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The Effect of Transformational Leadership and Organizational Commitment on Employee Performance Through Turnover Intention

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Abstract: This study aims to analyze the effect of transformational leadership and organizational commitment on employee performance through turnover intention at PT Legrand Indonesia. The background of this study is based on the importance of leadership quality and employee commitment in improving performance and reducing employees' intention to leave. This research employed a quantitative approach using a questionnaire with a Likert scale distributed to all 54 employees of PT Legrand Indonesia. The data were analyzed using descriptive and verification analysis. The results show that transformational leadership has a positive and significant effect on employee performance, while organizational commitment does not have a significant direct effect on employee performance. Turnover intention has a negative and significant effect on employee performance and fully mediates the effect of organizational commitment on employee performance, as well as partially mediates the effect of transformational leadership on employee performance. This study concludes that strengthening transformational leadership and organizational commitment by reducing turnover intention is essential for improving employee performance.

Keywords: Leadership Style, Organizational Commitment, Turnover Intention, Employee Performance

INTRODUCTION

In the era of global competition and rapid digital transformation, manufacturing companies are required to maintain performance to remain competitive. Employee performance plays a strategic role as it directly contributes to the achievement of production targets, product quality, and operational efficiency (Nurannisa, 2020; Enhert et al., 2019). Although technology supports productivity, human resources remain the primary determinant of organizational success (Lutfi, 2022).

PT Legrand Indonesia is a multinational manufacturing company that has been operating since the 1970s and is known for having a relatively high level of employee loyalty. However, in recent years, the company has faced performance challenges in the production division, as

indicated by unmet production targets and increased employee turnover. This condition suggests the presence of performance-related issues that require managerial attention.

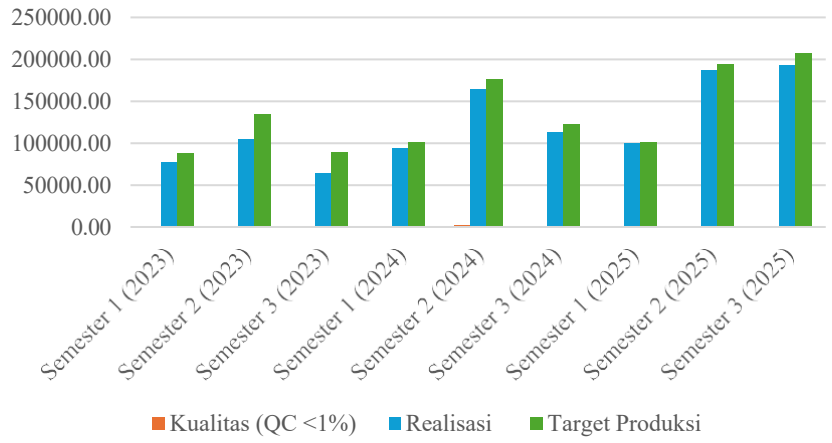


Chart 1: Production Data of PT Legrand Indonesia
Source: Primary Data of Department Production PT Legrand Indonesia

Based on Chart 1, it is evident that production targets were not consistently achieved during the 2023–2025 period. This indicates a decline in employee performance, which may be influenced by leadership practices, organizational commitment, and increasing turnover intention, despite the workforce being dominated by long-tenured employees.

According to Rothwell, Stavros, and Sullivan, transformational leadership is a leadership style that focuses on a leader's ability to transform subordinates' attitudes and behaviors to prioritize shared goals and transcend personal interests for the benefit of the organization (Rohmawati & Syamsiah, 2024). Previous studies have shown that transformational leadership has a positive and significant effect on employee performance (Qori, 2013; Supriyanto, 2024; Rohmawati & Syamsiah, 2024). In addition to leadership, organizational commitment also plays an important role in enhancing employee performance. A decline in organizational commitment can reduce employee performance as well as their willingness to remain with the organization (Rakhmalina, 2021). Previous research indicates that the effect of organizational commitment on employee performance is positive and significant (Jamal et al., 2021).

However, a decline in employee performance is often accompanied by increased turnover intention, defined as an employee's intention to leave the organization, which negatively affects motivation, work engagement, and performance (Widiyati & Frianto, 2020; Robbins & Judge, 2024). Transformational leadership and organizational commitment have also been shown to influence turnover intention, which in turn affects employee performance (Handayani, 2023; Jamal et al., 2021).

Although the relationships between transformational leadership, organizational commitment, turnover intention, and employee performance have been widely studied, few studies have explicitly examined the role of turnover intention as a mediating variable between transformational leadership and organizational commitment on employee performance, particularly in manufacturing companies with high employee loyalty. Therefore, this study contributes novelty by analyzing the mediating role of turnover intention in the relationship between transformational leadership and organizational commitment on employee performance at PT Legrand Indonesia.

THEORETICAL FRAMEWORK

Transformational Leadership

Transformational leadership emphasizes inspiration, motivation, intellectual stimulation, and individualized consideration. Supportive leaders shape employees' positive psychological states and encourage them to reciprocate with higher performance, consistent with social exchange theory. Empirical evidence shows that transformational leadership enhances motivation and employee performance (Angguningtiyas & Yuliana, 2025; Saputro & Siagian, 2017).

Organizational Commitment

Organizational commitment reflects employees' emotional attachment, loyalty, and willingness to contribute to organizational goals. From an organizational behavior theory perspective, employees with high commitment tend to show better discipline and performance and are less likely to leave the organization. Prior studies confirm that organizational commitment positively affects employee performance (Melizawati, 2015; Hendri, 2019; Raharjo et al., 2023).

Turnover Intention

Turnover intention refers to employees' voluntary intention to leave the organization and is viewed as psychological withdrawal behavior. It is influenced by leadership quality and organizational commitment and negatively affects motivation and performance. Studies indicate that turnover intention is closely associated with declining employee outcomes (Asmara, 2017; Novitasari, 2022; Jamal et al., 2021).

Employee Performance

Employee performance represents the level of work achievement influenced by organizational and psychological factors, particularly leadership, organizational commitment, and turnover intention.

Hypothesis Development

The hypotheses in this study are grounded in social exchange theory and organizational behavior theory. Social exchange theory explains that supportive leadership creates reciprocal relationships in which employees respond with higher performance and loyalty, while organizational behavior theory emphasizes that work attitudes such as commitment influence work behavior, including turnover intention and performance.

H1: Transformational leadership has a positive effect on employee performance.
H2: Organizational commitment has a positive effect on employee performance.
H3: Transformational leadership has a negative effect on turnover intention.
H4: Organizational commitment has a negative effect on turnover intention.
H5: Turnover intention has a negative effect on employee performance.
H6: Turnover intention mediates the effect of transformational leadership on employee performance.
H7: Turnover intention mediates the effect of organizational commitment on employee performance.

METHOD

This study employs a quantitative approach with descriptive and verificative research designs to examine the relationships among transformational leadership, organizational commitment, turnover intention, and employee performance. The research was conducted at PT Legrand Indonesia, North Jakarta, with employees of the production division as the unit of analysis. The study population consisted of 54 production employees. Given the limited population size, a saturated sampling technique was applied, in which all population members

were included as research respondents. The data comprised primary and secondary sources. Primary data were collected through structured questionnaires using a five-point Likert scale, distributed both directly and online. Secondary data included the company's production records over the past three years. Data collection was conducted within a single time period, reflecting a cross-sectional research design. Data analysis was performed using path analysis to assess both direct and indirect effects among the research variables. Prior to analysis, the research instruments were tested for validity and reliability, and the data were confirmed to meet the basic assumptions required for regression-based analysis.

RESULTS AND DISCUSSION

General Overview of Respondents

The respondents involved in this study are all employees of PT Legrand Indonesia from the production division, totaling 54 individuals.

Table 1. Number of Employees by Position

Position	Frequency	Percent	Valid Percent	Cumulative Percent
General Manager Production	1	1,9	1,9	1,9
Leader Group	3	5,6	5,6	7,4
Production Manager	1	1,9	1,9	9,3
Staff	39	72,2	72,2	81,5
Administration Staff	1	1,9	1,9	83,3
Inventory Staff	1	1,9	1,9	85,2
Maintenance Staff	1	1,9	1,9	87,0
Planning & Control Staff	1	1,9	1,9	88,9
Production Staff	1	1,9	1,9	90,7
Supervisor	1	1,9	1,9	92,6
Maintenance Supervisor	1	1,9	1,9	94,4
Technician	3	5,6	5,6	100,0
Total	54	100,0	100,0	

Source: Primary data processed in SPSS, 2026.

From the data collection results, it is known that the respondents in this study are as follows: 39 staff members, or 72.2%, 3 group leaders, or 5.6%, 3 technicians, or 5.6%, General Manager of Production, Production Manager, Administrative Staff, Inventory Staff, Maintenance Staff, Planning and Control Staff, Production Staff, Supervisor, and Maintenance Supervisor, each with 1 respondent or 1.9%.

Table 2. Number of Employees Based on Length of Service

Length of Service		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<5 Years	10	18,5	18,5	18,5
	5 - 10 Years	28	51,9	51,9	100,0
	11 - 20 Years	4	7,4	7,4	25,9
	20 - 30 Years	12	22,2	22,2	48,1
	Total	54	100,0	100,0	

Source: Primary data processed in SPSS, 2026

From the data collection results, it shows that respondents with 5-10 years of service totaled 28 people or 51.9%, 20-30 years of service totaled 12 people or 22.2%, less than 5 years of service totaled 10 people or 18.5%, and 11-20 years of service totaled 4 people or 7.4%.

Validity Test Results

Based on the validity test results using Corrected Item–Total Correlation, all statement items on the research instrument showed correlation coefficients greater than 0.300.

Table 3. Results of the Research Instrument Validity Test

Variable	Total Indicator	Criteria	Corrected Item-Total Correlation	Description
Transformational Leadership (X1)	12	0.1225	0,471-0,801	Valid
Organizational Commitment (X2)	12	0.1225	0,419-0,630	Valid
Turnover Intention (Z)	6	0.1225	0,548-0,644	Valid
Employee Performance (Y)	7	0.1225	0,498-0,716	Valid

Source: Primary data processed in SPSS, 2026

Based on the validity test results, all indicators have Corrected Item–Total Correlation values greater than the critical value of 0.1225, indicating that all items are valid and suitable for measuring their respective constructs.

Reliability Test Results

The results of the reliability test on the research instrument show that all variables have a Cronbach's Alpha value greater than 0.600.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Description
Transformational Leadership (X1)	0,766	Reliable
Organization Commitment (X2)	0,880	Reliable
Turnover Intention (Z)	0,759	Reliable
Employee Performance (Y)	0,796	Reliable

Source: Primary data processed in SPSS, 2026

Table 4 shows that all variables have Cronbach's Alpha values above 0.600, indicating that the research instruments are reliable and suitable for further analysis.

Descriptive Analysis Results

The descriptive analysis indicates that the leadership style variable is categorized as good, with an overall mean score of 3.91. Among its dimensions, communication records the highest mean (3.93), while intellectual stimulation shows the lowest mean (3.86), although it remains within the good category. The organizational commitment variable is also classified as good, with an overall mean score of 3.86. The highest mean is found in continuance commitment (3.97), whereas affective commitment records the lowest mean (3.84), suggesting relatively lower emotional attachment compared to other dimensions. Furthermore, turnover intention is categorized as low, with an overall mean score of 2.07. The thinking of leaving dimension has the highest mean (2.11), while the intention to quit dimension shows the lowest mean (2.02), indicating that employees generally have no strong intention to leave the organization. Finally, employee performance is assessed as good, with an overall mean score of 4.28. The effectiveness dimension records the highest mean (4.15), while independence shows the lowest mean (3.87), indicating that overall performance is high, although improvements in employee autonomy are still needed.

Classical Assumption Tests Result

Before hypothesis testing, classical assumption tests (normality, multicollinearity, heteroscedasticity, and linearity) were conducted to ensure the suitability of the regression model.

Table 5. Assumption Tests Result

Test	Indicator	Criteria	Result	Description
Normality	Kolmogorov-Smirnov (Residuals)	Sig. > 0.05	0.200	Normally distributed
Multicollinearity	Tolerance VIF	Tol > 0.10 VIF < 10	0.974 1.026	No multicollinearity
Heteroscedasticity	Scatterplot of Residuals vs Predicted	Sig. > 0.05	Random Scatter	No heteroscedasticity
Linearity	Deviation from Linearity	Sig. > 0.05	0.144 and 0.110	Linear relationship

Source: Primary data processed in SPSS, 2026

The results of the classical assumption tests indicate that the research data fully meet the required assumptions. The data are normally distributed, no multicollinearity is detected among the independent variables, the residuals exhibit homoscedasticity, and the relationships among variables are linear. Therefore, the data are appropriate for further regression and path analysis.

Model Fit Test Results

The results of the model fit test indicate that the model examining the effects of leadership style and organizational commitment on employee performance is considered fit for analysis. This is evidenced by the F-test significance value of 0.002 (< 0.05), indicating that the model is statistically significant in explaining employee performance. Furthermore, the R Square value of 0.223 suggests that leadership style and organizational commitment explain 22.3% of the variance in employee performance, while the remaining variance is influenced by other factors outside the research model.

Path Analysis Results

Table 5 presents a summary of the path analysis results examining the direct and indirect effects of transformational leadership, organizational commitment, turnover intention, and employee performance.

Table 6. Path Analysis Summary (Direct and Indirect Effects)

Path	Coefficient (β)	Std. Error	t-value	Sig.	Description
Transformational Leadership (X1) → Employee Performance (Y)	0.198	0.087	2.286	0.027	Significant
Organizational Commitment (X2) → Employee Performance (Y)	0.053	0.041	1.287	0.204	Not Significant
Transformational Leadership (X1) → Turnover Intention (Z)	-0.249	0.101	-2.469	0.017	Significant
Organizational Commitment (X2) → Turnover Intention (Z)	-0.108	0.045	-2.402	0.020	Significant
Turnover Intention (Z) → Employee Performance (Y)	-0.273	0.126	-2.164	0.035	Significant
X1 → Z → Y (Indirect effect)	0.266	-	-	-	Partial Mediation
X2 → Z → Y (Indirect effect)	0.082	-	-	-	Full Mediation

Source: Primary data processed in SPSS, 2026

Based on the table above, the results of the analysis are as follows:
Direct Effects Testing

1. Transformational leadership (X1) has a positive and significant effect on employee performance (Y) (β = 0.198; t = 2.286; p = 0.027).
2. Organizational commitment (X2) does not have a significant effect on employee performance (Y) (β = 0.053; t = 1.287; p = 0.204).
3. Transformational leadership (X1) has a negative and significant effect on turnover intention (Z) (β = −0.249; t = −2.469; p = 0.017).
4. Organizational commitment (X2) has a negative and significant effect on turnover intention (Z) (β = −0.108; t = −2.402; p = 0.020).
5. Turnover intention (Z) has a negative and significant effect on employee performance (Y) (β = −0.273; t = −2.164; p = 0.035).

Indirect Effects Testing

1. Transformational leadership (X1) has a significant indirect effect on employee performance (Y) through turnover intention (Z) (β = 0.266), indicating partial mediation.
2. Organizational commitment (X2) has a significant indirect effect on employee performance (Y) through turnover intention (Z) (β = 0.082), indicating full mediation.

Hypothesis Test Results

Hypothesis 1 is supported, indicating that transformational leadership has a positive and significant effect on employee performance. This finding is consistent with Batubara (2020), Erri et al. (2021), Krisdayanti (2024), and Cakrawinata and Hermina (2024), who confirm that transformational leadership enhances performance through inspiration, motivation, and intellectual stimulation.

Hypothesis 2 is not supported because organizational commitment does not have a significant effect on employee performance. This result contrasts with Pawirosumarto et al. (2020), Susanti and Palupiningdyah (2016), and Jamal et al. (2021), who found a positive and significant relationship. This discrepancy suggests that, in the present context, organizational commitment alone is insufficient to directly improve performance.

Hypothesis 3 is supported, showing that transformational leadership has a negative and significant effect on turnover intention. This finding aligns with Cakrawinata and Hermina (2024), Efitriana and Liana (2022), and Krisdayanti (2024), who report that transformational leadership reduces employees' intention to leave.

Hypothesis 4 is supported, indicating that organizational commitment has a negative and significant effect on turnover intention. This result is consistent with Susanti and Palupiningdyah (2016) and Authar (2019), who emphasize that higher organizational commitment lowers employees' tendency to leave the organization.

Hypothesis 5 is supported, demonstrating that turnover intention has a negative and significant effect on employee performance. This finding is in line with Krisdayanti (2024), Triana (2025), and Cakrawinata and Hermina (2024), and is reinforced by Dwidienawati et al. (2023), who found a negative linear relationship between turnover and performance.

Hypothesis 6 is supported, indicating that turnover intention mediates the relationship between transformational leadership and employee performance. This result is consistent with Krisdayanti (2024) and Cakrawinata and Hermina (2024) and reflects partial mediation, as the direct effect of transformational leadership on performance remains significant.

Hypothesis 7 is supported, showing that turnover intention mediates the relationship between organizational commitment and employee performance. This finding aligns with Authar (2019) and Susanti and Palupiningdyah (2016) and reflects full mediation, because the direct effect of organizational commitment on performance is not significant while the indirect effect is significant.

CONCLUSION

This study found that transformational leadership has a direct effect on employee performance, whereas organizational commitment does not have a direct effect on employee performance. Both transformational leadership and organizational commitment influence turnover intention, and turnover intention was found to mediate the effects of both on employee performance. These findings highlight that implementing transformational leadership and strengthening organizational commitment are important for reducing turnover intention and improving employee performance at PT Legrand Indonesia. Theoretically, this study reinforces the role of turnover intention as a mediating mechanism in the relationship between leadership, organizational commitment, and employee performance. Practically, the results provide a managerial basis for companies to enhance performance through effective leadership management and the strengthening of organizational commitment.

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