

Organizational Commitment as a Catalyst of the Influence of Transformational Leadership and Change Management on Performance

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ABSTRACT



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In the dynamic era of modern bureaucracy, improving employee performance is crucial. Public organizations, including the Regional People's Representative Council (DPRD) Secretariat in Banten Province, face the challenge of employee performance that remains below target. The main contributing factors include low work discipline, minimal training, and suboptimal leadership styles and change management. Transformational leadership and change management are believed to be able to increase organizational commitment, which has positive implications for employee performance. This study employed a quantitative approach with Partial Least Squares (PLS-SEM) analysis. The study population comprised all employees of the Regional People's Representative Council (DPRD) Secretariat in Banten Province, using the Hair et al. sampling technique, resulting in 195 respondents. The instrument was a questionnaire based on indicators of transformational leadership, change management, organizational commitment, and employee performance. Validity and reliability were tested using the outer and inner PLS models. The analysis showed that transformational leadership had a significant positive effect on organizational commitment and employee performance. Change management also significantly influenced both variables. Organizational commitment was shown to significantly mediate the relationship between the independent variables and employee performance. These findings prove that the combination of transformational leadership and effective change management can strengthen organizational commitment and drive optimal performance. This research contributes to the development of public sector HR management models and provides practical implications for strengthening adaptive and productive bureaucratic governance.

INTRODUCTION

The Regional People's Representative Council (DPRD) Secretariat is an institution tasked with providing administrative, technical, and facility support to DPRD members in carrying out their legislative, budgeting, and oversight functions. The Secretariat is responsible for ensuring the smooth implementation of the DPRD's authority and functions. In carrying out its duties and authorities, the DPRD Secretariat is greatly influenced by its leadership style. For example, changes in leadership style can encourage and motivate employees to work more effectively and productively to achieve common goals (Subramanian & Banihashemi, 2024).

The Regional People's Representative Council (DPRD) Secretariat also frequently faces challenges in establishing good relations with the community, such as a lack of effective communication and limited public participation in the decision-making process. Furthermore, frequent changes in policies and regulations can impact the DPRD Secretariat's ability to accommodate these changes quickly and appropriately. Addressing this requires a leadership style and change management capable of addressing any challenges that arise (Liqiang et al., 2024).

Employee performance is the work results achieved by an individual in carrying out their duties in accordance with the responsibilities and standards set by the organization (Pähle et al., 2020). Performance is the level of success of an individual in completing work directly related to organizational goals. This concept highlights the importance of individual productivity in supporting the achievement of organizational targets, thus becoming a benchmark for success in a professional context (Mohtady et al., 2024).

The performance of employees within the Regional People's Representative Council (DPRD) Secretariat plays a strategic role in supporting the smooth functioning of the legislative and administrative services (do Adro & Leitão, 2020). Behind every political decision and regional policy lies the tangible contribution of employees who manage documents, compile minutes, prepare session agendas, and coordinate communication between departments. In this context, employee performance is not merely a matter of productivity but also reflects the credibility and professionalism of the institution (Gemed & Lee, 2020). When employee performance is high, the legislative process and services to council members run smoothly, timely, and accurately. Conversely, if performance weakens due to a lack of motivation, skills, or support systems, it will directly impact the overall effectiveness of the institution (Por Pan et al., 2020). Therefore, building adaptive, innovative, and responsible employee performance is key to the sustainability of the DPRD Secretariat organization amidst the ever-evolving demands of a modern bureaucracy (Heimann et al., 2020).

Employee performance can be measured through several key indicators that reflect work effectiveness and professionalism (Guzmán et al., 2020). These include productivity, quality of work, and punctuality in completing tasks. Furthermore, initiative, teamwork, and discipline and responsibility also reflect an individual's contribution to organizational success (Ufua et al., 2020). In the digital era, the ability to use technology and provide responsive service are also important indicators. By measuring these indicators, organizations can assess the extent to which employees support the achievement of goals and the sustainability of the institution's performance (Eide et al., 2020).

The phenomenon occurring at the Regional People's Representative Council (DPRD) Secretariat in Banten Province demonstrates that despite the vital role of employees in supporting legislative functions, employee performance still faces various crucial issues (Vedhathiri, 2020). These include inconsistency in task execution, delays in completing administrative work, and a lack of innovation to support work efficiency. This is illustrated in Table 1 below.

Table 1. Performance Achievements of DPRD Secretariat Employees in Banten Province in 2023-2024

No.	Performance Indicators	Target Achievement	achievements	Information
1	Timeliness of task completion	95%	68%	Many administrative tasks are not completed on time
2	Quality of work results	90%	62%	Documents are frequently revised, less accurate and neat
3	Attendance and work discipline	95%	49%	Attendance and discipline levels are not consistent
4	Use of digital systems	85%	45%	Still predominantly using manual systems
5	Initiative and creativity	80%	40%	Employees are less active in providing new solutions or ideas
6	Collaboration and teamwork	90%	67%	Lack of synergy between departments in completing tasks
7	Performance improvement evaluation a	Quarterly routine	Inconsistent	evaluation has not been carried out systematically and routinely

Source: Secretariat of the DPRD in Banten Province 2024

Table 1 shows the performance of employees at the Regional People's Representative Council (DPRD) Secretariat in Banten Province, highlighting serious challenges across various aspects. Several key indicators, such as punctuality (68%), quality of work (62%), and use of digital systems (45%), remain below target, indicating low efficiency and low adaptability to technology. Furthermore, employee initiative (40%) and inconsistent performance evaluations reinforce the image of a weak, progressive work culture within the organization. This fact underscores the need for strategic steps to drive comprehensive performance improvements to support the institution's sustainability.

Employee status, such as civil servant (PNS) and honorary, can significantly impact employee performance. Civil servants generally enjoy more permanent employment status, career security, and

access to training, thus tending to have long-term motivation and a strong sense of responsibility for their duties. Meanwhile, honorary employees often face status uncertainty, limited facilities, and lower incentives, which can affect work morale and loyalty (Adro & Leitão, 2020). However, in some cases, honorary employees actually demonstrate high performance because they want to prove their abilities or hope to be appointed as civil servants. Therefore, employment status can be a factor influencing employee motivation, stability, and work productivity (Gemedá & Lee, 2020).

Furthermore, a factor contributing to declining employee performance is ineffective change management in response to the dynamics of new needs and challenges. These changes require a structured and communicative approach, for example in terms of digitalization, institutional structure, and administrative requirements. If these changes are not implemented effectively, resistance and stagnation will emerge. Therefore, leadership style and change management are key to addressing the performance challenges of DPRD Secretariat employees (Saif et al., 2024).

Other factors, such as organizational commitment, also significantly influence employee performance. Highly committed employees tend to be more motivated, loyal, and responsible. They work diligently, produce high-quality results, and maintain good relationships with both colleagues and leaders. As a result, their performance is more consistent and productive. In short, strong commitment is key to ensuring employees make maximum contributions and help the organization achieve its goals successfully. One aspect of organizational commitment is discipline, as it motivates employees to perform at their best.

Based on research by Siraj & Hagen (2024), this study shows that an effective performance management system has a significant influence on increasing employee productivity. Change management plays a crucial role in improving employee performance, especially amidst the dynamics of an ever-evolving business environment (Horacio et al., 2023). An effective change management process helps organizations and employees systematically adapt to changes in structure, technology, or strategy (Stephan et al., 2024). By providing clear guidance, relevant training, and open communication, change management creates a sense of security for employees in facing transitions (Panduwiya et al., 2024). This enables employees to remain productive, even when they face new challenges or a changing work environment (Gazi et al., 2024).

In the context of the Regional People's Representative Council (DPRD) secretariat, leadership style and change management are considered factors that can influence employees' levels of organizational commitment. A leadership style that inspires, supports, and allows for employee participation tends to increase their commitment to the organization. Meanwhile, effective change management can create an environment that allows employees to adapt to change and feel motivated to contribute positively (Lee et al., 2024).

Thus, understanding the relationship between leadership style, change management, organizational commitment, and employee performance has great relevance in the context of effective and sustainable HR management in various organizations, especially in the DPRD secretariat.

State of the art

In addition to the phenomena described previously, there are research gaps related to the research topic. The first research gap concerns the influence of leadership style on employee performance, which is explained in Table 2 below.

Table 2 Research Gap Research Results Leadership Style Variables On Employee Performance

Writer	Title	Result	Significant/not significant
(Fonseca Da Costa Guterres et al., 2020)	The Role of Work Motivation as a Mediator of the Influence of Education-Training and Leadership style on employee performance	Optimal employee performance is influenced by work motivation and an effective and efficient leadership style.	Significant
(Hajiali et al., 2022)	Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance	Employee performance is still not optimal because they tend to focus on fulfilling work tasks.	Not significant

Source: (Fonseca Da Costa Guterres et al., 2020) and (Hajiali et al., 2022)

Based on Table 2, it can be explained that Fonseca's (2020) research explains that there is a significant influence of leadership style on employee performance due to the influence of work motivation (Fonseca et al., 2020). Meanwhile, Hajiali et al.'s (2022) research explains that there is an insignificant influence of work motivation and leadership style on employee performance. The low level of work motivation in the studied environment means that the work motivation variable does not have a strong influence on employee performance. Therefore, this research requires other intervening variables that can support and improve employee performance (Hajiali et al., 2022).

Based on the phenomena and research gaps that have been explained, the formulation of the research problem is 1) Is there a significant positive influence of transformational leadership style on the performance of DPRD secretariat employees in Banten Province? 2) Is there a significant positive influence of change management on the performance of DPRD secretariat employees in Banten Province? 3) Is there a significant positive influence of transformational leadership style on organizational commitment of DPRD secretariat in Banten Province? 4) Is there a significant positive influence of change management on organizational commitment of DPRD secretariat in Banten Province? 5) Is there a significant positive influence of organizational commitment on the performance of DPRD secretariat employees in Banten Province? 6) Is there a significant positive influence of transformational leadership style on employee performance through organizational commitment of DPRD secretariat in Banten Province? 7) Is there a significant positive influence of change management on employee performance through organizational commitment of DPRD secretariat in Banten Province.

Novelty

This research's novelty lies in exploring the relationship between leadership style, change management, and employee performance by incorporating organizational commitment as a mediating variable. Most previous studies tend to separate the analysis of leadership style and change management as independent factors influencing employee performance. This study offers a more holistic approach by integrating both variables and exploring how their synergistic influence can be strengthened through organizational commitment.

RESEARCH METHOD

Types of research

This research was conducted at the Regional People's Representative Council (DPRD) Secretariats throughout Banten Province. In line with the research objectives, this study employed a descriptive causality design with quantitative methodology (Deole et al., 2023). The proposed hypotheses were then tested using this quantitative technique. This strategy is based on a positivist philosophy, which uses research tools to collect and evaluate quantitative and statistical data to test hypotheses (Nilsen & Kongsvik, 2023).

Population and sample

In this study, the population includes all DPRD Secretariat employees throughout Banten Province, totaling 842. In this study, using the Hair et al. (2009) formula (Hair-Anderson-Tatham theory), the sample size was 195.

Data analysis techniques

The data collection technique uses a questionnaire through a survey and the data analysis technique uses the SPSS application for descriptive analysis using a range of scales and Smartpls version 3.2.3 such as measuring the model (*outer model*), modelling structure (*inner model*) in testing existing hypotheses (Demerouti, 2023).

To ensure that the research instrument has an adequate level of reliability and accuracy (validity), construct validity testing is carried out using the value *Average Variance Extracted* (AVE) and construct reliability test through the value *Composite Reliability* (CR). An instrument is declared valid if the AVE value is greater than 0.50, indicating that the indicator is able to adequately explain the latent variable. Meanwhile, construct reliability is met if the CR value is greater than 0.70, indicating strong and reliable internal consistency between indicators in measuring the construct. This can be explained in Table 3 below.

Table 3 AVE and CR test results

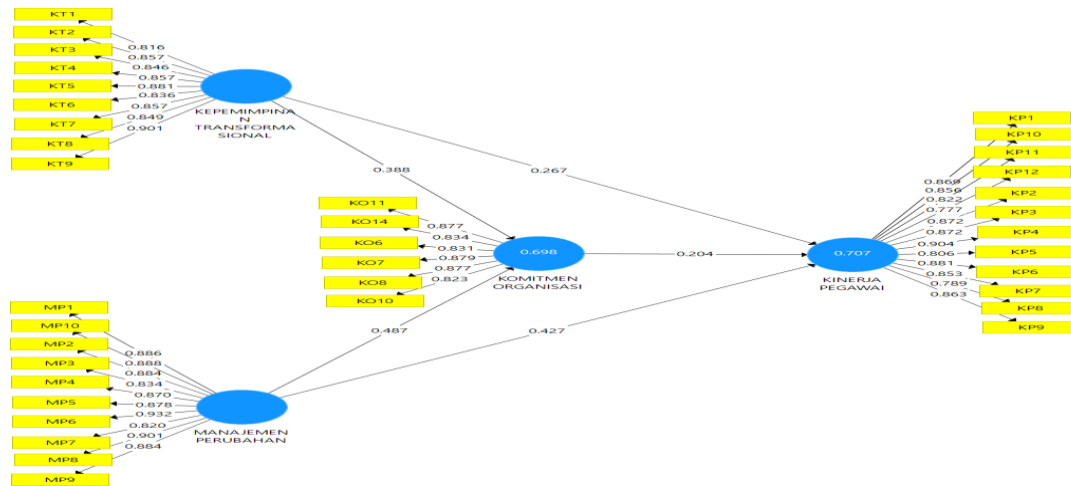
	Average Extracted	Variance (AVE)	Composite Reliability
TRANSFORMATIONAL LEADERSHIP	0,733		0,961
EMPLOYEE PERFORMANCE	0,719		0,968
ORGANIZATIONAL COMMITMENT	0,729		0,942
CHANGE MANAGEMENT	0,771		0,971

Source: SEM PLS data processing results (2025)

The test results in Table 3 show that all research variables have an AVE value above 0.50 and a Composite Reliability value above 0.70. Therefore, it can be concluded that all indicators used have met the criteria for convergent validity and have high internal consistency. Thus, this research instrument is proven to be valid and reliable. measuring the constructs of transformational leadership style, change management, organizational commitment and employee performance.

RESULTS AND DISCUSSION

To ensure the relationship between the indicators and the constructs under study, an outer model analysis was conducted using the SEM-PLS approach. The outer model was used to evaluate the validity and reliability of the indicators that make up each latent variable. The data processing results produced an outer model diagram as shown in Figure 1 below.



Source: SEM PLS data processing results (2025)

Figure 1 Outer Model Analysis Results (PLS Algorithm)

After the research instrument is declared valid and reliable through outer model testing, the next step is to conduct a hypothesis test to determine the relationship between the variables proposed in the research model. This hypothesis test is conducted by examining the path coefficient value (*path coefficient*), mark *t-statistic*, as well as the level of significance (*p-value*), so that it can be determined whether the proposed hypothesis is accepted or rejected. This will be explained in Table 4 below.

Table 4 Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1: TRANSFORMATIONAL LEADERSHIP -> EMPLOYEE PERFORMANCE	0,267	0,265	0,065	4,115	0,000
H2: CHANGE MANAGEMENT -> EMPLOYEE PERFORMANCE	0,427	0,422	0,074	5,798	0,000
H3: TRANSFORMATIONAL LEADERSHIP -> ORGANIZATIONAL COMMITMENT	0,388	0,389	0,073	5,355	0,000
H4: CHANGE MANAGEMENT -> ORGANIZATIONAL COMMITMENT	0,487	0,483	0,074	6,602	0,000

H5: ORGANIZATIONAL COMMITMENT -> EMPLOYEE PERFORMANCE	0,204	0,200	0,059	3,433	0,001
H6: TRANSFORMATIONAL LEADERSHIP -> ORGANIZATIONAL COMMITMENT -> EMPLOYEE PERFORMANCE	0,079	0,078	0,028	2,867	0,004
H7: CHANGE MANAGEMENT -> ORGANIZATIONAL COMMITMENT -> EMPLOYEE PERFORMANCE	0,099	0,096	0,031	3,229	0,001

Source: SEM PLS data processing results (2025)

Based on Table 4 of the results of the hypothesis test above, it can be explained that transformational leadership has a significant effect on employee performance with a t-statistic value of $4.115 > 1.96$ and a p-value of $0.000 < 0.05$, thus the first hypothesis is accepted, meaning that transformational leadership is proven to have a positive and significant effect on improving employee performance.

Change management has a significant effect on employee performance, as demonstrated by a t-statistic of $5.798 > 1.96$ and a p-value of $0.000 < 0.05$, thus accepting the second hypothesis. This indicates that successful management in managing change has a significant impact on improving performance.

Furthermore, transformational leadership has a significant effect on organizational commitment, with a t-statistic of $5.355 > 1.96$ and a p-value of $0.000 < 0.05$, so the third hypothesis is accepted, meaning that the higher the transformational leadership, the stronger the organizational commitment formed among employees.

Change management significantly influences organizational commitment, with a t-statistic of $6.602 > 1.96$ and a p-value of $0.000 < 0.05$, indicating that the fourth hypothesis is accepted. This proves that good change management implementation can shape and strengthen organizational commitment.

Furthermore, organizational commitment has a significant effect on employee performance with a t-statistic of $3.433 > 1.96$ and a p-value of $0.001 < 0.005$ so that the fifth hypothesis is accepted, this explains that organizational commitment is a real important factor in driving employee performance.

Analysis of the sixth hypothesis which is an indirect influence, transformational leadership has a significant effect on employee performance through organizational commitment with a t-statistic of $2.867 > 1.96$ and a p-value of $0.004 < 0.05$ so that the sixth hypothesis is accepted. This means that organizational commitment significantly mediates transformational leadership on employee performance.

Furthermore, the results of the analysis of the seventh hypothesis, which is an indirect influence, where change management has a significant effect on employee performance through organizational commitment with a t-statistic of $3.229 > 1.96$ and a p-value of $0.001 < 0.05$. This means that the seventh hypothesis is accepted, and this illustrates that organizational commitment significantly mediates change management on employee performance.

Discussion

There is a significant influence of transformational leadership on employee performance at the DPRD Secretariat throughout Banten Province.

Transformational leadership has a significant effect on employee performance with a t-statistic value of $4.115 > 1.96$ and a p-value of $0.000 < 0.05$, thus the first hypothesis is accepted, meaning that transformational leadership has been proven to have a positive and significant effect on improving employee performance.

The research findings show that transformational leadership has a positive and significant influence on employee performance, with a value of *t-statistic* of $4.115 > 1.96$ and p-value $0.000 < 0.05$, indicating that the first hypothesis is statistically accepted. This provides empirical evidence that an inspirational, guiding, and intrinsically motivating leadership style plays a crucial role in encouraging employees to perform optimally, even in complex or stressful work situations. In the context of the Banten Provincial DPRD Secretariat, the role of a leader who is able to demonstrate vision, set an example, and build positive personal relationships with employees is crucial in shaping productive and proactive work behavior.

Theoretically, these results are in line with the transformational leadership theory of Bass and Avolio (1994), which emphasizes that transformational leaders are able to increase the commitment,

motivation, and performance of their subordinates through four main dimensions: *idealized influence*, *inspirational motivation*, *intellectual stimulation*, And *individualized consideration* When applied in public organizations such as the Regional People's Representative Council (DPRD) Secretariat, transformational leadership creates a visionary and innovative work environment, enabling employees to feel valued, empowered, and more motivated to contribute their best. These findings reinforce the fact that in modern bureaucracies, leadership effectiveness is no longer measured solely by instructional skills, but by its ability to transform employee enthusiasm into impactful performance.

This aligns with previous research that stated that transformational leadership is a leadership approach aimed at inspiring, motivating, and empowering employees to achieve higher performance (Zhang et al., 2024). Transformational leaders possess characteristics such as providing a clear vision, demonstrating individual attention to employee needs, motivating through effective communication, and encouraging creativity and innovation (Fischer et al., 2024). By creating a positive work environment, this leadership style encourages employees to exceed expectations in their duties and responsibilities (Morin et al., 2024).

This positive influence is seen in increased employee motivation, satisfaction, and loyalty (Shal et al., 2024). Transformational leaders are able to encourage employees to adapt to change and take initiative in their work (Saif et al., 2024). By prioritizing values such as trust, appreciation, and respect, this leadership style creates a healthy organizational climate, which ultimately impacts operational efficiency and the achievement of organizational goals (Rialti & Filieri, 2024).

Based on the explanation above, it can be concluded that transformational leadership style has a significant influence on employee performance, because the presence of leaders and approaches that are oriented towards individual development and team collaboration can lead organizations to sustainable long-term success.

There is a significant influence of change management on employee performance at the DPRD Secretariat throughout Banten Province.

Change management has a significant effect on employee performance, as evidenced by a t-statistic of $5.798 > 1.96$ and a p-value of $0.000 < 0.05$, thus accepting the second hypothesis. This indicates that successful management in managing change has a significant impact on improving performance.

This demonstrates that an organization's ability to manage change in a structured, adaptive, and participatory manner has a direct impact on improving employee performance. In a work environment like the Banten Provincial DPRD Secretariat, which frequently faces changes in policies, information systems, and local political dynamics, these findings emphasize the importance of a change management strategy that is not solely top-down but also involves employees as active participants in the transition process.

Theoretically, these results reinforce the ideas of Lewin's (1951) theory and Kotter's 8 Steps of Change approach, which emphasize that the success of organizational change depends on how it is communicated, engaged, and managed sustainably. When change is well-managed through careful planning, effective socialization, training, and employee empowerment, it creates a conducive, responsive, and supportive work environment to new demands. This has a direct impact on increasing employee motivation, sense of ownership, and work efficiency, ultimately driving overall organizational performance. Thus, change management is not merely an administrative process, but a key catalyst in shaping a productive and results-oriented work culture.

This aligns with previous research explaining that change management is a systematic approach used by organizations to manage the transition of individuals, teams, and processes from their current state to a desired state (Zhu et al., 2024). In an organizational context, change often includes the implementation of new technologies, organizational restructuring, or changes in work culture. If managed well, change management can help employees adapt more quickly and effectively to change, thereby minimizing resistance and improving performance (Panduwiyasa et al., 2024). Theoretically, a change management model such as ADKAR (*Awareness, Desire, Knowledge, Ability, Reinforcement*) explained that the success of change implementation is highly dependent on how employees are supported emotionally and technically during the process (Kusuma et al., 2024).

Based on this explanation, it can be concluded that change management has a significant influence on employee performance, because through an approach that supports adaptation and empowerment,

organizations or companies can create a competent workforce that is ready to face all kinds of changes and challenges.

There is a significant influence of transformational leadership on organizational commitment in the DPRD Secretariat throughout Banten Province.

Furthermore, transformational leadership has a significant effect on organizational commitment, with a t-statistic of $5.355 > 1.96$ and a p-value of $0.000 < 0.05$, so the third hypothesis is accepted, meaning that the higher the transformational leadership, the stronger the organizational commitment formed among employees.

This indicates that the third hypothesis is accepted, and empirical evidence shows that the higher the quality of transformational leadership in an organization, the higher the level of employee commitment to the organization. In this context, transformational leadership acts as a psychological force capable of shaping employee loyalty, a sense of belonging, and a desire to contribute consistently. Leaders who are able to provide inspiration, individual attention, and moral encouragement will create a work climate that encourages employees to feel emotionally connected and committed to the organization's goals and values.

Theoretically, these findings align with Meyer and Allen's (1991) perspective on organizational commitment, particularly affective commitment, which is a form of employee emotional attachment to the organization. Transformational leadership, characterized by empowerment, recognition, and personal development, exerts a psychological influence that strengthens employee internal loyalty. In the Banten Provincial DPRD Secretariat environment, where employees face bureaucratic challenges, political leadership dynamics, and complex administrative service burdens, the presence of transformational leaders is a key determinant in maintaining organizational stability and engagement. In other words, leaders not only provide direction but also serve as sources of emotional energy and motivation that foster a strong commitment from within employees to the organization where they serve.

This is in line with previous research. Transformational leadership plays a significant role in increasing employee organizational commitment due to its approach emphasizing emotional involvement and strong motivation (Youssef et al., 2024). Transformational leaders provide idealized influence through role-modeling, so that employees feel inspired and believe in the organization's vision (Jaaffar et al., 2023). When employees perceive their leaders as having high integrity and dedication to shared goals, they tend to develop a greater sense of loyalty to the organization (M. S. A. Ansari et al., 2024).

Based on the explanation above, it can be concluded that transformational leadership style has a significant influence on organizational commitment, because this style focuses on individual development and the formation of a shared vision, thereby creating a work environment that supports employee loyalty and dedication to the organization.

There is a significant influence of change management on organizational commitment at the DPRD Secretariat throughout Banten Province.

Change management significantly influences organizational commitment, with a t-statistic of $6.602 > 1.96$ and a p-value of $0.000 < 0.05$, indicating that the fourth hypothesis is accepted. This proves that good change management implementation can shape and strengthen organizational commitment.

This confirms that an organization's success in strategically and inclusively designing, communicating, and implementing change can shape and strengthen employee commitment to the organization. In this regard, transparent and participatory change management creates a sense of security, clarity of direction, and appreciation for individual contributions, which are important foundations for building a sense of belonging (*sense of belonging*) and long-term loyalty.

Theoretically, this finding is consistent with John P. Kotter's thinking, which states that effective change management not only creates new structures but also touches on employee psychological aspects, such as motivation, engagement, and trust. In the context of the Banten Provincial DPRD Secretariat, which frequently experiences shifts in work systems, internal policies, and legislative political dynamics, change is inevitable. Therefore, when change is managed professionally and involves employees in the process, they will feel more valued and involved, thus forming a strong organizational commitment. This shows that employee commitment is not formed from the status quo, but from collective experiences facing change in a positive and directed manner.

This aligns with previous research explaining that planned and effective change management can strengthen organizational commitment by helping employees feel involved and valued during the change process (Kromah et al., 2024). When changes are well explained and employees are invited to participate in decision-making and implementation, they tend to feel a greater sense of responsibility for the change's success. This sense of involvement increases employee loyalty and emotional attachment to the organization (Umuteme & Adegbite, 2023).

Based on this explanation, it can be concluded that change management has a significant influence on organizational commitment, because through an approach that supports collaboration, appreciation, and communication, change management is able to create a mutually beneficial relationship between employees and the organization.

There is a significant influence between organizational commitment and employee performance at the DPRD Secretariat throughout Banten Province.

Furthermore, organizational commitment has a significant effect on employee performance with a t-statistic of $3.433 > 1.96$ and a p-value of $0.001 < 0.005$ so that the fifth hypothesis is accepted, this explains that organizational commitment is a real important factor in driving employee performance.

This demonstrates that employees' emotional attachment, identification, and loyalty to the organization have a significant impact on improving the quality, productivity, and consistency of their performance. Employees with strong organizational commitment tend to work not only out of obligation, but also out of a sense of moral responsibility and a desire to contribute to the institution's success. In the context of a public organization like the Banten Provincial DPRD Secretariat, this is crucial because commitment is a key driver for employees to maintain high performance despite bureaucratic pressures and the dynamics of the work environment.

Theoretically, these results reinforce Meyer & Allen's (1991) view of three dimensions of organizational commitment: affective (emotional), continuance (need-based), and normative (value-based and obligation-based). Of these three dimensions, affective and normative commitment contribute significantly to shaping positive work behavior. Employees who feel emotionally attached and believe they "should" and "want" to remain in the organization will demonstrate higher work initiative, persistence in completing tasks, and a willingness to adapt to work challenges. Thus, these findings emphasize that strategies to improve employee performance should not only rely on training or incentives, but must also target the formation of an organizational culture that supports and fosters employee commitment on an ongoing basis.

Organizational commitment is the level of emotional attachment, trust, and loyalty felt by employees toward the organization where they work (Ly, 2024). High organizational commitment has a significant positive impact on employee performance. Employees with high commitment tend to be more motivated to work hard, achieve targets, and make maximum contributions (Goetz & Wald, 2022). This occurs because they feel responsible for the organization's success, so they are willing to go beyond expected tasks (Lin et al., 2024).

organizational commitment serves as the foundation for harmonious and collaborative work relationships (Munir & Ghani, 2024). Employees with high levels of commitment tend to demonstrate consistent loyalty, dedication, and responsibility in their work (Ly, 2024). This not only improves individual performance but also creates synergy within the team, thereby driving the achievement of overall organizational goals (Rahiman & Kodikal, 2024). Strong organizational commitment can also reduce absenteeism and turnover rates, which directly impact sustainable productivity (Goetz & Wald, 2022).

Based on the explanation above, it can be concluded that organizational commitment has a significant influence on employee performance, because by building a work environment that supports a sense of commitment, organizations can create a workforce that is productive, innovative, and ready to support the company's success.

There is a significant indirect influence of transformational leadership on employee performance through organizational commitment as a mediating variable at the DPRD Secretariat throughout Banten Province.

Transformational leadership has a significant effect on employee performance through organizational commitment with a t-statistic of $2.867 > 1.96$ and a p-value of $0.004 < 0.05$, thus the sixth

hypothesis is accepted. This means that organizational commitment significantly mediates transformational leadership on employee performance.

This finding provides a deeper understanding that optimal employee performance does not solely depend on leadership style, but also on the level of emotional attachment of employees to the organization.

Theoretically, these results support the partial mediation model within the framework of Bass and Avolio's (1994) transformational leadership theory and Meyer and Allen's (1991) organizational commitment model. Transformational leadership, with its main characteristics such as *inspirational motivation, individualized consideration, idealized influence, And intellectual stimulation*, encouraging employees to feel valued, listened to, and empowered (Rahiman & Kodikal, 2024). When employees experience transformative leadership, they are more likely to develop affective and normative commitment, which are important psychological drivers in improving overall work morale and individual performance (Ly, 2024).

In the context of a bureaucratic organization like the Banten Provincial DPRD Secretariat, the role of a transformative leader is increasingly important given the challenging work environment, both in terms of regulation, politics, and public service (Abet et al., 2024). Leaders who are able to build two-way communication, set an example, and encourage innovation not only directly improve performance but also foster a sense of ownership and responsibility among employees towards the organization. When employees have a strong commitment, they will work with high dedication, contribute voluntarily, and demonstrate resilience in the face of work pressure (Hermanto et al., 2024).

This study also confirms the findings of previous research. Previous studies have shown that transformational leadership not only improves performance but also influences employee work attitudes by increasing organizational commitment (Abet et al., 2024). Similar research also shows that organizational commitment is a significant mediator between leadership style and work productivity. This confirms that in building a high-performing organization, it is crucial to consider psychological factors such as commitment, not just formal work procedures and structures (Haleem et al., 2024).

Thus, it can be concluded that organizational commitment is not only a complement to the relationship between leadership and performance, but is a key link that binds the two. Without commitment, the influence of leadership will weaken; and without transformational leadership, commitment will be difficult to grow. Therefore, the results of this study provide a strategic recommendation: to improve employee performance within the Banten Provincial DPRD Secretariat, the organization must develop transformational leadership that consistently strengthens employee organizational commitment, because from this commitment arises sustainable work energy and real impact.

There is a significant indirect influence of change management on employee performance through organizational commitment as a mediating variable at the DPRD Secretariat throughout Banten Province.

Furthermore, the results of the analysis of the seventh hypothesis, which is an indirect influence, where change management has a significant effect on employee performance through organizational commitment with a t-statistic of $3.229 > 1.96$ and a p-value of $0.001 < 0.05$. This means that the seventh hypothesis is accepted, and this illustrates that organizational commitment significantly mediates change management on employee performance.

This reinforces the view that successful change management is not only characterized by changes in structure or process, but also by psychological and affective changes in employees, especially in the form of commitment to the organization.

From a theoretical perspective, this finding is in line with Kurt Lewin's (1951) theory of change management and John Kotter's (1996) approach which emphasizes the importance of the phase. *Refreezing* This refers to the process of building psychological stability after a change is implemented. In this context, organizational commitment is a crucial indicator of the success of this process, as it reflects employee acceptance and attachment to the organization's direction and values after the change. When employees feel involved, valued, and protected during the change process, they develop a strong sense of belonging, which drives them to work more effectively and productively (Mura et al., 2024).

Furthermore, these results reinforce the concept of affective commitment in Meyer and Allen's (1991) theory, which is the emotional attachment employees form due to their trust and identification

with the organization. Change management that is communicative, transparent, and actively involves employees will increase perceptions of fairness and security, ultimately fostering commitment. This commitment then serves as an internal driver that encourages employees to work with high motivation, maintain work quality, and adapt to new demands in a constantly changing work environment (Nassani et al., 2024).

This research is also consistent with previous studies. Organizational change will have a greater impact on performance when individuals feel emotionally attached to the organization. Meanwhile, the success of organizational change depends heavily on positive employee perceptions of the change, which in turn strengthens commitment and influences work behavior (Noesgaard & Jørgensen, 2024). In other words, change management that is perceived as fair, open, and participatory will foster commitment, and this commitment will then translate into improved performance (Asad et al., 2024).

In conclusion, these findings emphasize that organizational commitment is the bridge that effectively connects change management with employee performance. Good change management will lose its impact if it fails to foster commitment, and conversely, strong commitment can maximize the impact of any change process (Youssef et al., 2024). Therefore, managerial strategies aimed at driving improved employee performance must incorporate commitment as a key variable throughout all stages of organizational change. These findings not only enrich academic research but also provide a practical basis for human resource management in the public sector that aims to remain adaptive, professional, and competitive (Aggarwal, 2024).

Conclusion

Based on the results of the analysis, it can be concluded that 1) there is a significant positive influence of transformational leadership style on the performance of DPRD secretariat employees in Banten Province 2) there is a significant positive influence of change management on the performance of DPRD secretariat employees in Banten Province 3) there is a significant positive influence of transformational leadership style on organizational commitment of DPRD secretariat in Banten Province 4) there is a significant positive influence of change management on organizational commitment of DPRD secretariat in Banten Province 5) there is a significant positive influence of organizational commitment on the performance of DPRD secretariat employees in Banten Province 6) there is a significant positive influence of transformational leadership style on employee performance through organizational commitment of DPRD secretariat in Banten Province 7) there is a significant positive influence of change management on employee performance through organizational commitment of DPRD secretariat in Banten Province.

Implications

This research yields several important implications, both theoretical and practical, for the development of public management. Theoretically, the findings expand the integrative model by emphasizing the role of organizational commitment as a key mediating variable in the relationship between change management, transformational leadership, and employee performance, while adapting the theories of Bass & Avolio and Meyer & Allen to the context of Indonesian bureaucracy. Practically, the research findings emphasize that bureaucratic change is no longer effective if it is top-down; it must be inclusive, communicative, and based on shared values. Managerial implications suggest that leaders must act as psychological agents of change by building emotional bonds and inspiration, so that employee commitment grows and impacts performance. From a strategic perspective, improving performance is not sufficient through instructions or rules; it must be built on commitment strengthened through a healthy organizational climate, clarity of goals, and employee empowerment. Human resource development requires more contextual commitment evaluation instruments, along with ongoing efforts to address inhibiting factors such as uncertainty and lack of participation. At the policy level, bureaucratic reform needs to address the emotional dimension of employees by prioritizing recognition, two-way communication, and instilling organizational values. Finally, this research opens up space for further exploration of the role of organizational culture, structural loyalty, and local politics in strengthening the relationship between change, leadership, commitment, and performance so that the strategies implemented are not only scientifically effective but also socially and culturally relevant.

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