	4	3	4	3.7	4	4	4	4	3
4	3	5	4	3	5	4	2	5	4	4	2	2.8	4	4	4	3	5
4.5	2	5	3.5	5	4	4.5	4	4	4	5	4	4.5	5	4	4.5	2	5
4.5	3	4	3.5	5	3	4	3	4	4	4	3	3.7	4	5	4.5	3	4
4	4	4	4	4	2	3	4	3	4	4	4	4	4	4	4	4	4
4	3	4	3.5	3	3	3	4	4	4	4	4	3.8	4	4	4	3	4
4	3	4	3.5	2	4	3	4	3	4	3	4	3.7	4	4	4	3	4
3	3	5	4	3	3	3	3	4	4	4	3	3.3	4	2	3	3	5
3	3	4	3.5	4	3	3.5	4	4	4	4	4	4	2	4	3	3	4
4	3	4	3.5	3	3	3	4	4	4	4	4	3.8	4	4	4	3	4
4	2	3	2.5	3	3	3	3	4	4	3	3	3.2	4	4	4	2	3
4	3	4	3.5	3	3	3	4	3	4	4	4	3.8	4	4	4	3	4
4	3	4	3.5	3	2	2.5	3	4	4	3	3	3.2	4	4	4	3	4
4	4	3	3.5	3	3	3	4	5	5	3	4	3.7	4	4	4	4	3
3	3	3	3	2	3	2.5	4	4	4	3	4	3.3	3	3	3	3	3
4	5	4	4.5	3	4	3.5	3	4	4	4	3	3.3	4	4	4	5	4
3.5	3	4	3.5	3	3	3	3	4	4	3	3	3.2	3	4	3.5	3	4
4	5	4	4.5	4	5	4.5	3	4	4	4	3	3.5	4	4	4	5	4
3	3	3	3	3	3	3	3	3	3	2	3	2.7	3	3	3	3	3
4.5	2	4	3	5	5	5	4	4	4	4	4	4.2	4	5	4.5	2	4
4	2	3	2.5	3	3	3	3	4	4	3	3	3	4	4	4	2	3
5	2	4	3	5	2	3.5	4	4	4	4	4	4.2	5	5	5	2	4
4	2	4	3	3	2	2.5	4	3	4	4	4	3.8	4	4	4	2	4
4	2	3	2.5	2	2	2	4	4	4	3	4	3.5	4	4	4	2	3
3	4	5	4.5	2	2	2	3	2	3	3	3	3.2	3	3	3	4	5
3.5	4	4	4	2	2	2	2	4	3	3	2	2.3	3	4	3.5	4	4
3	2	2	2	2	4	3	2	4	3	3	2	2.3	2	4	3	2	2
4	3	2	2.5	2	4	3	4	4	4	3	4	3.3	4	4	4	3	2
3	4	4	4	4	2	3	4	4	4	4	4	4	3	3	3	4	4
4	2	4	3	4	3	3.5	4	5	5	4	4	4	4	4	4	2	4

Lampiran 10 Kartu Bimbingan

[illegible]

Lampiran 11 Turnitin

The Influence of
Transformational Leadership,
Internal Communication, and
Work Ability on Organizational
Commitment and
Organizational Performance at
PT Perkebunan Nusantara I in
Surabaya

Submission date: 26-Jun-2025 08:17AM (UTC+0700)

Submission ID: 2706111953 by Laurentius St Gomo Tumanggor

File name: Ekonomi_dan_Bisnis_1262400012_Laurentius_St_G_Tumanggor.docx (117.24K)

Word count: 5873

Character count: 38566

**The Influence of Transformational Leadership,
Internal Communication, and Work Ability on
Organizational Commitment and Organizational Performance at
PT Perkebunan Nusantara I in Surabaya**

Laurentius St Gomo Tumanggor¹

Email: 1262400012@surel.untag-sby.ac.id

Ida Aju Brahmasari²

Email: brahmasari@untag-sby.ac.id

Ida Aju Brahma Ratih³

Email: brahmaratih@untag-sby.ac.id

Address:

Faculty of Economics and Business

Universitas 17 Agustus 1945 Surabaya

Jl. Semolowaru No. 45, Menur Pumpungan, Kec. Sukolilo, Surabaya

Abstract

PT Perkebunan Nusantara I (PTPN I) is an Indonesian State-Owned Enterprise (BUMN) specializing in plantation operations, particularly the cultivation and processing of primary commodities, including rubber, coffee, and tea. Additionally, the company engages in secondary ventures such as tobacco production, plastic sack manufacturing, and asset optimization. As of December 1, 2023, PTPN I functions as a subholding entity with regional offices strategically located in Sumatra, Java, and Sulawesi to enhance operational efficiency. The company was originally established in Aceh in 1961 as PPN Kesatuan Aceh, marking the beginning of its long-standing presence in the industry. This study aims to analyze the impact of transformational leadership, internal communication, and work ability on both organizational commitment and organizational performance at PTPN I's Surabaya region. Utilizing a quantitative causal-explanatory approach, primary data was collected through structured questionnaires. The target population comprised employees of PTPN I in Surabaya, with 100 respondents selected via purposive sampling. Data analysis techniques included descriptive statistics and SEM-PLS (Structural Equation Modeling-Partial Least Squares). Findings reveal that transformational leadership, internal communication, and work ability significantly and positively influence organizational commitment. Likewise, transformational leadership, work ability, and organizational commitment exhibit a significant positive relationship with organizational performance. However, although internal communication has a favorable effect, its impact on organizational performance is not statistically significant in this context.

Keywords: transformational leadership, internal communication, work ability, organizational commitment, organizational performance

I. INTRODUCTION

Disruptive globalization and advancements in information and communication technology have driven Holding PT Perkebunan Nusantara III to undergo structural transformation from 2021 to 2024 by establishing three subholding companies to improve and enhance sustainable organizational performance. PT Perkebunan Nusantara I, as one of the subholding entities, resulted from the merger of PT Perkebunan Nusantara II, VII, VIII, IX, X, XI, XII, and XIV. It manages core businesses in rubber, coffee, and tea plantations, as well as supporting commodities such as tobacco, plastic sack factories, and asset optimization from upstream to downstream products directly consumed by customers. PT Perkebunan Nusantara I envisions itself as a leading and globally competitive diversified agribusiness company. However, it faces challenges such as VUCA (Volatility, Uncertainty, Complexity, Ambiguity), commodity price fluctuations, global climate change, intense market competition, regulatory changes, and the need for operational efficiency. These challenges must be mitigated through internal strengths, turning weaknesses into opportunities to enhance operational performance, resilience, and business sustainability.

The pressures and challenges arising from fundamental organizational changes will increase rather than diminish, necessitating transformational leadership to breathe new life into PT Perkebunan Nusantara I. Transformational leadership must create something new from the old, develop and communicate a new vision from the existing one, and ensure that everyone not only sees the new vision but also commits to achieving it.

In facing these challenges, the company must ensure that employees have strong organizational commitment and can work effectively. Highly committed and high-performing human resources are key assets in achieving organizational goals. Organizational commitment and performance are two interrelated aspects. Employees with high organizational commitment tend to be more motivated, productive, and loyal. Conversely, strong organizational performance can enhance job satisfaction and employee commitment.

Transformational leadership, which emphasizes vision, inspiration, and employee empowerment, can create a positive and motivating work environment. Santoso et al. (2022) state that through spiritual values, transformational leaders promoting employee engagement during crises ensure organizational sustainability. Leaders can enhance employee engagement by integrating spiritual values through internal communication. Meanwhile, Salman et al. (2023) demonstrate that internal communication and verbal recognition have a consistent relationship with transformational leadership.

Communication is the act or process of conveying thoughts or ideas so that the message received by the recipient aligns with the sender's intent. Communication serves four main functions in a group or organization: control, motivation,

emotional expression, and information (Robbins, 2002:146). Dewa (2023) shows that work ability positively influences employee performance. Furthermore, Rachmawati et al. (2021) indicate that adaptability and communication skills affect teamwork, while communication skills and work environment positively influence employee performance.

Strong work ability, encompassing both technical and non-technical skills, enables employees to perform tasks effectively and efficiently. Work ability refers to the knowledge, experience, and expertise possessed by individuals or groups in executing specific tasks or activities (Harsey et al., 2003:190).

Transformational leadership, internal communication, and work ability are believed to significantly influence organizational commitment and performance. Rachmat et al. (2023) prove that transformational leadership and organizational commitment affect communication and employee performance. Al Basyir et al. (2020) highlight the positive influence of transformational leadership on work engagement and organizational communication on work engagement. Additionally, Fauzan et al. (2023) show that transformational leadership affects organizational commitment and employee performance, with organizational commitment mediating its impact on performance. Wahyuni et al. (2021) demonstrate that transformational leadership and internal communication influence employee performance, while Mahkota et al. (2017) note that commitment mediates the relationship between transformational leadership and employee performance. Transformational leadership enhances employee performance by strengthening organizational commitment.

Observations and discussions conducted by researchers at PTPN I Surabaya indicate that organizational commitment and performance still need improvement during the subholding consolidation transition. Key challenges include:

1. Leadership: Leadership styles are not yet fully transformational, requiring more effective efforts to motivate employees.
2. Internal Communication: Ineffective communication processes between departments and organizational levels hinder information flow and work coordination.
3. Work Ability: Gaps exist between education, employee skills, and job demands, particularly in adapting to technological advancements, regulatory changes, and market dynamics.

This study is essential to identify factors influencing organizational commitment and performance at PT Perkebunan Nusantara I in Surabaya. It aims to analyze the effects of transformational leadership, internal communication, and work ability on organizational commitment and performance. The findings are expected to provide valuable insights and recommendations for management to enhance human resource quality and overall organizational performance.

This research is also expected to inform policy formulation for improving organizational commitment and performance by considering transformational leadership patterns, internal communication, and work ability as essential soft skills for organizational human resources.

Several studies have examined the relationship between organizational commitment and performance in corporate activities. Using VOSviewer software and metadata from Publish or Perish with the keyword "organizational commitment," the researcher identified 16 items, 5 research clusters, and 90 links, differentiated by color, indicating that research on organizational commitment has 90 connections with other variables. Density visualization further highlights the prominence of organizational commitment research, demonstrating its extensive exploration by researchers.

II. LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a proactive behavior that elevates followers' focus on collective interests and helps them achieve the highest level of goals (Antonakis et al., 2003). The indicators used to measure transformational leadership (Antonakis et al., 2003; Robbins & Judge, 2018: 201) are:

1. Charisma,
2. Inspiration,
3. Intellectual Stimulation, and
4. Individualized Consideration.

Internal Communication

Internal communication is the exchange of ideas among administrators and employees within a company or institution, including its unique structure (organization), and the horizontal and vertical flow of ideas that enable work execution (Brennan, 2012: 101). The indicators used to measure internal communication (Brennan, 2012: 101) are:

1. Improving task coordination among employees,
2. Collaborative problem-solving among employees,
3. Information sharing among employees,
4. Conflict resolution among employees,
5. Relationship-building through joint activities.

Work Ability

Work ability refers to the competence in performing a job, which can be enhanced through recruitment processes and selecting the best individuals for specific roles (Gomez, 2008: 21). The indicators used to measure work ability (Spencer & Spencer, 2007: 276) are:

1. Intellectual ability,
2. Emotional ability,

3. Social ability,
4. Spiritual ability.

Organizational Commitment

Organizational commitment is an attitude reflecting employee loyalty to the organization and an ongoing process through which organizational members express their concern for the organization's continued success and well-being (Colquit et al., 2013: 197). The indicators used to measure organizational commitment (Colquit et al., 2013: 197) are:

1. Affective commitment,
2. Continuance commitment,
3. Normative commitment.

Organizational Performance

Organizational performance refers to what an organization has achieved over a specific period, encompassing inputs, outputs, outcomes, benefits, and impacts (Sobandi, 2006: 176). The indicators used to measure organizational performance (Sobandi, 2006: 179) are:

1. Output,
2. Outcome,
3. Alignment of Efforts with Achievements,
4. Explanatory Information.

Research Hypotheses

Based on the literature review, the relationship between transformational leadership, internal communication, work ability, organizational commitment, and organizational performance remains underexplored. Therefore, this study aims to examine the relationships among these five aspects in the plantation sector, particularly at PT Perkebunan Nusantara I in Surabaya. The novelty of this study lies in positioning organizational commitment as a mediating variable. The research hypotheses are formulated as follows:

- a) H1 : Transformational leadership has a significant effect on organizational commitment at PT Perkebunan Nusantara I in Surabaya.
- b) H2 : Transformational leadership has a significant effect on organizational performance at PT Perkebunan Nusantara I in Surabaya.
- c) H3 : Internal communication has a significant effect on organizational commitment at PT Perkebunan Nusantara I in Surabaya.
- d) H4 : Internal communication has a significant effect on organizational performance at PT Perkebunan Nusantara I in Surabaya.
- e) H5 : Work ability has a significant effect on organizational commitment at PT Perkebunan Nusantara I in Surabaya.
- f) H6 : Work ability has a significant effect on organizational performance at PT Perkebunan Nusantara I in Surabaya.
- g) H7 : Organizational commitment has a significant effect on organizational performance at PT Perkebunan Nusantara I in Surabaya.

The conceptual framework illustrating the relationships among the variables, based on the problem statement and literature review, is presented in Figure 1.

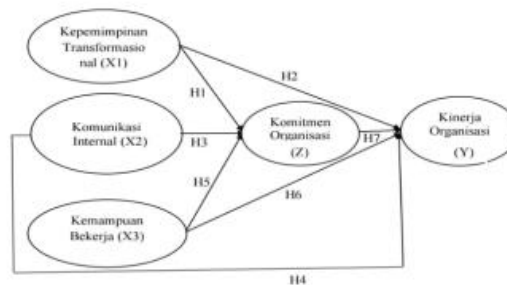


Figure 1: Research Conceptual Framework

III. RESEARCH METHODOLOGY

This study employs a causal research design with a quantitative approach. The population consists of all permanent employees (282 individuals) at PT Perkebunan Nusantara I in Surabaya (Malhotra & Birks, 2007). Given the finite population, the minimum sample size was determined using Slovin's formula with a 10% margin of error, yielding 100 respondents (Slovin, 1960). The study applied purposive sampling, with the criteria that respondents must have been employed for at least one year.

Data analysis was conducted using Structural Equation Modeling (SEM) with the Warp PLS (Partial Least Squares) software.

Data Sources & Collection

1. Primary data was obtained through questionnaire responses.
2. The questionnaire included Likert-scale statements (1–5, from "strongly disagree" to "strongly agree") on research variables and demographic factors.
3. Data analysis involved descriptive statistics and hypothesis testing.

IV. RESEARCH RESULTS

Respondent demographics (gender, age, education level, and marital status) are presented in Table 1 below:

Table 1. Characteristics of respondents (N = 100)

Characteristics		Frequency	Percentage (%)
Gender	Male	71	71,0
	Female	29	29,0
Age	≤ 30 years	21	21,0
	>30-40 years	63	63,0
	> 40 years	16	16,0
Education Level	SMA	57	57,0
	Diploma	35	35,1
	Sarjana	08	08,0
Work Tenure	≤ 1 years	12	12,0
	>1-4 years	77	77,0
	> 4 years	11	11,0

Descriptive analysis of the 100 respondents revealed the following characteristics:

1. Gender: Male-dominated (71.0%).
2. Age Distribution:
 - >30-40 years: 63.0% (majority),
 - >40 years: 16.0%,
 - ≤30 years: 21.0%.
3. Education Level:
 - High school graduates: 57.0% (majority),
 - Diploma holders: 35.0%,
 - Bachelor's degree holders: 8.0%.
- Work Tenure: Majority (>1-4 years: 77.0%).

Goodness-of-Fit Model Analysis

The model's validity was assessed using:

- Average Path Coefficient (APC),
- Average R-squared (ARS),
- Average Adjusted R-squared (AARS),
- Average Variance Inflation Factor (AVIF).

Table 2 presents the analysis results, where AVIF and APC values indicate the absence of multicollinearity among independent variables and validate their relationships. The evaluation confirms that the model is acceptable.

Table 2. Goodness of fit model

Result	Value	P-Value	Criteria	Description
Average path coefficient	0.250	0.000	≤ 0,05	Supported
Average R-squared	0.385	0.000	≤ 0,05	Supported
Average adjusted R-squared	0.371	0.000	≤ 0,05	Supported
Average block VIF	2.106	0.000	≤ 5.000	Supported

Sources: Output WarpPLS

Testing the Validity of Research Variables

The discriminant validity was assessed using AVE values (square roots of average variance extracted), where the AVE values are presented in the diagonal positions of the correlations among latent variables output from WarpPLS. The expected values should be greater than the correlation values in the same block. As shown in Table 3, the values in the diagonal block are greater than those in the same block. Therefore, all variables meet the discriminant validity criteria.

Table 3. Correlations among latent variables

Variable	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kep_Tra	0.711	0.522	0.628	0.214	0.478
Komu_In	0.522	0.643	0.461	0.344	0.325
Kem_Ker	0.828	0.461	0.890	0.101	0.409
Komit	0.214	0.344	0.101	0.777	0.615
Kin_Org	0.478	0.325	0.409	0.615	0.644

Sources: Output WarpPLS

Reliability Testing of Research Variables

The reliability of research variables was assessed using two criteria: composite reliability and Cronbach's alpha.

Table 4. Reliability Test Results

Cut Off Value	Kep_Tra	Komu_I n	Kem_Ker	Komit	Kin_Org	Notes
Cronbach's Alpha	> 0.6	0.870	0.710	0.719	0.871	0.729
Composite Reliability	> 0.7	0.802	0.790	0.720	0.820	0.738

Sources: Output WarpPLS

Table 4 demonstrates that all variables exhibit Cronbach's alpha values exceeding the threshold of 0.6. Furthermore, the composite reliability measures for all constructs surpass the recommended value of 0.7. These results confirm that all measurement constructs in the study satisfy the established reliability requirements.

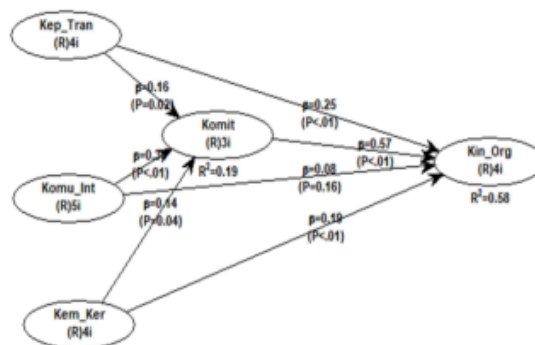


Figure 1. Coefficient of research model path (B= coefficient; p=probability; R²=determination)

Hypothesis Testing

The hypothesis testing was conducted based on the estimated significance values of the research model parameters, as presented in Table 5.

Table 5. Hypothesis Testing

H	Relationship	Standardized Coefficient	P	Decision
H1	Kepemimpinan transformasional → Komitmen Organisasi	0.164	0.019	accepted
H2	Kepemimpinan transformasional → Kinerja Organisasi	0.250	0.000	accepted
H3	Komunikasi internal → Komitmen Organisasi	0.356	0.000	accepted
H4	Komunikasi internal → Kinerja Organisasi	0.080	0.161	rejected
H5	Kemampuan kerja → Komitmen Organisasi	0.141	0.039	accepted
H6	Kemampuan kerja → Kinerja Organisasi	0.191	0.008	accepted
H7	Komitmen Organisasi karyawan → Kinerja Organisasi	0.568	0.000	accepted

Sources: Output WarpPLS

V. DISCUSSION

This study found that Organizational Performance at PT Perkebunan Nusantara I in Surabaya can be significantly explained by the variables of transformational leadership, work ability, and organizational commitment, while internal communication had an insignificant effect. This research also proved that organizational commitment acts as a positive intervening variable in this study. For clarity, the discussion of the research findings is presented one by one as follows:

5.1. Transformational Leadership Has a Significant Effect on Organizational Commitment

The findings of this study indicate that transformational leadership has a significant effect on organizational commitment. Thus, transformational leadership strengthens organizational commitment. This evidence suggests that transformational leadership at PT Perkebunan Nusantara I in Surabaya, according to respondents, is already effective. This is reflected in respondents' answers stating that leaders have a clear vision for the future and demonstrate confidence in decision-making. Furthermore, leaders motivate employees to achieve higher goals and communicate high expectations to the team positively.

These results align with the findings of Malik et al. (2017), who proved that transformational leadership influences organizational commitment. The results also correspond with Atmojo's (2015) findings, which showed that transformational leadership affects job satisfaction and organizational commitment. Organizational commitment, in turn, has a significant effect on employee performance.

5.2. Transformational Leadership Has a Significant Effect on Organizational Performance

The findings indicate that transformational leadership significantly influences organizational performance. Thus, transformational leadership strengthens company/organizational performance. This evidence suggests that transformational leadership at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, is already effective. This is reflected in respondents' answers stating that leaders encourage creative problem-solving, support diverse perspectives, pay attention to employees' needs and development, and provide opportunities for professional growth.

These findings reinforce the statement by Ausat et al. (2022), who stated that transformational leadership positively affects organizational commitment and performance. The results also align with Patiar & Wang's (2016) findings, showing that transformational leadership directly and indirectly influences non-financial performance dimensions as well as the social and environmental performance of

hotel departments through organizational commitment. However, the mediating effect of organizational commitment was absent for financial performance.

Conversely, these results differ from Vipraprastha et al. (2018), who found that transformational leadership negatively affects employee performance. Meanwhile, Effiyanti et al. (2021) stated that transformational leadership is a significant predictor of readiness for change and is relevant in empowering knowledge-sharing quality, which in turn influences organizational performance.

This study also found an indirect effect of transformational leadership on company performance through organizational commitment. This indicates that organizational commitment is a strong intervening variable in the relationship between transformational leadership and company performance at PT Perkebunan Nusantara I in Surabaya. Therefore, improving company performance can be achieved by enhancing transformational leadership and organizational commitment.

5.3. Internal Communication Has a Significant Effect on Organizational Commitment

The findings indicate that internal communication significantly influences organizational commitment. Thus, internal communication strengthens organizational commitment. This evidence suggests that internal communication at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, is already effective. This is reflected in respondents' answers stating that communication among colleagues helps coordinate tasks more effectively, and coworkers consistently provide clear information regarding assigned tasks. Additionally, respondents feel comfortable discussing solutions with colleagues and frequently engage in discussions to find the best work approaches.

These findings reinforce Yu et al. (2019), who emphasized the importance of retaining key staff and managing the negative impact of high turnover on company performance. Internal market orientation serves as an employee management tool to help companies retain employees and enhance performance through organizational commitment. The results also align with Yenen et al. (2014), who proved that organizational communication style impacts organizational commitment, indicating that employees' commitment is influenced by managers' communication styles.

5.4. Internal Communication Has an Insignificant Effect on Organizational Performance

The findings indicate that internal communication does not significantly influence organizational performance. Thus, internal communication has not yet been able to strengthen organizational performance. This evidence suggests that employee internal communication at PT Perkebunan Nusantara I in Surabaya, as perceived by

respondents, still requires improvement. This is reflected in respondents' answers stating that colleagues do not consistently share important work-related information, and both leaders and employees need to promote information-sharing to enhance work productivity. Additionally, respondents believe that effective communication can help resolve workplace conflicts and create a harmonious work environment.

These results differ from Nwata et al. (2016), who proved that internal organizational communication dimensions (downward and upward communication) affect employee performance metrics (efficiency and effectiveness). They concluded that internal communication is closely related to employee performance, recommending that organizations implement measures to ensure consistent, clear, and formally recognized communication channels to avoid ambiguity, as this facilitates a more efficient and effective workforce.

This discrepancy is further supported by Haroon & Malik (2018), who found a significant influence of organizational communication on organizational performance. Similarly, Alharbi (2025) found a positive relationship between communication systems and Human Resource Management (HRM), as well as between HRM and internal communication, revealing the mediating role of internal communication in the relationship between communication systems and efficiency.

This study also found an indirect effect of internal communication on organizational performance through organizational commitment, consistent with Putri et al. (2024), who proved that internal communication significantly affects employee performance through work commitment.

This indicates that organizational commitment is a strong intervening variable in the relationship between internal communication and organizational performance at PT Perkebunan Nusantara I in Surabaya. Therefore, improving company performance can be achieved through organizational commitment by implementing constructive and value-added internal communication.

5.5. Work Ability Has a Significant Effect on Organizational Commitment

The findings indicate that work ability significantly influences organizational commitment. Thus, work ability strengthens organizational commitment. This evidence suggests that work ability at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, is already effective. This is reflected in respondents' answers stating that they can understand and analyze assigned tasks well, find effective solutions, manage emotions under work pressure, and remain calm and focused despite challenges.

These results align with Mailisa et al. (2016), who proved that work ability positively and significantly affects organizational commitment and employee performance. Conversely, organizational commitment did not significantly influence employee performance. Wirmayanis (2019) further confirmed that work ability, organizational commitment, and motivation affect employee performance. However, these results differ from Putri et al. (2015), who found that work ability had an insignificant effect on organizational commitment but a positive and significant effect on employee performance, while organizational commitment significantly influenced employee performance.

5.6. Work Ability Has a Significant Effect on Organizational Performance

The findings indicate that work ability significantly influences organizational performance. Thus, work ability strengthens company performance. This evidence suggests that employees' work ability at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, is already effective. This is reflected in respondents' answers stating that they uphold moral values in their work, strive to be honest and fair in task execution.

These results align with Dewi et al. (2023), who showed that work ability positively and significantly affects employee performance. Similarly, Wuwungan et al. (2020) found that work ability and motivation significantly influence employee performance. However, these results differ from Pratama & Wardani (2017), who found that work ability had no significant effect on employee performance. Meanwhile, Olsen et al. (2017) stated that work climate influences workplace bullying and also affects work outcomes and ability, with bullying mediating the relationship between work climate dimensions and work performance.

This study also found an indirect effect of work ability on company performance through organizational commitment. This indicates that organizational commitment is a strong intervening variable in the relationship between work ability and company performance at PT Perkebunan Nusantara I in Surabaya. Therefore, improving company performance can be achieved by enhancing work ability and organizational commitment.

5.7. Organizational Commitment Has a Significant Effect on Organizational Performance

The findings indicate that organizational commitment significantly influences organizational performance. Thus, organizational commitment strengthens company performance. This evidence suggests that organizational commitment at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, is already effective. This is reflected in respondents' answers stating that they take pride in being part of the organization, feel a strong emotional bond, remain due to

perceived benefits, and believe leaving would significantly impact their financial stability.

These results align with Silitonga et al. (2017), who showed that organizational commitment can directly affect organizational performance and indirectly through job satisfaction (as an intervening variable). Stronger organizational commitment leads to higher job satisfaction, improving organizational performance. The findings also correspond with Dahlan & Madjodjo (2020) and Sapitri & Suryalena (2016), who found that organizational commitment positively and significantly affects employee performance. These results reinforce Nikpour's (2017) statement that organizational culture indirectly impacts performance through the mediation of organizational commitment.

VI. CONCLUSIONS AND RECOMMENDATIONS

The findings of this study indicate that:

1. Transformational leadership has a positive and significant effect on organizational commitment and organizational performance.
2. Internal communication has a positive and significant effect on organizational commitment but no significant effect on organizational performance.
3. Work ability has a positive and significant effect on organizational commitment and organizational performance.
4. Organizational commitment has a positive and significant effect on organizational performance at PT Perkebunan Nusantara I in Surabaya.

For future research, it is advisable to consider incorporating additional variables that may mediate, moderate, or influence internal communication and organizational performance beyond those examined in this study. There remain numerous other variables that could potentially affect organizational performance.

REFERENCES

- Adhan, M., Jufrizen, J., Prayogi, M. A., & Siswadi, Y. (2020). Peran mediasi komitmen organisasi pada pengaruh kepuasan kerja terhadap kinerja dosen tetap universitas swasta di kota Medan. *Jurnal Samudra Ekonomi Dan Bisnis*, 11(1), 1-15.
- Al Basyir, L. M., Madhakomala, R., & Handaru, A. W. (2020). The effect of transformational leadership, organizational communication and job involvement toward withdrawal behavior. *Management Science Letters*, 10(7), 1623-1632.
- Allen, N. J. & J. P. Meyer (1997). *Commitment in The Workplace Theory Research and Application*. Sage Publications, California.

- Alharbi, S. H. (2025). The Impact of Internal Communication on Organizational Performance Efficiency. *Arab Journal of Administration*, 45(2), 173-186.
- Anis, R., Dirgantara, I. M. B., & Harsasi, M. (2022). Pengaruh Kecerdasan Emosional Dan Lingkungan Kerja Terhadap Kinerja Anggota Kepolisian Dengan Mediasi Komitmen Organisasi. *EDUKASIA: Jurnal Pendidikan Dan Pembelajaran*, 3(3), 1011-1022.
- Antonakis J., Avolio B.J., & Sivasubramaniam, N. (2003). Context and Leadership: An Examination of the Nine Factor Full-Range Leadership Theory Using the Multifactor Leadership Questionnaire, *The Leadership Quarterly*, Vol 14, No 2, hal 261-295.
- Arshadi, N., & Zare, R. (2016). Leadership effectiveness, perceived organizational support and work ability: Mediating role of job satisfaction. *International Journal of Behavioral Sciences*, 9(4), 250-255.
- Askari, G., Asghri, N., Gordji, M. E., Asgari, H., Filipe, J. A., & Azar, A. (2020). The impact of teamwork on an organization's performance: A cooperative game's approach. *Mathematics*, 8(10), 1-15.
- Atmojo, M. (2015). The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. *International research journal of business studies*, 5(2).
- Ausat, A. M. A., Suherlan, S., Peirisal, T., & Hirawan, Z. (2022). The effect of transformational leadership on organizational commitment and work performance. *Journal of Leadership in Organizations*, 4(1).
- Balakrishnan C. & Masthan D. (2013). Impact of Internal Communication on Employee Engagement –A Study at Delhi International Airport. *International Journal of Scientific and Research Publications*, 3 (8), 1-13.
- Cheng, M. Y., Lin, J. Y., Hsiao, T. Y., & Lin, T. W. (2010). Invested resource, competitive intellectual capital, and corporate performance. *Journal of intellectual capital*, 11(4), 433-450.
- Dahlan, F., & Madjodjo, F. (2020). Pengaruh komitmen organisasi dan budaya organisasi terhadap kinerja Organisasi Perangkat Daerah Kota Tidore Kepulauan. *Indonesia Accounting Journal*, 2(2), 196-203.
- Dewa, A. (2023). The influence of work ability, work discipline and work environment on employee performance. *Economic and Business Horizon*, 2(3), 1-10.
- Dewi, L. N., Suhaeli, D., & Hidayati, L. A. (2023). Pengaruh Kemampuan Kerja, Motivasi Kerja, dan Disiplin Kerja terhadap Kinerja Karyawan (Studi Empiris pada Puskesmas Kecamatan Candimulyo). *Borobudur Management Review*, 3(1), 14-31.
- Effiyanti, E., Lubis, A. R., Sofyan, S., & Syafruddin, S. (2021). The influence of transformational leadership on organizational performance: a case study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(2), 583-593.
- Fauzan, A., Tupti, Z., Pasaribu, F., & Tanjung, H. (2023). Pengaruh kepemimpinan transformasional dan budaya organisasi terhadap kinerja pegawai dimediasi oleh komitmen organisasi. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 6(1), 517-534.

- Goodwin, V.L., Wofford, J.C., and Whittington, J.L. (2001). A Theoretical and Empirical Extension to the Transformational Leadership Construct, *Journal of Organizational Behavior*, Vol 22, No 7, pp.759-774
- Haroon, H., & Malik, H. D. (2018). The impact of organizational communication on organizational performance. *Journal of research in social sciences*, 6(2), 140-151.
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208-1234.
- Indra Kharis, M. S. (Maret 2015). Pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan dengan Motivasi Kerja Sebagai Variabel Intervening (Studi pada Karyawan Bank Jatim Cabang Malang). *Jurnal Administrasi Bisnis (JAB)* Vol. 3, No. 1
- Jogaratanam, G. (2017). How organizational culture influences market orientation and business performance in the restaurant industry. *Journal of Hospitality and Tourism Management*, 31, 211-219.
- Krishnan, J. (2005). "Audit committee quality and internal control: an empirical analysis", *The Accounting Review*, Vol. 80 No. 2, pp. 649-75.
- Khuntia, R., and Suar, D. (2004). A Scale to Assess Ethical Leadership of Indian Private and Public Sector Managers, *Journal of Business Ethics*, Vol 49, No 1, pp. 13-26
- Kweh, Q. L., Ting, I. W. K., Hanh, L. T. M., & Zhang, C. (2019). Intellectual capital, governmental presence, and firm performance of publicly listed companies in Malaysia. *International Journal of Learning and Intellectual Capital*, 16(2), 193-211.
- Lottrup, L., Stigsdøttir, U. K., Meilby, H., & Claudi, A. G. (2015). The workplace window view: a determinant of office workers' work ability and job satisfaction. *Landscape Research*, 40(1), 57-75.
- Mahkota, N. K. W. K. I., Sintaasih, D. K., & Rahyuda, A. G. (2017). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi terhadap Komitmen Organisasi dan Kinerja Karyawan Pada PT. Sasjam Riri di Kabupaten Gianyar. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 6(11), 3985-4014.
- Malik, W. U., Javed, M., & Hassan, S. T. (2017). Influence of transformational leadership components on job satisfaction and organizational commitment. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 11(1), 147-166.
- Mailisa, Y., Hendri, M. I., & Fauzan, R. (2016). Pengaruh Iklim Organisasi dan Kemampuan Kerja Terhadap Komitmen Organisasi dan Dampaknya Pada Kinerja Pegawai DISPERINDAGKOP dan UKM Kota Pontianak. *Jurnal Ekonomi, Bisnis dan Kewirausahaan*, 5(3), 198-215.
- Mayer, J. D., Roberts, R. D., & Barsade, S. G. (2008). Human Abilities: Emotional Intelligence. *The Annual Review of Psychology*. No 59 (507-536).

- Mayer, J. D., Salovey, P., & Caruso, D. R. (2008). Emotional Intelligence: New Ability or Eclectic Trait?. *Journal American Psychologist*, Vol. 63, No. 6 (503-517).
- McShane, S. L., & Von Glinow, M. A. (2010). *Organizational Behavior: Emerging Knowledge and Practice for The Real World* (5th ed.). New York: The McGraw-Hill Companies, Inc.
- Mujanah, S., & Utami, C. (2023). The effect of self-efficacy, self-leadership, and work ethic on employee performance in manufacturing companies. *KnE Social Sciences*, 947-958.
- Mustopadjaja (2013). *Manajemen Proses Kebijakan Publik*, Formulasi, Implementasi Dan evaluasi Kinerja. Lembaga Administrasi Negara. Jakarta
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6, 65-72.
- Nimtrakoon, S. (2015). The relationship between intellectual capital, firms' market value and financial performance. *Journal of Intellectual Capital*, 16(3), 587-618.
- Nwata, U. P., Umoh, G. I., & Amah, E. (2016). Internal organizational communication and employees' performance in selected banks in Port Harcourt. *International journal of novel research in humanity and social sciences*, 3(3), 86-95.
- Olsen, E., Bjaalid, G., & Mikkelsen, A. (2017). Work climate and the mediating role of workplace bullying related to job performance, job satisfaction, and work ability: A study among hospital nurses. *Journal of advanced nursing*, 73(11), 2709-2719.
- Onkelinx, J., Manolova, T. S., & Edelman, L. F. (2016). The human factor: Investments in employee human capital, productivity, and SME internationalization. *Journal of International Management*, 22(4), 351-364.
- Patiar, A., & Wang, Y. (2016). The effects of transformational leadership and organizational commitment on hotel departmental performance. *International Journal of Contemporary Hospitality Management*, 28(3), 586-608.
- Pasla, B. N. (2009). Pengaruh inteligensi emosional terhadap organizational citizenship behavior dengan kohesivitas sebagai pemediasi (*Doctoral dissertation*, Universitas Gadjah Mada).
- Paulus, A. L., & Mardapa, P. S. (2018). Pemanfaatan teori resource-based view pada ritel minimarket: implikasinya terhadap strategi dan keunggulan bersaing. *Jurnal Riset Ekonomi dan Manajemen*, 16(2), 215-224.
- Pratama, A. A. N., & Wardani, A. (2017). Pengaruh kemampuan kerja dan semangat kerja terhadap kinerja karyawan melalui kepuasan kerja (studi kasus Bank Syariah Mandiri Kantor Cabang Kendal). *Jurnal Muqtasid*, 8(2), 119-129.
- Prawirosentono, Suyadi (2019). *Manajemen sumber Daya Manusia (Kebijakan Kinerja Karyawan), Kiat membangun Organisasi Kompetitif menjelang Perdagangan Bebas Dunia*, Edisi Pertama. Yogyakarta:BPFE

- Putranto, Danang Indra (2019). Pengaruh Komunikasi Internal, Kompensasi Kerja, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan pada PT. 71 Kimia Farma Plant Semarang. *Diponegoro Journal of Social and Politic*. 1-9.
- Putri, M. H. S., Risambessy, A., & Chandra, F. (2024). Pengaruh Etos Kerja, Komunikasi Internal, Terhadap Kinerja Pegawai dengan Komitmen Kerja sebagai Variabel Intervening. *KAMBOTT: Jurnal Sosial dan Humaniora*, 5(1), 34-42.
- Putri, N. E., Hakim, A., & Makmur, M. (2015). Pengaruh Motivasi Kerja dan Kemampuan Kerja terhadap Komitmen Organisasional dan Kinerja Pegawai. *Jurnal Ilmu Sosial dan Ilmu Politik (JISIP)*, 4(1).
- Rahim, A., Santoso, I., Astuti, R., & Sucipto, S. (2020). Analisis Teknoekonomi Implementasi Radio Frequency Identification (RFID) dalam Distribusi Daging Ayam. *JEPIN (Jurnal Edukasi dan Penelitian Informatika)*, 6(1), 79-85.
- Rachmawati, S. N., Lumbanraja, P., & Siahaan, E. (2021). The effect of adaptive ability, communication skills, and work environment on performance of Medan mayor's office with teamwork as intervening variables. *Journal Research of Social, Science, Economics, and Management*, 1(4), 406-417.
- Rachmat, A., Indratjahyo, H., & Kurniawan Subagia, I. (2023). The influence of transformational leadership and organizational commitment on employee performance through communication at the directorate general of budget, directorate general of budget. *International Journal of Multidisciplinary Research and Growth Evaluation*, 4(3), 942-952.
- Rose, R. C., Kumar, N., & Pak, O. G. (2019). The effect of organizational learning on organizational commitment, job satisfaction and work performance. *Journal of Applied Business Research (JABR)*, 25(6).
- Sapitri, R., & Suryalena, S. (2016). *Pengaruh komitmen organisasi terhadap kinerja karyawan perusahaan listrik negara area pekanbaru* (Doctoral dissertation, Riau University).
- Salman, S. M., Hamed, S. A., & Fisal, M. Z. (2023). Leadership and internal communication strategies in public organizations: Analytical research. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(4), 14.
- Samsuni (2017). *Manajemen Sumber Daya Manusia, Jurnal Al-Falah*, Vol. VII, No. 31.
- Santoso, N. R., Sulistyanyingtyas, I. D., & Pratama, B. P. (2022). Transformational leadership during the COVID-19 pandemic: Strengthening employee engagement through internal communication. *Journal of Communication Inquiry*, 01968599221095182.
- Silitonga, P. E. S., Wido, D. S., & Ali, H. (2017). Analysis of the effect of organizational commitment on organizational performance in mediation of job satisfaction (Study on Bekasi City Government). *International Journal of Economic Research*, 14(8), 75-90.

- Sirat, A. H., Agus, B., & Simabur, L. A. (2021). The Impact of Ability, Work Motivatedness, Organizational Commitment and Work Environment on Employee Performance. *Jurnal Manajemen Bisnis*, 8(2), 360-372.
- Spencer, Lyle M. dan Signe M. Spencer. (2007). *Competence at work: Models for Superior Performance*. Canada: John Wiley & Sons.
- Soewamo, N., & Tjahjadi, B. (2020). Measures that matter: an empirical investigation of intellectual capital and financial performance of banking firms in Indonesia. *Journal of Intellectual Capital*, 21(6), 1085-1107. doi:10.1108/JIC-09-2019-0225
- Vipraprastha, T., Sudja, I. N., & Yuesti, A. (2018). The effect of transformational leadership and organizational commitment to employee performance with citizenship organization (OCB) behavior as intervening variables (At PT Sarana Arga Gemeh Amerta in Denpasar City). *International Journal of Contemporary Research and Review*, 9(02), 20503-20518.
- Wahyuni, N. P. M. S., Widyani, A. A. D., & Utami, N. M. S. (2021). Pengaruh Kepemimpinan Transformasional, Kompensasi Finansial, Dan Komunikasi Internal Terhadap Kinerja Karyawan Pada UD. Kecak Mama. *VALUES*, 2(3).
- Wang, X., & Zeng, Y. (2017). Organizational capability model: Toward improving organizational performance. *Journal of Integrated Design and Process Science*, 21(1), 5-24.
- Wall, T. D., Clegg, C. W., Davies, R. T., Kemp, N. J., & Mueller, W. S. (1987). Advanced manufacturing technology and work simplification: An empirical study. *Journal of Organizational Behavior*, 8(3), 233-250.
- Wernerfelt, B. (1984). A resource-based view of the firm, *Strategic Management Journal*, Vol. 5(2), 171-180.
- Wirmayanis, S. (2019). Pengaruh Kemampuan Kerja Komitmen Organisasi Dan Motivasi Terhadap Kinerja Pegawai. *Jurnal Dinamika Manajemen*, 7(4), 163-175.
- Wuwungan, M. B., Nelwan, O. S., & Uhing, Y. (2020). Pengaruh kemampuan kerja dan motivasi kerja terhadap kinerja karyawan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 8(1).
- Yamanic, I. Y., & Syaharuddin, Y. (2016). Pengaruh penilaian prestasi kerja, komitmen organisasi dan disiplin kerja terhadap kinerja karyawan pada pt. pelabuhan indonesia iv cabang samarinda. *Jurnal Manajemen*, 8(1), 55-65.
- Yenen, V. Z., Öztürk, M. H., & Kaya, Ç. (2014). The effects of organizational communication on organizational commitment and an application. *Australian Journal of Business and Management Research*, 4(3), 9-23.
- Yu, Q., Yen, D. A., Barnes, B. R., & Huang, Y. A. (2019). Enhancing firm performance through internal market orientation and employee organizational commitment. *The International Journal of Human Resource Management*, 30(6), 964-987.

The Influence of Transformational Leadership, Internal Communication, and Work Ability on Organizational Commitment and Organizational Performance at PT Perkebunan Nusantara I in Surabaya

ORIGINALITY REPORT

18%	19%	16%	13%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	jurnal.syntax-idea.co.id Internet Source	3%
2	repository.kemu.ac.ke Internet Source	1%
3	jurnal.ibik.ac.id Internet Source	1%
4	ijhes.com Internet Source	1%
5	ir.jkuat.ac.ke Internet Source	1%
6	Submitted to Middlesex University Student Paper	1%
7	repository.unika.ac.id Internet Source	1%
8	Maria Crisnacecar Sikteubun, Conchita Valentina Latupapua, Agusthina Risambessy. "THE INFLUENCE OF SERVANT LEADERSHIP AND EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE AT THE REGIONAL DISASTER MANAGEMENT AGENCY OF SERAM BAGIAN BARAT REGENCY THROUGH THE MEDIATION OF ORGANIZATIONAL	1%

COMMITMENT", Journal of Economic, Bussines and Accounting (COSTING), 2025

Publication

9	ijefm.co.in Internet Source	1 %
10	attractivejournal.com Internet Source	1 %
11	Submitted to Oral Roberts University Student Paper	1 %
12	jurnal.stie-aas.ac.id Internet Source	1 %
13	jrssem.publikasiindonesia.id Internet Source	1 %
14	ejbmr.org Internet Source	1 %
15	umpir.ump.edu.my Internet Source	1 %
16	goldenratio.id Internet Source	1 %
17	onlineacademicpress.com Internet Source	1 %
18	www.abacademies.org Internet Source	1 %
19	Submitted to Universitas Bangka Belitung Student Paper	1 %
20	Submitted to Universitas Muria Kudus Student Paper	1 %
21	jemi.edu.pl Internet Source	1 %

repofeb.undip.ac.id

22 Internet Source

1%

Exclude quotes Off
Exclude bibliography Off

Exclude matches < 36 words



The Influence of Transformational Leadership, Internal Communication, and Work Ability on Organizational Commitment and Organizational Performance at PT Perkebunan Nusantara I in Surabaya

Laurentius St Gomo Tumanggors^{1*}, Ida Aju Brahmasari², Ida Aju Brahma Ratih³

1. Universitas 17 Agustus 1945, Surabaya Email: 1262400012@suel.untag-sby.ac.id
2. Universitas 17 Agustus 1945, Surabaya Email: brahmasari@untag-sby.ac.id
3. Universitas 17 Agustus 1945, Surabaya Email: 1262300054@suel.untag-sby.ac.id

Abstract. PT Perkebunan Nusantara I (PTPN I) is an Indonesian State-Owned Enterprise (BUMN) specializing in plantation operations, particularly the cultivation and processing of primary commodities, including rubber, coffee, and tea. Additionally, the company engages in secondary ventures such as tobacco production, plastic sack manufacturing, and asset optimization. As of December 1, 2023, PTPN I functions as a subholding entity with regional offices strategically located in Sumatra, Java, and Sulawesi to enhance operational efficiency. The company was originally established in Aceh in 1961 as PPN Kesatuan Aceh, marking the beginning of its long-standing presence in the industry. This study aims to analyze the impact of transformational leadership, internal communication, and work ability on both organizational commitment and organizational performance at PTPN I's Surabaya region. Utilizing a quantitative causal-explanatory approach, primary data was collected through structured questionnaires. The target population comprised employees of PTPN I in Surabaya, with 100 respondents selected via purposive sampling. Data analysis techniques included descriptive statistics and SEM-PLS (Structural Equation Modeling-Partial Least Squares). Findings reveal that transformational leadership, internal communication, and work ability significantly and positively influence organizational commitment. Likewise, transformational leadership, work ability, and organizational commitment exhibit a significant positive relationship with organizational performance. However, although internal communication has a favorable effect, its impact on organizational performance is not statistically significant in this context.

Keywords: internal communication, organizational commitment, organizational performance, transformational leadership, work ability.

1. INTRODUCTION

Disruptive globalization and advancements in information and communication technology have driven Holding PT Perkebunan Nusantara III to undergo structural transformation from 2021 to 2024 by establishing three subholding companies to improve and enhance sustainable organizational performance. PT Perkebunan Nusantara I, as one of the subholding entities, resulted from the merger of PT Perkebunan Nusantara II, VII, VIII, IX, X, XI, XII, and XIV. It manages core businesses in rubber, coffee, and tea plantations, as well as supporting commodities such as tobacco, plastic sack factories, and asset optimization from upstream to downstream products directly consumed by customers. PT Perkebunan Nusantara I envisions itself as a leading and globally competitive diversified agribusiness company. However, it faces challenges such as VUCA (Volatility, Uncertainty, Complexity, Ambiguity), commodity price fluctuations, global climate change, intense market competition, regulatory changes, and the need for operational efficiency. These challenges must be mitigated through internal strengths, turning weaknesses into opportunities to enhance operational performance, resilience, and business sustainability.

The pressures and challenges arising from fundamental organizational changes will increase rather than diminish, necessitating transformational leadership to breathe new life into PT Perkebunan Nusantara I. Transformational leadership must create something new from the old, develop and communicate a new vision from the existing one, and ensure that everyone not only sees the new vision but also commits to achieving it.

Received: May 15, 2025;
Revised: May 30, 2025;
Accepted: June 25, 2025;
Published: June 29, 2025
Curr. Ver.: June 29, 2025



Copyright: © 2025 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

In facing these challenges, the company ensure that employees have strong organizational commitment and can work effectively. Highly committed and high-performing human resources are key assets in achieving organizational goals. Organizational commitment and performance are two interrelated aspects. Employees with high organizational commitment tend to be more motivated, productive, and loyal. Conversely, strong organizational performance can enhance job satisfaction and employee commitment.

Transformational leadership, which emphasizes vision, inspiration, and employee empowerment, can create a positive and motivating work environment. Santoso et al. (2022) state that through spiritual values, transformational leaders promoting employee engagement during crises ensure organizational sustainability. Leaders can enhance employee engagement by integrating spiritual values through internal communication. Meanwhile, Salman et al. (2023) demonstrate that internal communication and verbal recognition have a consistent relationship with transformational leadership.

Communication is the act or process of conveying thoughts or ideas so that the message received by the recipient aligns with the sender's intent. Communication serves four main functions in a group or organization: control, motivation, emotional expression, and information (Robbins, 2002:146). Dewa (2023) shows that work ability positively influences employee performance. Furthermore, Rachmawati et al. (2021) indicate that adaptability and communication skills affect teamwork, while communication skills and work environment positively influence employee performance.

Strong work ability, encompassing both technical and non-technical skills, enables employees to perform tasks effectively and efficiently. Work ability refers to the knowledge, experience, and expertise possessed by individuals or groups in executing specific tasks or activities (Harsey et al., 2003:190).

Transformational leadership, internal communication, and work ability are believed to significantly influence organizational commitment and performance. Rachmat et al. (2023) prove that transformational leadership and organizational commitment affect communication and employee performance. Al Basyir et al. (2020) highlight the positive influence of transformational leadership on work engagement and organizational communication on work engagement. Additionally, Fauzan et al. (2023) show that transformational leadership affects organizational commitment and employee performance, with organizational commitment mediating its impact on performance. Wahyuni et al. (2021) demonstrate that transformational leadership and internal communication influence employee performance, while Mahkota et al. (2017) note that commitment mediates the relationship between transformational leadership and employee performance. Transformational leadership enhances employee performance by strengthening organizational commitment.

Observations and discussions conducted by researchers at PTPN I Surabaya indicate that organizational commitment and performance still need improvement during the subholding consolidation transition. Key challenges include:

1. Leadership: Leadership styles are not yet fully transformational, requiring more effective efforts to motivate employees.
2. Internal Communication: Ineffective communication processes between departments and organizational levels hinder information flow and work coordination.
3. Work Ability: Gaps exist between education, employee skills, and job demands, particularly in adapting to technological advancements, regulatory changes, and market dynamics.

This study is essential to identify factors influencing organizational commitment and performance at PT Perkebunan Nusantara I in Surabaya. It aims to analyze the effects of transformational leadership, internal communication, and work ability on organizational commitment and performance. The findings are expected to provide valuable insights and recommendations for management to enhance human resource quality and overall organizational performance.

This research is also expected to inform policy formulation for improving organizational commitment and performance by considering transformational leadership patterns, internal communication, and work ability as essential soft skills for organizational human resources.

Several studies have examined the relationship between organizational commitment and performance in corporate activities. Using VOSviewer software and metadata from Publish or Perish with the keyword "organizational commitment," the researcher identified 16 items, 5 research clusters, and 90 links, differentiated by color, indicating that research on organizational commitment has 90 connections with other variables. Density visualization further highlights the prominence of organizational commitment research, demonstrating its extensive exploration by researchers.

2. LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a proactive behavior that elevates followers' focus on collective interests and helps them achieve the highest level of goals (Antonakis et al., 2003). The indicators used to measure transformational leadership (Antonakis et al., 2003; Robbins & Judge, 2018: 201) are:

1. Charisma,
2. Inspiration,
3. Intellectual Stimulation, and
4. Individualized Consideration.

Internal Communication

Internal communication is the exchange of ideas among administrators and employees within a company or institution, including its unique structure (organization), and the horizontal and vertical flow of ideas that enable work execution (Brennan, 2012: 101). The indicators used to measure internal communication (Brennan, 2012: 101) are:

1. Improving task coordination among employees,
2. Collaborative problem-solving among employees,
3. Information sharing among employees,
4. Conflict resolution among employees,
5. Relationship-building through joint activities.

Work Ability

Work ability refers to the competence in performing a job, which can be enhanced through recruitment processes and selecting the best individuals for specific roles (Gomez, 2008: 21). The indicators used to measure work ability (Spencer & Spencer, 2007: 276) are:

1. Intellectual ability,
2. Emotional ability,
3. Social ability,
4. Spiritual ability.

Organizational Commitment

Organizational commitment is an attitude reflecting employee loyalty to the organization and an ongoing process through which organizational members express their concern for the organization's continued success and well-being (Colquit et al., 2013: 197). The indicators used to measure organizational commitment (Colquit et al., 2013: 197) are:

1. Affective commitment,
2. Continuance commitment,
3. Normative commitment.

Organizational Performance

Organizational performance refers to what an organization has achieved over a specific period, encompassing inputs, outputs, outcomes, benefits, and impacts (Sobandi, 2006: 176). The indicators used to measure organizational performance (Sobandi, 2006: 179) are:

1. Output,
2. Outcome,
3. Alignment of Efforts with Achievements,
4. Explanatory Information.

Research Hypotheses

Based on the literature review, the relationship between transformational leadership, internal communication, work ability, organizational commitment, and organizational performance remains underexplored. Therefore, this study aims to examine the relationships among these five aspects in the plantation sector, particularly at PT Perkebunan Nusantara I in Surabaya. The novelty of this study lies in positioning organizational commitment as a mediating variable. The research hypotheses are formulated as follows:

- a) H1 : Transformational leadership has a significant effect on organizational commitment at PT Perkebunan Nusantara I in Surabaya.
- b) H2 : Transformational leadership has a significant effect on organizational performance at PT Perkebunan Nusantara I in Surabaya.
- c) H3 : Internal communication has a significant effect on organizational commitment at PT Perkebunan Nusantara I in Surabaya.
- d) H4 : Internal communication has a significant effect on organizational performance at PT Perkebunan Nusantara I in Surabaya.
- e) H5 : Work ability has a significant effect on organizational commitment at PT Perkebunan Nusantara I in Surabaya.
- f) H6 : Work ability has a significant effect on organizational performance at PT Perkebunan Nusantara I in Surabaya.
- g) H7 : Organizational commitment has a significant effect on organizational performance at PT Perkebunan Nusantara I in Surabaya.

The conceptual framework illustrating the relationships among the variables, based on the problem statement and literature review, is presented in Figure 1.

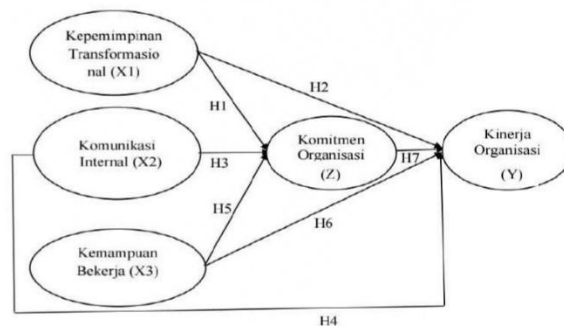


Figure 1: Research Conceptual Framework

3. RESEARCH METHODOLOGY

This study employs a causal research design with a quantitative approach. The population consists of all permanent employees (282 individuals) at PT Perkebunan Nusantara I in Surabaya (Malhotra & Birks, 2007). Given the finite population, the minimum sample size was determined using Slovin's formula with a 10% margin of error, yielding 100 respondents (Slovin, 1960). The study applied purposive sampling, with the criteria that respondents must have been employed for at least one year.

Data analysis was conducted using Structural Equation Modeling (SEM) with the Warp PLS (Partial Least Squares) software.

Data Sources & Collection

1. Primary data was obtained through questionnaire responses.

2. The questionnaire included Likert-scale statements (1–5, from "strongly disagree" to "strongly agree") on research variables and demographic factors.
3. Data analysis involved descriptive statistics and hypothesis testing.

4. RESEARCH RESULTS

Respondent demographics (gender, age, education level, and marital status) are presented in Table 1 below:

Table 1. Characteristics of respondents (N = 100)

Characteristics		Frequency	Percentage (%)
Gender	Male	71	71.0
	Female	29	29.0
Age	≤ 30 years	21	21.0
	>30-40 years	63	63.0
	> 40 years	16	16.0
Education Level	SMA	57	57.0
	Diploma	35	35.1
	Sarjana	08	08.0
Work Tenure	≤ 1 years	12	12.0
	>1-4 years	77	77.0
	> 4 years	11	11.0

Descriptive analysis of the 100 respondents revealed the following characteristics:

1. Gender: Male-dominated (71.0%).
2. Age Distribution:
 - a. >30–40 years: 63.0% (majority),
 - b. >40 years: 16.0%,
 - c. ≤30 years: 21.0%.
3. Education Level:
 - a. High school graduates: 57.0% (majority),
 - b. Diploma holders: 35.0%,
 - c. Bachelor's degree holders: 8.0%.
- d. Work Tenure: Majority (>1–4 years: 77.0%).

Goodness-of-Fit Model Analysis

The model's validity was assessed using:

- a. Average Path Coefficient (APC),
- b. Average R-squared (ARS),
- c. Average Adjusted R-squared (AARS),
- d. Average Variance Inflation Factor (AVIF).

Table 2 presents the analysis results, where AVIF and APC values indicate the absence of multicollinearity among independent variables and validate their relationships. The evaluation confirms that the model is acceptable.

Table 2. Goodness of fit model

Result	Value	P-Value	Criteria	Description
Average path coefficient	0.250	0.000	≤ 0,05	Supported
Average R-squared	0.385	0.000	≤ 0,05	Supported
Average adjusted R-squared	0.371	0.000	≤ 0,05	Supported
Average block VIF	2.106	0.000	≤ 5.000	Supported

Sources: Output WarpPLS

Testing the Validity of Research Variables

The discriminant validity was assessed using AVE values (square roots of average variance extracted), where the AVE values are presented in the diagonal positions of the correlations among latent variables output from WarpPLS. The expected values should be greater than the correlation values in the same block. As shown in Table 3, the values in the diagonal block are

greater than those in the same block. Therefore, all variables meet the discriminant validity criteria.

Table 3. Correlations among latent variables

Variable	Kep_Tra	Komu_In	Kem_Ker	Komit	Kin_Org
Kep_Tra	0.711	0.522	0.628	0.214	0.478
Komu_In	0.522	0.643	0.461	0.344	0.325
Kem_Ker	0.828	0.461	0.890	0.101	0.409
Komit	0.214	0.344	0.101	0.777	0.615
Kin_Org	0.478	0.325	0.409	0.615	0.644

Sources: Output WarpPLS

Reliability Testing of Research Variables

The reliability of research variables was assessed using two criteria: composite reliability and Cronbach's alpha.

Table 4. Reliability Test Results

Cut Off Value		Kep_Tra	Komu_I n	Kem_Ker	Komit	Kin_Org	Notes
Cronbach's Alpha	> 0.6	0.870	0.710	0.719	0.871	0.729	All items meet the requirements
Composite Reliability	> 0.7	0.802	0.790	0.720	0.820	0.738	

Sources: Output WarpPLS

Table 4 demonstrates that all variables exhibit Cronbach's alpha values exceeding the threshold of 0.6. Furthermore, the composite reliability measures for all constructs surpass the recommended value of 0.7. These results confirm that all measurement constructs in the study satisfy the established reliability requirements.

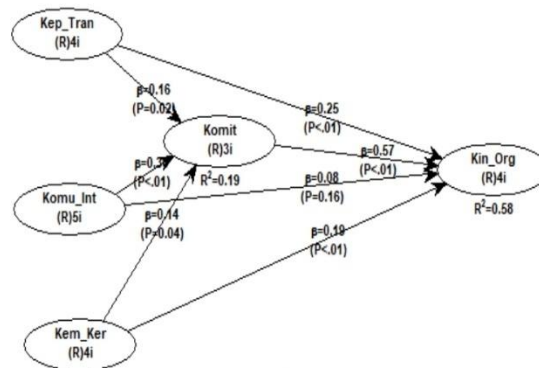


Figure 1. Coefficient of research model path (B= coefficient; p=probability; R²=determination)

Hypothesis Testing

The hypothesis testing was conducted based on the estimated significance values of the research model parameters, as presented in Table 5.

Table 5. *Hypothesis Testing*

H	Relationship	Standardized Coefficient	P	Decision
H1	Kepemimpinan transformasional → Komitmen Organisasi	0.164	0.019	accepted
H2	Kepemimpinan transformasional → Kinerja Organisasi	0.250	0.000	accepted
H3	Komunikasi internal → Komitmen Organisasi	0.356	0.000	accepted
H4	Komunikasi internal → Kinerja Organisasi	0.080	0.161	rejected
H5	Kemampuan kerja → Komitmen Organisasi	0.141	0.039	accepted
H6	Kemampuan kerja → Kinerja Organisasi	0.191	0.008	accepted
H7	Komitmen Organisasi karyawan → Kinerja Organisasi	0.568	0.000	accepted

Sources: Output WarpPLS

DISCUSSION

This study found that Organizational Performance at PT Perkebunan Nusantara I in Surabaya can be significantly explained by the variables of transformational leadership, work ability, and organizational commitment, while internal communication had an insignificant effect. This research also proved that organizational commitment acts as a positive intervening variable in this study. For clarity, the discussion of the research findings is presented one by one as follows:

Transformational Leadership Has a Significant Effect on Organizational Commitment

The findings of this study indicate that transformational leadership has a significant effect on organizational commitment. Thus, transformational leadership strengthens organizational commitment. This evidence suggests that transformational leadership at PT Perkebunan Nusantara I in Surabaya, according to respondents, is already effective. This is reflected in respondents' answers stating that leaders have a clear vision for the future and demonstrate confidence in decision-making. Furthermore, leaders motivate employees to achieve higher goals and communicate high expectations to the team positively.

These results align with the findings of Malik et al. (2017), who proved that transformational leadership influences organizational commitment. The results also correspond with Atmojo's (2015) findings, which showed that transformational leadership affects job satisfaction and organizational commitment. Organizational commitment, in turn, has a significant effect on employee performance.

Transformational Leadership Has a Significant Effect on Organizational Performance

The findings indicate that transformational leadership significantly influences organizational performance. Thus, transformational leadership strengthens company/organizational performance. This evidence suggests that transformational leadership at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, is already effective. This is reflected in respondents' answers stating that leaders encourage creative problem-solving, support diverse perspectives, pay attention to employees' needs and development, and provide opportunities for professional growth.

These findings reinforce the statement by Ausat et al. (2022), who stated that transformational leadership positively affects organizational commitment and performance. The results also align with Patiar & Wang's (2016) findings, showing that transformational leadership directly and indirectly influences non-financial performance dimensions as well as the social and environmental performance of hotel departments through organizational commitment. However, the mediating effect of organizational commitment was absent for financial performance.

Conversely, these results differ from Vipraprastha et al. (2018), who found that transformational leadership negatively affects employee performance. Meanwhile, Effiyanti et al. (2021) stated that transformational leadership is a significant predictor of readiness for change and is relevant in empowering knowledge-sharing quality, which in turn influences organizational performance.

This study also found an indirect effect of transformational leadership on company performance through organizational commitment. This indicates that organizational commitment is a strong intervening variable in the relationship between transformational leadership and company performance at PT Perkebunan Nusantara I in Surabaya. Therefore, improving company performance can be achieved by enhancing transformational leadership and organizational commitment.

Internal Communication Has a Significant Effect on Organizational Commitment

The findings indicate that internal communication significantly influences organizational commitment. Thus, internal communication strengthens organizational commitment. This evidence suggests that internal communication at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, is already effective. This is reflected in respondents' answers stating that communication among colleagues helps coordinate tasks more effectively, and coworkers consistently provide clear information regarding assigned tasks. Additionally, respondents feel comfortable discussing solutions with colleagues and frequently engage in discussions to find the best work approaches.

These findings reinforce Yu et al. (2019), who emphasized the importance of retaining key staff and managing the negative impact of high turnover on company performance. Internal market orientation serves as an employee management tool to help companies retain employees and enhance performance through organizational commitment. The results also align with Yenen et al. (2014), who proved that organizational communication style impacts organizational commitment, indicating that employees' commitment is influenced by managers' communication styles.

Internal Communication Has an Insignificant Effect on Organizational Performance

The findings indicate that internal communication does not significantly influence organizational performance. Thus, internal communication has not yet been able to strengthen organizational performance. This evidence suggests that employee internal communication at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, still requires improvement. This is reflected in respondents' answers stating that colleagues do not consistently share important work-related information, and both leaders and employees need to promote information-sharing to enhance work productivity. Additionally, respondents believe that effective communication can help resolve workplace conflicts and create a harmonious work environment.

These results differ from Nwata et al. (2016), who proved that internal organizational communication dimensions (downward and upward communication) affect employee performance metrics (efficiency and effectiveness). They concluded that internal communication is closely related to employee performance, recommending that organizations implement measures to ensure consistent, clear, and formally recognized communication channels to avoid ambiguity, as this facilitates a more efficient and effective workforce.

This discrepancy is further supported by Haroon & Malik (2018), who found a significant influence of organizational communication on organizational performance. Similarly, Alharbi (2025) found a positive relationship between communication systems and Human Resource Management (HRM), as well as between HRM and internal communication, revealing the mediating role of internal communication in the relationship between communication systems and efficiency.

This study also found an indirect effect of internal communication on organizational performance through organizational commitment, consistent with Putri et al. (2024), who proved that internal communication significantly affects employee performance through work commitment.

This indicates that organizational commitment is a strong intervening variable in the relationship between internal communication and organizational performance at PT Perkebunan Nusantara I in Surabaya. Therefore, improving company performance can be achieved through organizational commitment by implementing constructive and value-added internal communication.

Work Ability Has a Significant Effect on Organizational Commitment

The findings indicate that work ability significantly influences organizational commitment. Thus, work ability strengthens organizational commitment. This evidence suggests that work ability at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, is already effective. This is reflected in respondents' answers stating that they can understand and analyze

assigned tasks well, find effective solutions, manage emotions under work pressure, and remain calm and focused despite challenges.

These results align with Mailisa et al. (2016), who proved that work ability positively and significantly affects organizational commitment and employee performance. Conversely, organizational commitment did not significantly influence employee performance. Wirmayanis (2019) further confirmed that work ability, organizational commitment, and motivation affect employee performance. However, these results differ from Putri et al. (2015), who found that work ability had an insignificant effect on organizational commitment but a positive and significant effect on employee performance, while organizational commitment significantly influenced employee performance.

Work Ability Has a Significant Effect on Organizational Performance

The findings indicate that work ability significantly influences organizational performance. Thus, work ability strengthens company performance. This evidence suggests that employees' work ability at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, is already effective. This is reflected in respondents' answers stating that they uphold moral values in their work, strive to be honest and fair in task execution.

These results align with Dewi et al. (2023), who showed that work ability positively and significantly affects employee performance. Similarly, Wuwungan et al. (2020) found that work ability and motivation significantly influence employee performance. However, these results differ from Pratama & Wardani (2017), who found that work ability had no significant effect on employee performance. Meanwhile, Olsen et al. (2017) stated that work climate influences workplace bullying and also affects work outcomes and ability, with bullying mediating the relationship between work climate dimensions and work performance.

This study also found an indirect effect of work ability on company performance through organizational commitment. This indicates that organizational commitment is a strong intervening variable in the relationship between work ability and company performance at PT Perkebunan Nusantara I in Surabaya. Therefore, improving company performance can be achieved by enhancing work ability and organizational commitment.

Organizational Commitment Has a Significant Effect on Organizational Performance

The findings indicate that organizational commitment significantly influences organizational performance. Thus, organizational commitment strengthens company performance. This evidence suggests that organizational commitment at PT Perkebunan Nusantara I in Surabaya, as perceived by respondents, is already effective. This is reflected in respondents' answers stating that they take pride in being part of the organization, feel a strong emotional bond, remain due to perceived benefits, and believe leaving would significantly impact their financial stability.

These results align with Silitonga et al. (2017), who showed that organizational commitment can directly affect organizational performance and indirectly through job satisfaction (as an intervening variable). Stronger organizational commitment leads to higher job satisfaction, improving organizational performance. The findings also correspond with Dahlan & Madjodo (2020) and Sapitri & Suryalena (2016), who found that organizational commitment positively and significantly affects employee performance. These results reinforce Nikipou's (2017) statement that organizational culture indirectly impacts performance through the mediation of organizational commitment.

5. CONCLUSION AND RECOMMENDATION

The findings of this study indicate that:

1. Transformational leadership has a positive and significant effect on organizational commitment and organizational performance.
2. Internal communication has a positive and significant effect on organizational commitment but no significant effect on organizational performance.
3. Work ability has a positive and significant effect on organizational commitment and organizational performance.
4. Organizational commitment has a positive and significant effect on organizational performance at PT Perkebunan Nusantara I in Surabaya.

For future research, it is advisable to consider incorporating additional variables that may mediate, moderate, or influence internal communication and organizational performance beyond those examined in this study. There remain numerous other variables that could potentially affect organizational performance.

REFERENCES

- Adhan, M., Jufrizen, J., Prayogi, M. A., & Siswadi, Y. (2020). Peran mediasi komitmen organisasi pada pengaruh kepuasan kerja terhadap kinerja dosen tetap universitas swasta di kota Medan. *Jurnal Samudra Ekonomi Dan Bisnis*, 11(1), 1-15.
- Al Basyir, L. M., Madhakomala, R., & Handaru, A. W. (2020). The effect of transformational leadership, organizational communication and job involvement toward withdrawal behavior. *Management Science Letters*, 10(7), 1623-1632.
- Allen, N. J. & J. P. Meyer (1997). *Commitment in The Workplace Theory Research and Application*. Sage Publications, California.
- Alharbi, S. H. (2025). The Impact of Internal Communication on Organizational Performance Efficiency. *Arab Journal of Administration*, 45(2), 173-186.
- Anis, R., Dirgantara, I. M. B., & Harsasi, M. (2022). Pengaruh Kecerdasan Emosional Dan Lingkungan Kerja Terhadap Kinerja Anggota Kepolisian Dengan Mediasi Komitmen Organisasi. *EDUKASIA: Jurnal Pendidikan Dan Pembelajaran*, 3(3), 1011-1022.
- Antonakis J., Avolio B.J., & Sivasubramaniam, N. (2003). Context and Leadership: An Examination of the Nine Factor Full-Range Leadership Theory Using the Multifactor Leadership Questionnaire, *The Leadership Quarterly*, Vol 14, No 2, hal 261-295.
- Arshadi, N., & Zare, R. (2016). Leadership effectiveness, perceived organizational support and work ability: Mediating role of job satisfaction. *International Journal of Behavioral Sciences*, 9(4), 250-255.
- Askari, G., Asghri, N., Gordji, M. E., Asgari, H., Filipe, J. A., & Azar, A. (2020). The impact of teamwork on an organization's performance: A cooperative game's approach. *Mathematics*, 8(10), 1-15.
- Atmojo, M. (2015). The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. *International research journal of business studies*, 5(2).
- Ausat, A. M. A., Suherlan, S., Peirisal, T., & Hirawan, Z. (2022). The effect of transformational leadership on organizational commitment and work performance. *Journal of Leadership in Organizations*, 4(1).
- Balakrishnan C. & Masthan D. (2013). Impact of Internal Communication on Employee Engagement –A Study at Delhi International Airport. *International Journal of Scientific and Research Publications*, 3 (8), 1-13.
- Cheng, M. Y., Lin, J. Y., Hsiao, T. Y., & Lin, T. W. (2010). Invested resource, competitive intellectual capital, and corporate performance. *Journal of intellectual capital*, 11(4), 433-450.
- Dahlan, F., & Madjodjo, F. (2020). Pengaruh komitmen organisasi dan budaya organisasi terhadap kinerja Organisasi Perangkat Daerah Kota Tidore Kepulauan. *Indonesia Accounting Journal*, 2(2), 196-203.
- Dewa, A. (2023). The influence of work ability, work discipline and work environment on employee performance. *Economic and Business Horizon*, 2(3), 1-10.
- Dewi, L. N., Suhaeli, D., & Hidayati, L. A. (2023). Pengaruh Kemampuan Kerja, Motivasi Kerja, dan Disiplin Kerja terhadap Kinerja Karyawan (Studi Empiris pada Puskesmas Kecamatan Candimulyo). *Borobudur Management Review*, 3(1), 14-31.

- Effiyanti, E., Lubis, A. R., Sofyan, S., & Syafruddin, S. (2021). The influence of transformational leadership on organizational performance: a case study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(2), 583-593.
- Fauzan, A., Tupti, Z., Pasaribu, F., & Tanjung, H. (2023). Pengaruh kepemimpinan transformasional dan budaya organisasi terhadap kinerja pegawai dimediasi oleh komitmen organisasi. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 6(1), 517-534.
- Goodwin, V.L., Wofford, J.C., and Whittington, J.L. (2001). A Theoretical and Empirical Extension to the Transformational Leadership Construct, *Journal of Organizational Behavior*, Vol 22, No 7, pp.759-774
- Haroon, H., & Malik, H. D. (2018). The impact of organizational communication on organizational performance. *Journal of research in social sciences*, 6(2), 140-151.
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208-1234.
- Indra Kharis, M. S. (Maret 2015). Pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan dengan Motivasi Kerja Sebagai Variabel Intervening (Studi pada Karyawan Bank Jatim Cabang Malang). *Jurnal Administrasi Bisnis (JAB)* Vol. 3, No. 1
- Jogaratanm, G. (2017). How organizational culture influences market orientation and business performance in the restaurant industry. *Journal of Hospitality and Tourism Management*, 31, 211-219.
- Krishnan, J. (2005). "Audit committee quality and internal control: an empirical analysis". *The Accounting Review*, Vol. 80 No. 2, pp. 649-75.
- Khuntia, R., and Suar, D. (2004). A Scale to Assess Ethical Leadership of Indian Private and Public Sector Managers, *Journal of Business Ethics*, Vol 49, No 1, pp. 13-26
- Kweh, Q. L., Ting, I. W. K., Hanh, L. T. M., & Zhang, C. (2019). Intellectual capital, governmental presence, and firm performance of publicly listed companies in Malaysia. *International Journal of Learning and Intellectual Capital*, 16(2), 193-211.
- Lottrup, L., Stigsdotter, U. K., Meilby, H., & Claudi, A. G. (2015). The workplace window view: a determinant of office workers' work ability and job satisfaction. *Landscape Research*, 40(1), 57-75.
- Mahkota, N. K. W. K. I., Sintaasih, D. K., & Rahyuda, A. G. (2017). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi terhadap Komitmen Organisasi dan Kinerja Karyawan Pada PT. Sasjam Rini di Kabupaten Gianyar. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 6(11), 3985-4014.
- Malik, W. U., Javed, M., & Hassan, S. T. (2017). Influence of transformational leadership components on job satisfaction and organizational commitment. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 11(1), 147-166.
- Mailisa, Y., Hendri, M. I., & Fauzan, R. (2016). Pengaruh Iklim Organisasi dan Kemampuan Kerja Terhadap Komitmen Organisasional dan Dampaknya Pada Kinerja Pegawai DISPERINDAGKOP dan UKM Kota Pontianak. *Jurnal Ekonomi, Bisnis dan Kewirausahaan*, 5(3), 198-215.
- Mayer, J. D., Roberts, R. D., & Barsade, S. G. (2008). Human Abilities: Emotional Intelligence. *The Annual Review of Psychology*. No 59 (507-536).
- Mayer, J. D., Salovey, P. & Caruso, D. R. (2008). Emotional Intelligence: New Ability or Eclectic Trait?. *Journal American Psychologist*. Vol. 63. No. 6 (503-517).
- McShane, S. L., & Von Glinow, M. A. (2010). *Organizational Behavior: Emerging Knowledge and Practice for The Real World* (5th ed.). New York: The McGraw-Hill Companies, Inc.

- Mujanah, S., & Utami, C. (2023). The effect of self-efficacy, self-leadership, and work ethic on employee performance in manufacturing companies. *KnE Social Sciences*, 947-958.
- Mustopadjaja (2013). *Manajemen Proses Kebijakan Publik, Formulasi, Implementasi Dan evaluasi Kinerja*. Lembaga Administrasi Negara. Jakarta
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6, 65-72.
- Nimtrakoon, S. (2015). The relationship between intellectual capital, firms' market value and financial performance. *Journal of Intellectual Capital*, 16(3), 587-618.
- Nwata, U. P., Umoh, G. I., & Amah, E. (2016). Internal organizational communication and employees' performance in selected banks in Port Harcourt. *International journal of novel research in humanity and social sciences*, 3(3), 86-95.
- Olsen, E., Bjaalid, G., & Mikkelsen, A. (2017). Work climate and the mediating role of workplace bullying related to job performance, job satisfaction, and work ability: A study among hospital nurses. *Journal of advanced nursing*, 73(11), 2709-2719.
- Onkelinx, J., Manolova, T. S., & Edelman, L. F. (2016). The human factor: Investments in employee human capital, productivity, and SME internationalization. *Journal of International Management*, 22(4), 351-364.
- Patiar, A., & Wang, Y. (2016). The effects of transformational leadership and organizational commitment on hotel departmental performance. *International Journal of Contemporary Hospitality Management*, 28(3), 586-608.
- Pasla, B. N. (2009). *Pengaruh inteligensi emosional terhadap organizational citizenship behavior dengan kohesivitas sebagai pemediasi* (Doctoral dissertation, Universitas Gadjah Mada).
- Paulus, A. L., & Murdapa, P. S. (2018). Pemanfaatan teori resource-based view pada ritel minimarket: implikasinya terhadap strategi dan keunggulan bersaing. *Jurnal Riset Ekonomi dan Manajemen*, 16(2), 215-224.
- Pratama, A. A. N., & Wardani, A. (2017). Pengaruh kemampuan kerja dan semangat kerja terhadap kinerja karyawan melalui kepuasan kerja (studi kasus Bank Syariah Mandiri Kantor Cabang Kendal). *Jurnal Muqtasid*, 8(2), 119-129.
- Pravirosentono, Suyadi (2019). *Manajemen sumber Daya Manusia (Kebijakan Kinerja Karyawan), Kiat membangun Organisasi Kompetitif menjelang Perdagangan Bebas Dunia, Edisi Pertama*. Yogyakarta:BPFE
- Putranto, Danang Indra (2019), *Pengaruh Komunikasi Internal, Kompensasi Kerja, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan pada PT. 71 Kimia Farma Plant Semarang*. Diponegoro Journal of Social and Politic. 1-9.
- Putri, M. H. S., Risambessy, A., & Chandra, F. (2024). Pengaruh Etos Kerja, Komunikasi Internal, Terhadap Kinerja Pegawai dengan Komitmen Kerja sebagai Variabel Intervening. *KAMBOTI: Jurnal Sosial dan Humaniora*, 5(1), 34-42.
- Putri, N. E., Hakim, A., & Makmur, M. (2015). Pengaruh Motivasi Kerja dan Kemampuan Kerja terhadap Komitmen Organisasi dan Kinerja Pegawai. *Jurnal Ilmu Sosial dan Ilmu Politik (JISIP)*, 4(1).
- Rahim, A., Santoso, I., Astuti, R., & Sucipto, S. (2020). Analisis Teknoekonomi Implementasi Radio Frequency Identification (RFID) dalam Distribusi Daging Ayam. *JEPIN (Jurnal Edukasi dan Penelitian Informatika)*, 6(1), 79-85.
- Rachmawati, S. N., Lumbanraja, P., & Siahaan, E. (2021). The effect of adaptive ability, communication skills, and work environment on performance of Medan mayor's office with teamwork as intervening variables. *Journal Research of Social, Science, Economics, and Management*, 1(4), 406-417.
- Rachmat, A., Indratjahyo, H., & Kurniawan Subagia, I. (2023). The influence of transformational leadership and organizational commitment on employee performance through communication at the directorate general of budget,

- director general of budget. *International Journal of Multidisciplinary Research and Growth Evaluation*, 4(3), 942-952.
- Rose, R. C., Kumar, N., & Pak, O. G. (2019). The effect of organizational learning on organizational commitment, job satisfaction and work performance. *Journal of Applied Business Research (JABR)*, 25(6).
- Sapitri, R., & Suryalena, S. (2016). Pengaruh komitmen organisasi terhadap kinerja karyawan perusahaan listrik negara area pekanbaru (Doctoral dissertation, Riau University).
- Salman, S. M., Hamed, S. A., & Fisal, M. Z. (2023). Leadership and internal communication strategies in public organizations: Analytical research. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(4), 14.
- Samsuni (2017). Manajemen Sumber Daya Manusia, Jurnal Al-Falah, Vol. VII, No. 31.
- Santoso, N. R., Sulistyanyangtyas, I. D., & Pratama, B. P. (2022). Transformational leadership during the COVID-19 pandemic: Strengthening employee engagement through internal communication. *Journal of Communication Inquiry*, 01968599221095182.
- Silitonga, P. E. S., Widodo, D. S., & Ali, H. (2017). Analysis of the effect of organizational commitment on organizational performance in mediation of job satisfaction (Study on Bekasi City Government). *International Journal of Economic Research*, 14(8), 75-90.
- Sirat, A. H., Agus, B., & Simabur, L. A. (2021). The Impact of Ability, Work Motivatedness, Organizational Commitment and Work Environment on Employee Performance. *Jurnal Manajemen Bisnis*, 8(2), 360-372.
- Spencer, Lyle M. dan Signe M. Spencer. (2007). *Competence at work: Models for Superior Performance*. Canada: John Wiley & Sons.
- Soewarno, N., & Tjahjadi, B. (2020). Measures that matter: an empirical investigation of intellectual capital and financial performance of banking firms in Indonesia. *Journal of Intellectual Capital*, 21(6), 1085-1107. doi:10.1108/JIC-09-2019-0225
- Vipraprastha, T., Sudja, I. N., & Yuesti, A. (2018). The effect of transformational leadership and organizational commitment to employee performance with citizenship organization (OCB) behavior as intervening variables (At PT Sarana Arga Gemeh Amerta in Denpasar City). *International Journal of Contemporary Research and Review*, 9(02), 20503-20518.
- Wahyuni, N. P. M. S., Widyani, A. A. D., & Utami, N. M. S. (2021). Pengaruh Kepemimpinan Transformasional, Kompensasi Finansial, Dan Komunikasi Internal Terhadap Kinerja Karyawan Pada UD. Kecak Mama. *VALUES*, 2(3).
- Wang, X., & Zeng, Y. (2017). Organizational capability model: Toward improving organizational performance. *Journal of Integrated Design and Process Science*, 21(1), 5-24.
- Wall, T. D., Clegg, C. W., Davies, R. T., Kemp, N. J., & Mueller, W. S. (1987). Advanced manufacturing technology and work simplification: An empirical study. *Journal of Organizational Behavior*, 8(3), 233-250.
- Wernerfelt, B. (1984). A resource-based view of the firm, *Strategic Management Journal*, Vol. 5(2), 171-180.
- Wirmayanis, S. (2019). Pengaruh Kemampuan Kerja Komitmen Organisasi Dan Motivasi Terhadap Kinerja Pegawai. *Jurnal Dinamika Manajemen*, 7(4), 163-175.
- Wuwungan, M. B., Nelwan, O. S., & Uhing, Y. (2020). Pengaruh kemampuan kerja dan motivasi kerja terhadap kinerja karyawan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 8(1).
- Yamanie, I. Y., & Syaharuddin, Y. (2016). Pengaruh penilaian prestasi kerja, komitmen organisasi dan disiplin kerja terhadap kinerja karyawan pada pt. pelabuhan indonesia iv cabang samarinda. *Jurnal Manajemen*, 8(1), 55-65.

- Yenen, V. Z., Öztürk, M. H., & Kaya, Ç. (2014). The effects of organizational communication on organizational commitment and an application. *Australian Journal of Business and Management Research*, 4(3), 9-23.
- Yu, Q., Yen, D. A., Barnes, B. R., & Huang, Y. A. (2019). Enhancing firm performance through internal market orientation and employee organizational commitment. *The International Journal of Human Resource Management*, 30(6), 964-987.