

The Influence of Transformational Leadership and Organizational Commitment on Sustainable Employee Performance with Job Satisfaction as a Mediation at PT Anugrah Tiga Berlian East Jakarta

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Abstract - This study aims to analyze the effect of transformational leadership and organizational commitment on sustainable employee performance with job satisfaction as a mediating variable. The research is motivated by the importance of achieving long-term sustainable performance through inspiring leadership, employee commitment, and job satisfaction. The study was conducted at PT Anugrah Tiga Berlian East Jakarta in 2025, involving 98 employees as respondents. A quantitative descriptive approach was applied, with data collected through questionnaires and analyzed using **Structural Equation Modeling-Partial Least Squares (SEM-PLS)**. The findings reveal that transformational leadership and organizational commitment have a positive and significant effect on sustainable employee performance, both directly and indirectly through job satisfaction. Furthermore, job satisfaction plays a significant mediating role in strengthening the relationship between transformational leadership, organizational commitment, and sustainable performance.

Keywords: Transformational Leadership, Organizational Commitment, Sustainable Performance, Job Satisfaction

I. INTRODUCTION

The medical device sector in Indonesia faces complex strategic challenges, where dependence on imports still dominates the fulfillment of domestic needs. This condition creates opportunities as well as challenges for the development of the domestic medical device industry, especially in the context of government programs that set this industry as one of the priority sectors to be developed. PT Anugrah Tiga Berlian as one of the medical device industry players in East Jakarta, faces business dynamics that demand the optimization of employee performance to achieve sustainable competitiveness. In an era of increasingly fierce global competition, a company's success is not only determined by the excellence of technology or products, but also by the quality of human resources who are able to contribute consistently in the long term (Khan et al., 2020).

The concept of sustainable employee performance is becoming a new paradigm in human resource management, which not only emphasizes on achieving consistently quality work results, but also considers the long-term impact on social, environmental, and personal well-being aspects of employees. Transformational leadership is a type of leadership that blends or motivates their followers in the direction of the goals they are enforcing by clarifying the roles and demands of the task. This type of leader who provides individualized consideration and intellectual stimulation, and who has charisma. In addition, according to (Noor et al., 2023) Transformational Leadership is leadership that has the ability to inspire, motivate, and empower subordinates to reach their best potential and contribute to the achievement of organizational goals.

Empirical data shows that PT Anugrah Tiga Berlian experienced significant performance fluctuations, reflected in sales volatility and inconsistent target achievement. Analysis of sales data for the 2023-2024 period shows a drastic decline in March, where 2023 sales fell to 15.98% and 2024 sales reached a low of 76.8%. This instability indicates a fundamental problem in the human resource management system, especially related to factors that affect the performance of sustainable employees. Furthermore, data on the achievement of the target

in the second quarter of 2024 shows an alarming disparity, where only Arga branches managed to achieve the target with a percentage of 17.18%, while other branches experienced significant deficits, with e-commerce recording the largest deficit of -12.03%.

The phenomenon of transformational leadership is one of the key variables that requires serious attention in the context of continuous employee performance improvement. (Abolnasser et al., 2023), in his research proves that the application of transformational leadership has a significant influence on the sustainable performance of employees, through increasing motivation and commitment to work consistently, encouraging creativity and innovation, and increasing job satisfaction levels. However, the results of the pre-survey revealed that 57% of respondents felt unmotivated by the motivational words given by the leader, and 53% of respondents felt that the leader was not able to build adequate confidence. This condition indicates a gap between theoretical expectations and practical implementation of transformational leadership in the company (Triastuti et al., 2021).

Organizational commitment as the second variable shows a problem that is no less serious. (Rizal et al., 2023) emphasizing that organizational commitment has a positive influence on employee performance, where employees who have high commitment will encourage other employees to support the company's vision and goals consistently. Reality on the ground shows that 70% of respondents are not willing to spend more time participating in company activities outside of working hours, and 77% of respondents are reluctant to complete tasks outside of working hours when necessary. Attendance data for the January-May 2024 period reinforces these findings, with an increasing trend in the frequency of employee delays, which peaked in May, indicating a low commitment of employee organizations to the company (Wang Jiatong et al., 2022).

Job satisfaction as a mediating variable shows the complexity of the relationship between variables in the context of continuous employee performance. (Eliyana et al., 2019) Explains that job satisfaction can increase the influence of organizational commitment and transformational leadership on sustainable performance, where employees who have good organizational commitments will have job satisfaction so that they will continue their work optimally. The results of the pre-survey revealed that 67% of respondents were dissatisfied with the salary or bonuses received, and 73% of respondents expressed a willingness to move to another company if there was a more attractive offer. This phenomenon reflects systemic dissatisfaction that has the potential to hinder the achievement of sustainable performance (Irhamsyah, 2020).

This study is relevant considering the significant research gap in the academic literature regarding the relationship between these variables. While (Abolnasser et al., 2023) The positive influence of transformational leadership on performance shows contradictory results where transformational leadership does not have a significant effect on employee performance. Likewise with organizational commitment, where the findings of the (Abolnasser et al., 2023) which shows a positive influence, contrary to the results of the study (Kuswanti et al., 2021) which concludes that the organization's commitment has no effect on sustainable performance. The inconsistency of the results of this study shows the need for a more in-depth investigation with the specific context of the medical device industry in Indonesia.

This study aims to analyze the influence of transformational leadership and organizational commitment on sustainable employee performance with job satisfaction as a mediating variable at PT Anugrah Tiga Berlian East Jakarta. Specifically, this study will explore the mechanisms of direct influence between transformational leadership and organizational commitment on sustainable employee performance, analyze the mediating role of job satisfaction in these relationships, and provide strategic recommendations for optimizing sustainable employee performance in the context of the medical device industry. This research is expected to make a theoretical contribution in enriching the human resource management literature, especially related to the concept of sustainable performance, as well as providing practical implications for company management in formulating effective and sustainable human resource development strategies.

The complexity of organizational dynamics in the medical device sector demands an in-depth understanding of the interrelationships between the variables of leadership, commitment, satisfaction, and sustainable performance through the establishment of a comprehensive theoretical framework. Transformational leadership, characterized by visionary, charismatic abilities and an individual development orientation (Wardhani & Lubis, 2020) It is assumed to provide a positive stimulus to the achievement of sustainable performance through increasing intrinsic motivation, facilitating creativity and innovation, and strengthening employee job satisfaction (Abolnasser et al., 2023). This mechanism of influence is manifested through the development of interpersonal relationships based on mutual trust and professional respect, which further catalyzes the provision of training, mentoring, and systematic support programs for the optimization of employee competencies.

H1: Transformational leadership has a positive and significant effect on improving sustainable employee performance.

Organizational commitment, which represents the individual's level of emotional attachment, personal identification, and active involvement in the organization, is conceptualized as a determinant factor that conditions employees to maintain persistence of performance even under conditions of occupational adversity (Limon, 2022). Employees with superior organizational commitment demonstrate substantive emotional interest in the organizational entity, which manifests in the form of professional pride and emotional satisfaction for maintaining high quality work and innovative contributions. This phenomenon indicates exceptional loyalty, willingness to perform extra-role behavior in achieving organizational goals, and minimization of turnover intention that supports long-term performance sustainability (Gašić et al., 2024).

H2: Organizational commitment has a positive and significant effect on improving employee performance continuously.

Job satisfaction, which is conceptualized as a positive affective condition that emerges from an individual's comprehensive evaluation of the experiential workplace and the congruence between expectations and occupational reality (Hasibuan, 2020), hypothesized to have direct implications for sustainable performance enhancement. Employees who actualize optimal job satisfaction show elevated motivation for achievement organizational targets, enhanced productivity levels, and substantial loyalty to organizational entities (Abbas et al., 2021). This psychological condition creates a positive feedback loop that conditions employees to maintain superior performance consistency in a longitudinal perspective.

H3: Job satisfaction has a positive and significant effect on improving employee performance continuously.

An investigation of the antecedent mechanisms of job satisfaction identifies transformational leadership as a significant predictor through the provision of support and guidance that catalyzes confidence building in the context of professional accomplishment (Limon, 2022). A leadership style that prioritizes a participatory approach, motivational enhancement, and personalized attention plays a fundamental role in elevating job satisfaction, considering that employees feel appreciation and systematic support in task completion (Almaududi Ausat et al., 2022). The consistent implementation of organizational vision, goals, and target communication by transformational leaders conditions employees to operational alignment with strategic direction, which further increases self-efficacy and task satisfaction.

H4: Transformational leadership has a positive and significant effect on employee satisfaction.

Organizational commitment, which represents the synthesis of employees' emotional, moral, and rational attachment to the organizational entity through affective, continuance, and normative dimensions (Almaududi Ausat et al., 2022), conceptualized has substantive implications for job satisfaction. Employees with superior organizational commitment demonstrate exceptional loyalty, elevated intrinsic motivation, emotional stability, proactive contribution, and minimized turnover propensity in the context of professional engagement (Wang Jiatong et al., 2022). This psychological condition catalyzes a positive work environment, moral enhancement, and productivity amplification which has direct implications for job satisfaction optimization.

H5: Organizational commitment has a positive and significant effect on employee satisfaction.

The analysis of mediation mechanisms identifies job satisfaction as a critical intervening variable that transforms transformational leadership inputs into sustainable performance outcomes through complex sequential pathways (W Jiatong et al., 2022). Transformational leadership actualizes vision articulation, personalized attention, and work enthusiasm enhancement through empowerment and recognition, which further conditions employees to feel meaningfulness in professional roles and positive emotional connection with leadership, culminating in elevated job satisfaction and sustained performance commitment. Job satisfaction functions as a psychological catalyst that amplifies the contribution of individual and collaborative team performance in supporting sustainable organizational outcomes.

H6: Job satisfaction mediates the relationship between transformational leadership and sustainable performance.

Organizational commitment, which is manifested through emotional attachment, moral obligation, and rational consideration to organizational membership (W Jiatong et al., 2022), hypothesized to have an influence on sustainable performance through the mediating mechanism of job satisfaction. Employees with superior

organizational commitment show intensive work engagement, professional responsibility elevation, and sustainable commitment in organizational contribution, which further conditions positive job satisfaction and productivity optimization (Gašić et al., 2024). Job satisfaction acts as a psychological driver that catalyzes motivation, enthusiasm, and proactive behavior in professional engagement, which has direct implications for superior performance achievement.

H7: Job satisfaction mediates the relationship between organizational commitment and sustainable performance.

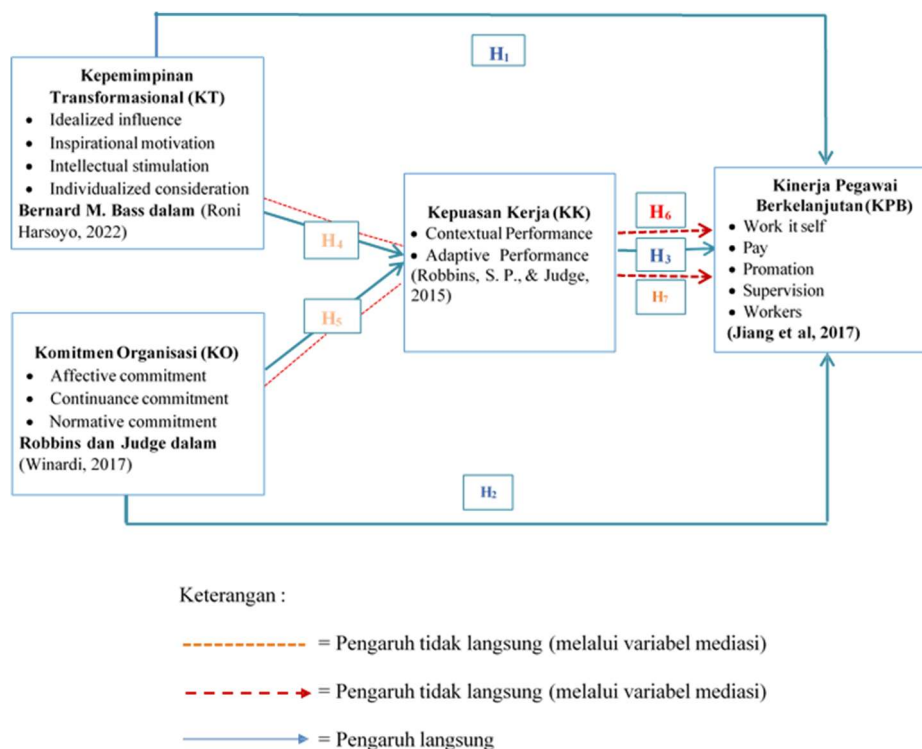


Figure 1. Frame of Mind
II. METHOD

This investigation adopts a quantitative paradigm with a survey approach as the main methodological strategy. The quantitative research design was chosen for its ability to generate statistically analyzeable numerical data to test pre-formulated hypotheses. The survey approach allows for the systematic collection of data from representative respondents through structured instruments, thus facilitating an in-depth understanding of the phenomenon of transformational leadership, organizational commitment, job satisfaction, and sustainable performance. This study uses a cross-sectional design where data collection is carried out within a certain period of time to obtain an overview of the condition of the research variables at the time of measurement.

The operational definition of variables is a comprehensive description that describes specifically the measurement and observation methods of the research construct, so that each variable can be identified and quantified objectively and structured. This operational definition describes the indicators, dimensions, and specific elements of each variable construct along with the measurement instruments implemented in the research. The transformational leadership variable (KT) is operationalized based on Bernard M. Bass's conceptualization which includes four fundamental dimensions: idealized influence which measures the leader's charisma and exemplary in decision-making, inspirational motivation which evaluates the ability to convey the organization's vision and provide positive motivation, intellectual stimulation which increases the capacity to encourage critical thinking and innovation, and individualized consideration measuring personal attention to employee development. Each dimension is descended into two specific indicators with a total of eight measurement items using an ordinal scale (Hassanah, 2023).

The organizational commitment (KO) variable is conceptualized through three dimensions based on Robbins and Judge's theorization, namely affective commitment which measures emotional attachment to the organization through indicators of trust in the company's goals and willingness to be involved in organizational

activities, continuance commitment which evaluates attachment based on profit-loss calculations through indicators of attachment to work and readiness to complete tasks outside of hours work, as well as normative commitment that assesses the moral obligation to survive in the organization through indicators of awareness of performing duties and the desire to survive in the long term. The continuous employee performance variable (KB) is operationalized through two main dimensions based on Jiang's concept, namely contextual performance which measures proactive and collaborative behavior through indicators of sustainable initiatives, feedback reception, teamwork, and effective communication, and adaptive performance which evaluates the ability to adapt to change through indicators of resilience to face difficulties, creative solutions, and maintenance of the latest knowledge. The variable of job satisfaction (KK) as a mediator is measured through five dimensions based on Robbins and Judge's theorization, including work itself, pay, promotion, supervision, and workers, with each dimension having two measurement indicators that use a five-point ordinal scale (Dorta-Afonso et al., 2021).

The target population of this study includes all employees of PT Anugrah Tiga Berlian East Jakarta in 2024 totaling 98 individuals. The sampling technique uses purposive sampling with specific criteria, namely employees who have had a minimum of one year of service in the company. This criterion is determined by considering that employees with at least one year of work experience have an adequate understanding of organizational dynamics, leadership style, and company work systems. Considering that the population is less than 100 people, all members of the population are used as research samples in accordance with the rules stated by, so that the research sample totals 98 respondents.

The research instrument is in the form of a structured questionnaire developed based on the indicators of each research variable. The questionnaire used a five-point Likert scale with answer categories: Strongly Agree (score 5), Agree (score 4), Strongly Agree (score 3), Disagree (score 2), and Strongly Disagree (score 1) to measure respondents' perception of the research variable. The questionnaire is closed because alternative answers have been provided to the respondents. Data collection was carried out through a combination of methods consisting of three main components: questionnaires as a primary data source given to employees of PT Anugrah Tiga Berlian East Jakarta, direct observation involving researchers directly with the research object to understand organizational conditions and problems, and documentation to obtain secondary data in the form of organizational documents and personnel data. The data collection procedure is systematically designed to ensure the validity and reliability of the information obtained from respondents in accordance with the rules of quantitative research.

Data analysis uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach which is processed through SmartPLS 3.0 software. The selection of this analysis technique is based on PLS-SEM's ability to handle complex research models with multiple relationships and can work optimally on relatively small samples. The analysis process includes the evaluation of the measurement model (outer model) to assess the convergent validity, discriminant validity, and reliability of the composite, as well as the evaluation of the structural model (inner model) to test the significance of the relationship between variables through the path coefficient and the determination coefficient. In this study, a significance level of 5% ($p\text{-value} < 0.05$) or a 95% confidence interval was used based on the percentile method or in the case of bootstrap distribution (Hair et al., 2019).

III. RESULTS AND DISCUSSION

A. Result

PT Anugrah Tiga Berlian East Jakarta is a business entity operating in the medical device distribution sector by specializing in providing comprehensive solutions for healthcare facilities. The company has a product portfolio that includes more than 1,000 items in four main categories: non-electromedical medical devices, non-radiation electromedical medical devices, and in vitro diagnostic products. As an authorized distributor that has obtained legitimacy from the Ministry of Health of the Republic of Indonesia, the company performs a strategic function in the national health supply chain (Abbas et al., 2021).

The company's operational structure is built on the foundation of integrated resources, including human resources consisting of professional marketing personnel, administrative staff, medical equipment technicians, and logistics teams that support operational continuity. The company's physical infrastructure includes storage warehouse facilities with medical safety standards as well as a distribution fleet that allows for wide geographical penetration. The implementation of a computerized management information system facilitates efficiency in inventory management, transaction tracking, shipment monitoring, and comprehensive after-sales service. The business challenges faced by the company reflect the complexity of the medical device industry, including the intensity of high market competition, the complexity of product regulation and standardization, currency exchange rate volatility that affects the cost structure of imported products, the acceleration of medical technology

developments, and the demands for consistency in service provision and customer satisfaction. This dynamic demands high organizational adaptability and optimization of employee performance as a fundamental competitive advantage (Abbas et al., 2021).

The profile of the research respondents shows a demographic heterogeneity that is representative of the personnel structure of PT Anugrah Tiga Berlian East Jakarta. The age distribution of respondents indicated the dominance of the productive age group of 26-30 years with a proportion of 44%, followed by the age group under 25 years of age at 35%, the age group over 36 years old at 17%, and the age group of 31-35 years at 4%. The gender composition shows a relative balance with the dominance of few female employees (53%) compared to male employees (47%).

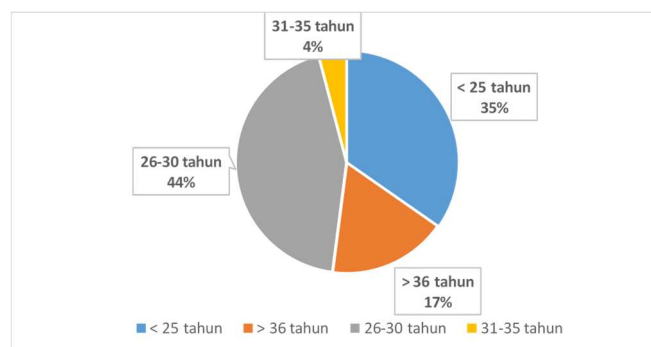


Figure 2. Composition of Respondents by Age

The characteristics of the respondents' working period show that the majority of employees (49%) have work experience in the range of 2-5 years, while 27% are employees with less than one year of service, and 24% are senior employees with more than five years of service. The latest education distribution indicates that 53% of respondents have Strata 1 qualifications, 41% have high school/vocational education, 5% have Diploma qualifications, and 1% have Strata 2 qualifications.

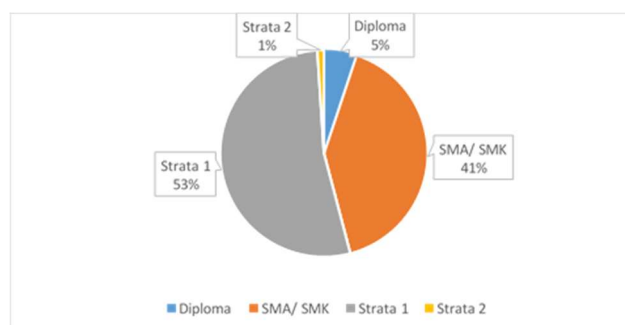


Figure 3. Composition of Respondents by Education

Convergent validity evaluation was carried out through loading factor analysis and Average Variance Extracted (AVE) to ensure that the research indicators accurately measured their latent constructs. The results of the loading factor analysis showed that the majority of indicators met the standard threshold of 0.70, with some indicators requiring elimination in the early stages of analysis. The KO.1 indicator with a loading factor value of 0.658 and KK.6 with a value of 0.687 were eliminated from the model to ensure optimal convergent validity.

Table 1. Final Model Loading Factor Test Results

Variable	Indicators	Outer Loading	Condition	Status
Transformational Leadership (KT)	KT.1	0,709	> 0.70	Valid
	KT.2	0,719	> 0.70	Valid
	KT.3	0,732	> 0.70	Valid
	KT.4	0,718	> 0.70	Valid

	KT.5	0,839	> 0.70	Valid
	KT.6	0,791	> 0.70	Valid
	KT.7	0,774	> 0.70	Valid
	KT.8	0,734	> 0.70	Valid
	KT.9	0,764	> 0.70	Valid
	KT.10	0,702	> 0.70	Valid
	KT.11	0,824	> 0.70	Valid
	KT.12	0,76	> 0.70	Valid
	KT.13	0,761	> 0.70	Valid
	KT.14	0,735	> 0.70	Valid
	KT.15	0,751	> 0.70	Valid
	KT.16	0,738	> 0.70	Valid
Organizational Commitment (KO)	KO.2	0,811	> 0.70	Valid
	KO.3	0,824	> 0.70	Valid
	KO.4	0,851	> 0.70	Valid
	KO.5	0,834	> 0.70	Valid
	KO.6	0,873	> 0.70	Valid
	KO.7	0,821	> 0.70	Valid
	KO.8	0,871	> 0.70	Valid
	KO.9	0,834	> 0.70	Valid
<i>Performance of Continuous Employees (Y)</i>	KO.10	0,858	> 0.70	Valid
	KO.11	0,832	> 0.70	Valid
	KO.12	0,724	> 0.70	Valid
	KPB1	0,799	> 0.70	Valid
	KPB2	0,752	> 0.70	Valid
	KPB3	0,819	> 0.70	Valid
	KPB4	0,792	> 0.70	Valid
	KPB5	0,856	> 0.70	Valid
	KPB6	0,836	> 0.70	Valid
	KPB7	0,807	> 0.70	Valid
	KPB8	0,81	> 0.70	Valid
	KPB9	0,774	> 0.70	Valid
<i>Job Satisfaction (Z)</i>	KPB10	0,813	> 0.70	Valid
	KPB11	0,714	> 0.70	Valid
	KPB12	0,758	> 0.70	Valid
	KK1	0,799	> 0.70	Valid
	KK2	0,76	> 0.70	Valid
	KK3	0,741	> 0.70	Valid
	CD4	0,743	> 0.70	Valid
	KK5	0,717	> 0.70	Valid

CD7	0,721	> 0.70	Valid
KK8	0,742	> 0.70	Valid
KK9	0,741	> 0.70	Valid
KK10	0,745	> 0.70	Valid
KK11	0,843	> 0.70	Valid
KK12	0,818	> 0.70	Valid
KK13	0,787	> 0.70	Valid
KK14	0,78	> 0.70	Valid
KK15	0,726	> 0.70	Valid
KK16	0,709	> 0.70	Valid
KK17	0,799	> 0.70	Valid
KK18	0,818	> 0.70	Valid
KK19	0,806	> 0.70	Valid
KK20	0,823	> 0.70	Valid

Source: Data processed, SmartPLS 4.0 (2025)

After model modification, all indicators show loading factor values that meet the criteria of convergent validity with a value range between 0.702 to 0.873. The transformational leadership variable showed the highest loading factor in the KT.5 indicator (0.839), the organizational commitment variable in the KO.6 indicator (0.873), the continuous employee performance variable in the KPB.5 indicator (0.856), and the work satisfaction variable in the KK.11 indicator (0.843).

Table 2. Average Variance Extracted Value

Variable	AVE	Condition	Result
Transformational Leadership (KT)	0,569	0,5	Valid
Organizational Commitment (KO)	0,691	0,5	Valid
Sustainable Employee Performance (KPB)	0,632	0,5	Valid
Job Satisfaction (KK)	0,594	0,5	Valid

Source: Data processed, SmartPLS 3.2.9 (2025)

The Average Variance Extracted test confirmed the validity of the convergent with a consistent AVE value beyond the 0.50 threshold. The transformational leadership variable showed AVE of 0.569, organizational commitment of 0.691, continuous employee performance of 0.632, and job satisfaction of 0.594.

Discriminant validity was evaluated through three approaches: cross loading, Fornell-Larcker criterion, and Heterotrait-Monotrait ratio (HTMT). Cross loading analysis confirmed that each indicator had a higher correlation with its latent construct compared to other constructs, indicating adequate discrimination between the study variables. Fornell-Larcker criterion testing showed that the square root of each construct's AVE surpassed the correlation between constructs, with the highest diagonal value on organizational commitment (0.831), followed by job satisfaction (0.770), continuous employee performance (0.795), and transformational leadership (0.754).

Table 3. Fornell-Larcker Criterion Value

Variable	KT	CD	KPB	KO
Transformational Leadership (KT)	0.754			
Job Satisfaction (KK)	0.310	0.770		
Sustainable Employee Performance (KPB)	0.317	0.598	0.795	
Organizational Commitment (KO)	0.078	0.230	0.386	0.831

Source: Data processed, SmartPLS 3.2.9 (2025)

The HTMT evaluation confirmed the validity of the discrimination with all values below the threshold of 0.85, with the highest value in the relationship between job satisfaction and continuous employee performance (0.581), indicating adequate discrimination between the study constructs.

The reliability of the construct is evaluated through Cronbach's alpha and composite reliability. The results of the analysis showed that Cronbach's alpha values consistently exceeded the threshold of 0.60 for all variables: transformational leadership (0.950), organizational commitment (0.956), job satisfaction (0.962), and continuous employee performance (0.947). This consistency is confirmed through composite reliability that exceeds the threshold of 0.70: transformational leadership (0.955), organizational commitment (0.961), job satisfaction (0.965), and continuous employee performance (0.954).

Table 4. Cronbach Alpha Values

Variable	Cronbach's alpha	Condition	Status
Transformational Leadership (KT)	0,950	0,60	Valid
Organizational Commitment (KO)	0,956	0,60	Valid
Job Satisfaction (KK)	0,962	0,60	Valid
Sustainable Employee Performance (KPB)	0,947	0,60	Valid

Source: Data processed, SmartPLS 3.2.9 (2025)

Table 5. Composite Reliability Value

Variable	Composite Reability	Condition	Status
Transformational Leadership (KT)	0,955	0,70	Valid
Organizational Commitment (KO)	0,961	0,70	Valid
Job Satisfaction (KK)	0,965	0,70	Valid
Sustainable Employee Performance (KPB)	0,954	0,70	Valid

Source: Data processed, SmartPLS 3.2.9 (2025)

Multicollinearity testing using the Variance Inflation Factor (VIF) confirmed the presence of significant collinearity with all VIF values below threshold 10, indicating the independence between the indicators in measuring their latent constructs.

Diagnosis of multicollinearity at the indicator level showed that the entire VIF was below the 10 threshold, so that no alarming multicollinearity was detected in the measurement model. The VIF range obtained was 1.069–7.341 (minimum value on indicator KK11 = 1.069; maximum value on indicator KPB9 = 7.341). Thus, the correlation between the indicators is still within acceptable limits for the estimation of the SEM-PLS parameters. Details of the VIF values per indicator are presented in table 6 below.

Table 6. Multicollinearity Value

Question	VIVID	Information
KT.1	2.764	No Multicollinearity Occurs
KT.10	2.673	No Multicollinearity Occurs
KT.11	4.840	No Multicollinearity Occurs
KT.12	3.191	No Multicollinearity Occurs
KT.13	5.794	No Multicollinearity Occurs
KT.14	4.196	No Multicollinearity Occurs
KT.15	3.822	No Multicollinearity Occurs
KT.16	2.950	No Multicollinearity Occurs
KT.2	2.580	No Multicollinearity Occurs
KT.3	2.848	No Multicollinearity Occurs
KT.4	3.793	No Multicollinearity Occurs
KT.5	2.297	No Multicollinearity Occurs
KT.6	1.406	No Multicollinearity Occurs
KT.7	2.772	No Multicollinearity Occurs
KT.8	4.777	No Multicollinearity Occurs
KT.9	4.337	No Multicollinearity Occurs

KO.10	3.948	No Multicollinearity Occurs
KO.11	4.841	No Multicollinearity Occurs
KO.12	2.701	No Multicollinearity Occurs
KO.2	4.131	No Multicollinearity Occurs
KO.3	2.226	No Multicollinearity Occurs
KO.4	4.313	No Multicollinearity Occurs
KO.5	3.208	No Multicollinearity Occurs
KO.6	4.979	No Multicollinearity Occurs
KO.7	3.202	No Multicollinearity Occurs
KO.8	4.620	No Multicollinearity Occurs
KO.9	3.671	No Multicollinearity Occurs
KPB1	3.044	No Multicollinearity Occurs
KPB10	2.123	No Multicollinearity Occurs
KPB11	2.869	No Multicollinearity Occurs
KPB12	2.923	No Multicollinearity Occurs
KPB2	3.226	No Multicollinearity Occurs
KPB3	2.895	No Multicollinearity Occurs
KPB4	3.408	No Multicollinearity Occurs
KPB5	2.142	No Multicollinearity Occurs
KPB6	4.202	No Multicollinearity Occurs
KPB7	4.564	No Multicollinearity Occurs
KPB8	4.606	No Multicollinearity Occurs
KPB9	7.341	No Multicollinearity Occurs
KK1	1.482	No Multicollinearity Occurs
KK10	1.297	No Multicollinearity Occurs
KK11	1.069	No Multicollinearity Occurs
KK12	2.634	No Multicollinearity Occurs
KK13	2.673	No Multicollinearity Occurs
KK14	2.601	No Multicollinearity Occurs
KK15	1.851	No Multicollinearity Occurs
KK16	2.696	No Multicollinearity Occurs
KK17	1.588	No Multicollinearity Occurs
KK18	2.428	No Multicollinearity Occurs
KK19	2.128	No Multicollinearity Occurs
KK2	1.991	No Multicollinearity Occurs
KK20	1.163	No Multicollinearity Occurs
KK3	2.085	No Multicollinearity Occurs
CD4	3.861	No Multicollinearity Occurs
KK5	3.667	No Multicollinearity Occurs
CD7	1.385	No Multicollinearity Occurs
KK8	1.768	No Multicollinearity Occurs
KK9	1.762	No Multicollinearity Occurs

Source: Data processed, SmartPLS 3.2.9 (2025)

Evaluation of the structural model using the determination coefficient (R^2) reveals the predictive capacity of the model in explaining the variance of endogenous variables. The job satisfaction variable showed an R^2 of 0.139, indicating that 13.9% of the variance was explained by transformational leadership and organizational commitment, while 86.1% was influenced by external factors not observed in this study. The continuous employee performance variable showed an R^2 of 0.441, indicating that 44.1% of the variance was explained by a combination of transformational leadership, organizational commitment, and job satisfaction, while 55.9% was

influenced by external factors. This R^2 value classifies the predictive power of the model in the moderate category according to Chin's criteria.

Table 7. Value R Square (R^2)

Variable	R Square	R Square Adjusted
Job Satisfaction (KK)	0,139	0,121
Sustainable Employee Performance (KPB)	0,441	0,423

Source: Data processed, SmartPLS 3.2.9 (2025)

Effect size (f^2) analysis reveals the relative contribution of each exogenous variable to the R^2 of the endogenous variable. Job satisfaction showed a large effect size (0.375) on continuous employee performance, indicating a substantial contribution to the prediction of variance. Organizational commitment showed a low effect size (0.116) on sustainable employee performance, while transformational leadership showed a low effect size (0.033).

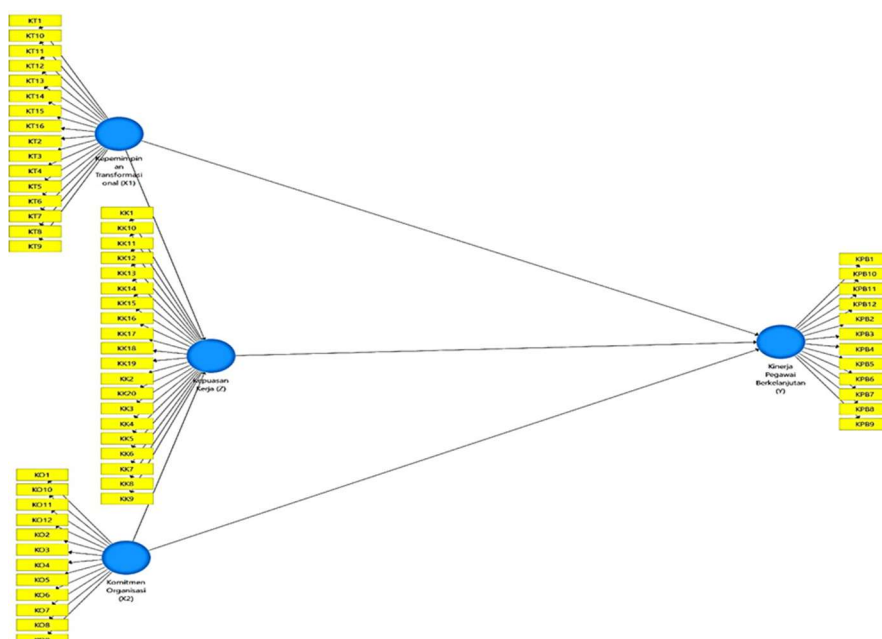


Figure 4. Model Specification SEM-PLS

Predictive relevance evaluation using Stone-Geisser Q^2 yielded a value of 0.519, confirming the model's adequate predictive capabilities. A positive and substantial Q^2 value indicates that the model has excellent predictive relevance in explaining the phenomenon of continuous employee performance. The Goodness of Fit Index (GoF) assessment yielded a value of 0.428, classifying the combined performance of measurement and structural models in the large category according to Tenenhaus' criteria. This GoF value confirms the overall suitability of the model in representing the observed phenomenon.

Hypothesis testing was carried out through path coefficient analysis using the bootstrapping technique to estimate statistical significance. The results of the analysis revealed a complex pattern of relationships between research variables with varying levels of significance.

Table 8. Hypothesis Testing Results

Var	Original Sample (O)	T Statistics (O/STDEV)	P Values	Ket
Direct Influence				
KT > KPB	0,144	2,111	0,035	Positive and Significant Effect
KO > KPB	0,261	2,872	0,004	Positive and Significant

				Effect
KK > KPB	0,493	7,150	0,000	Positive and Significant Effect
KT > KK	0,294	3,264	0,001	Positive and Significant Effect
I > CD	0,207	2,572	0,010	Positive and Significant Effect
Indirect Influence				
KT > KK > KPB	0,145	3,178	0,002	Positive and Significant Effect
KO > KK > KPB	0,102	2,302	0,022	Positive and Significant Effect

Source: Data processed, SmartPLS 3.2.9 (2025)

The first hypothesis that states the influence of transformational leadership on continuous employee performance shows empirical support with a path coefficient of 0.144 (t-statistic = 2.111; p-value = 0.035). This statistical significance confirms that the implementation of transformational leadership directly contributes to optimizing the performance of sustainable employees at PT Anugrah Tiga Berlian East Jakarta. The second hypothesis regarding the influence of organizational commitment on continuous employee performance shows robust empirical support with a path coefficient of 0.261 (t-statistic = 2.872; p-value = 0.004). The magnitude and significance of this coefficient indicates that an increase in employee organizational commitment significantly improves their sustainable performance. The third hypothesis that examines the effect of job satisfaction on continuous employee performance shows the strongest empirical support with a path coefficient of 0.493 (t-statistic = 7.150; p-value = 0.000). This coefficient represents the dominant contribution of job satisfaction in predicting sustainable employee performance.

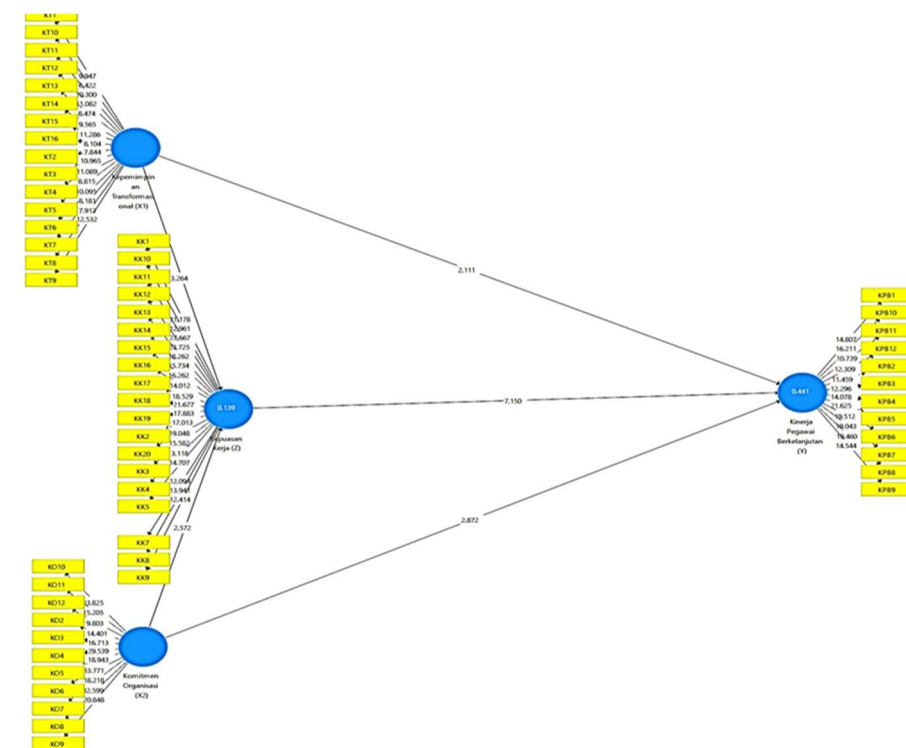


Figure 5. Path Coefficient Structural Model

The fourth hypothesis regarding the influence of transformational leadership on job satisfaction shows empirical support with a path coefficient of 0.294 (t-statistic = 3.264; p-value = 0.001). The fifth hypothesis that examines the influence of organizational commitment on job satisfaction also shows empirical support with a path coefficient of 0.207 (t-statistic = 2.572; p-value = 0.010).

B. Discussion

The empirical findings of this study reveal the complex dynamics of the relationship between variables in the context of optimizing the performance of sustainable employees in the medical device industry sector. An in-depth analysis of structural relationships shows that transformational leadership makes a significant contribution to sustainable performance through the implementation of the four fundamental dimensions put forward by Bass. The idealized influence dimension facilitates the formation of trust and credibility of leaders as inspirational figures, which directly affects employees' orientation towards sustainable achievement. The manifestation of inspirational motivation through the articulation of a clear organizational vision creates a motivational stimulus that encourages employees to maintain long-term performance consistency. The intellectual stimulation dimension plays a role in actualizing the creative and innovative potential of employees, while individualized consideration facilitates the personalization of development approaches that accommodate the individual uniqueness of each employee (Kuswanti et al., 2021).

The investigation of the role of organizational commitment identifies multidimensional mechanisms that affect sustainable performance through three interinteracting components of commitment. Affective commitment shows the emotional importance of employees to the organization. If employees feel they own and love their work, they tend to be more motivated to perform at their best, while continuance commitment reflects rational considerations of the cost-benefit relationship that influence the decision to maintain performance. Normative commitment plays a role as a moral dimension that actualizes the sense of obligation in maintaining professional performance standards. The integration of these three dimensions creates a solid foundation for sustainable performance development, in line with findings that emphasize that highly committed employees demonstrate superior loyalty, willingness to work beyond standard expectations, and consistency in maintaining long-term performance.

The central role of job satisfaction as an antecedent of sustainable performance is manifested through two mutually reinforcing performance dimensions. Contextual performance indicates that job satisfaction catalyzes citizenship behavior that contributes to organizational effectiveness holistically, including altruism, courtesy, sportsmanship, and civic virtue that supports sustaining the work environment. Adaptive performance delineates the capacity of employees to respond to organizational dynamics through flexibility, learning orientation, and resilience which is strengthened by optimal levels of job satisfaction. These findings resonate with research that confirms that job satisfaction creates a psychological state conducive to sustainable performance maintenance through enhanced commitment, increased productivity, and sustained motivation.

The mediation analysis revealed job satisfaction as a critical linking mechanism that transforms the influence of transformational leadership into sustainable performance outcomes. This mediation process occurs through a sequential pathway where transformational leadership actualizes the four dimensions of Bass to increase job satisfaction, which in turn catalyzes contextual and adaptive performance as indicators of sustainable performance. A similar mechanism occurs in the relationship between organizational commitment and sustainable performance, where job satisfaction functions as an intervening variable that amplifies the impact of commitment on sustaining performance. These findings confirm the proposition regarding the strategic role of job satisfaction in strengthening the relationship between organizational factors and employee performance outcomes, and support research results that emphasize the effectiveness of job satisfaction as a mediating pathway in optimizing the influence of organizational commitment on sustainable employee performance.

IV. CONCLUSION

Based on the results of bootstrapping analysis and loading factor evaluation, this study identified that the KO.6 indicator (0.873) showed the highest contribution in measuring organizational commitment, while the KT.10 indicator (0.702) showed the lowest loading factor but still met the convergent validity threshold. The total influence analysis revealed that job satisfaction made a dominant contribution to continuous employee performance with a total coefficient of 0.532, followed by organizational commitment (0.373) which included a direct influence of 0.271 and indirect through the mediation of job satisfaction of 0.102. Transformational

leadership showed a total influence of 0.289 consisting of a direct influence of 0.144 and an indirect through job satisfaction of 0.145, indicating that the mediation pathway makes a more substantial contribution than the direct pathway. These findings confirm that job satisfaction functions as a critical mediating mechanism that transforms transformational leadership input and organizational commitment into optimal sustainable performance outcomes, with predictive relevance excellent ($Q^2 = 0.519$) and Goodness of Fit Index of 0.428 which confirms the validity of the structural model comprehensively.

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