



THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND MOTIVATION ON ORGANIZATIONAL COMMITMENT (STUDY ON THE FAMILIES OF CIAMIS STUDENTS IN THE TASIKMALAYA REGIONAL)

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Abstract. This study aims to analyze the influence of transformational leadership and work motivation on organizational commitment among the management of the Ciamis Student Family (KMC) Regional Tasikmalaya. The background of this research stems from the phenomenon of low member participation and loyalty in the implementation of organizational programs, indicating weak organizational commitment. This research uses a quantitative approach with the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method using SmartPLS 4.0.1 software. The research sample includes 40 respondents who are all active members of KMC Regional Tasikmalaya (total sampling method). The research results indicate that the transformational leadership variable does not have a significant effect on organizational commitment, with a path coefficient value of 0.111, a T-statistic of 0.901, and a P-value of 0.367. Conversely, the motivation variable has a positive and significant effect on organizational commitment, with a path coefficient value of 0.840, a T-statistic of 7.886, and a P-value of 0.000. Simultaneously, these two variables are able to explain 75.5% of the variation in organizational commitment ($R^2 = 0.755$), which falls into the strong category. Thus, the research findings confirm that work motivation is the dominant factor in increasing organizational commitment, while the influence of transformational leadership is not yet directly significant. This research recommends that organizational leaders enhance their leadership style to be more inspiring and communicative, and foster member motivation thru continuous support, recognition, and coaching to strengthen commitment to the organization.

Keywords: Transformational leadership; work motivation; organizational commitment; KMC Tasikmalaya; SmartPLS.

1. Introduction

The success of an organization is not only determined by its strategy, structure, or financial resources, but also by the quality of the human resources involved. One important aspect of human resource management is organizational commitment, which is the level of an individual's psychological attachment to the organization that fosters loyalty, a sense of belonging, and a willingness to contribute to achieving common goals. In the context of student organizations, organizational commitment becomes a crucial factor for maintaining program sustainability, enhancing collaboration, and ensuring consistent and responsible task execution.

However, field observations indicate that many student organizations experience low levels of commitment, characterized by declining member participation, high absenteeism at events, and a lack of responsibility toward organizational tasks. This condition also occurs in the Ciamis Student Family (KMC) Regional Tasikmalaya, where some administrators show a lack of consistency in carrying out their work programs. This

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low commitment has the potential to hinder organizational effectiveness and reduce overall performance quality.

Recent studies indicate that transformational leadership and work motivation jointly contribute significantly to shaping organizational commitment (Sawalinda, 2025). However, the results of previous studies have not been consistent. Some studies have found that transformational leadership has a significant impact on organizational commitment (Karmilaturrahman et al., 2021), while other studies have shown a weak or non-significant impact. On the other hand, motivation has been proven to have a significant and consistent influence on organizational commitment (Rayyan & Paryanti, 2021). This indicates a research gap regarding which variable is more dominant, as well as a lack of research in the context of regional student organizations.

Based on the description, this study aims to analyze the influence of transformational leadership and motivation on organizational commitment among KMC Regional Tasikmalaya administrators. This research is expected to contribute theoretically to the development of human resource management science, as well as practically to improving the effectiveness of student organization management thru enhanced leadership and motivation.

2. Research Method

This research uses a quantitative approach with a survey method. The quantitative approach was chosen because this study aims to empirically and objectively test the relationships between variables thru statistical analysis. The independent variables in this study are transformational leadership (X_1) and motivation (X_2), while the dependent variable is organizational commitment (Y).

The population in this study consists of all 40 officers of the Ciamis Student Family (KMC) Regional Tasikmalaya. Because the population size is relatively small (<100), this study uses the census method (total sampling), meaning that all members of the population are included in the research sample.

Data collection was conducted using a 1–5 Likert scale-based questionnaire, ranging from "Strongly Disagree" to "Strongly Agree." The questionnaire instrument was developed based on the indicators of each variable, namely transformational leadership, work motivation, and organizational commitment. For transformational leadership, a scale that has been used in contemporary research is employed (e.g., in Transformational Leadership on Employee Innovative Behavior Mediated by Intrinsic Motivation and Organizational Commitment (Haryanto & Widhiandono, 2025)). In addition to primary data, this research also utilizes secondary data obtained thru a literature review of journals, books, and previous studies.

The data analysis technique used is Partial Least Square - Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The analysis was conducted in two stages: testing the measurement model (outer model) to assess the validity and reliability of the instrument, and testing the structural model (inner model) to examine the influence between variables. Hypothesis testing is conducted thru bootstrapping by examining the path coefficient values, t-statistic, and p-value.

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3. Results and Discussion

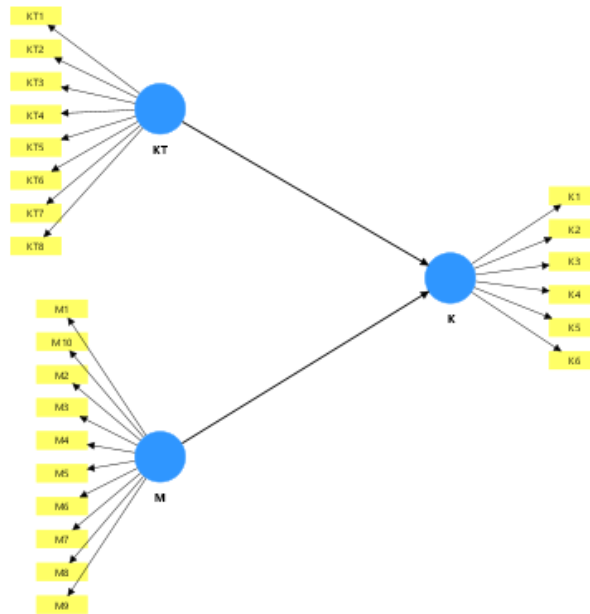


Figure 1. Research Model

After creating the research model, the next step is to conduct the data analysis process, which is carried out in three main stages: starting with the first stage, the measurement model (outer model), followed by the second stage, the structural model (inner model), and finally, hypothesis testing (resampling bootstrapping).

3.1 Outer Model

Outer Loading Convergent Validity

The results of the first-stage convergent validity test show that the Organizational Commitment (K) variable has excellent validity, as all K1–K6 indicators have outer loadings above 0.84. Conversely, the Transformational Leadership (KT) variable shows validity weaknesses, where indicators KT1, KT2, and KT3 have values below 0.5 and are therefore invalid, while indicators KT4–KT8 are declared valid with values above 0.7. For the Motivation (M) variable, most indicators have outer loadings above 0.7 and are therefore valid, but indicators M1 (0.538) and M5 (0.685) are considered low, and M1 in particular is recommended for deletion as it is below the ideal limit.

Based on the results of the second-stage convergent validity test on the PLS model, all indicators have met the criteria of a loading factor ≥ 0.70 . The Organizational Commitment (K) variable shows high loading values for all indicators (0.845–0.909), indicating a very strong contribution from the indicators. For the Transformational Leadership (TL) variable, indicator TL4 has a loading of 0.696, which is marginally acceptable as long as the AVE value is ≥ 0.5 , while indicators TL5–TL8 are in the range of 0.760–0.885 and have met convergent validity. The Motivation variable (M) also showed excellent results, with all indicators (M2–M10) above 0.80, including some

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indicators exceeding 0.90, reflecting a strong correlation between the indicators and their latent construct.

Table 1. Outer Loading Convergent Validity

Indicator	K	KT	M
K1	0.879		
K2	0.880		
K3	0.846		
K4	0.907		
K5	0.854		
K6	0.907		
KT1		0.462	
KT2		0.379	
KT3		0.415	
KT4		0.714	
KT5		0.885	
KT6		0.740	
KT7		0.769	
KT8		0.783	
M1			0.538
M10			0.864
M2			0.784
M3			0.927
M4			0.849
M5			0.685
M6			0.855
M7			0.925
M8			0.903
M9			0.834

Table 2. Second-stage Outer Loading Convergent Validity

Indicator	K	KT	M
K1	0.880		
K2	0.879		
K3	0.845		
K4	0.909		
K5	0.852		
K6	0.907		
KT4		0.696	
KT5		0.885	
KT6		0.760	
KT7		0.783	
KT8		0.785	
M10			0.873
M2			0.802
M3			0.926
M4			0.851
M6			0.860
M7			0.922
M8			0.920
M9			0.827

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Table 3. Third-stage Outer Loading Convergent Validity

Indicator	K	KT	M
K1	0.880		
K2	0.879		
K3	0.845		
K4	0.909		
K5	0.852		
K6	0.907		
KT5		0.893	
KT6		0.802	
KT7		0.799	
KT8		0.825	
M10			0.873
M2			0.802
M3			0.926
M4			0.851
M6			0.860
M7			0.922
M8			0.920
M9			0.827

Based on the results of the third-stage convergent validity test, all indicators for each latent variable have met the loading factor criteria ≥ 0.70 according to Hair et al. (2019). The indicators for the Organizational Commitment (K) variable show loading values of 0.845–0.909, indicating a strong contribution to the construct. For the Transformational Leadership (TL) variable, indicators TL5–TL8 also have high loadings between 0.799–0.893 after the previous stage screening, so the construct is declared consistent and valid. The Motivation variable (M) also showed excellent loading values, ranging from 0.82 to 0.926, which reflects high measurement strength. Thus, all indicators have met convergent validity without any values falling below the 0.70 threshold.

Average Variance Extracted (AVE)

Based on the results of convergent validity testing thru the Average Variance Extracted (AVE) value, all latent variables have met the criteria suggested by Hair et al. (2019), which is $AVE > 0.50$. The AVE values for Organizational Commitment (0.773), Transformational Leadership (0.689), and Motivation (0.763) indicate that each construct is able to explain more than 50% of its indicator variance. Therefore, all variables in the model have excellent convergent validity, and the indicators used have adequately represented the constructs.

Table 4. Average Variance Extracted (AVE)

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
K	0.941	0.944	0.953	0.773
KT	0.859	0.899	0.899	0.689
M	0.955	0.957	0.963	0.763

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Cross Loading Discriminant Validity Test

Table 5. Cross Loading Uji Diskriman Validity

Indicator	Transformational Leadership	Motivation	Organizational Commitment	Notes
K1	0.047	0.871	0.880	Valid
K2	0.220	0.742	0.879	Valid
K3	0.384	0.728	0.845	Valid
K4	0.327	0.776	0.909	Valid
K5	0.268	0.645	0.852	Valid
K6	0.243	0.757	0.907	Valid
KT5	0.893	0.113	0.207	Valid
KT6	0.802	0.167	0.301	Valid
KT7	0.799	0.087	0.111	Valid
KT8	0.825	0.249	0.217	Valid
M1	0.538	0.873	0.706	Valid
M2	0.291	0.802	0.694	Valid
M3	0.164	0.926	0.754	Valid
M4	0.253	0.851	0.793	Valid
M5	0.197	0.860	0.750	Valid
M6	0.153	0.922	0.819	Valid
M7	0.175	0.922	0.750	Valid
M8	0.122	0.920	0.743	Valid
M9	-0.035	0.827	0.743	Valid

The cross-loading test results show that each indicator has the highest loading factor on its respective construct, thus clearly distinguishing the constructs. Indicators K1–K6 on Organizational Commitment have the highest loading on the K construct compared to KT and M; indicators KT5–KT8 also show the highest loading on the Transformational Leadership construct; and all indicators M1–M9 have the highest loading on the Motivation construct with a range of 0.802–0.926. This finding confirms that each construct has unique, non-overlapping measurement characteristics, thus discriminant validity is met and the model is suitable for proceeding to the inner model analysis stage.

Cronbach's Alpha

Table 6. Cronbach's Alpha

Construct	Cronbach's Alpha
K	0.941
KT	0.859
M	0.955

The results of the reliability test using Cronbach's Alpha show that all variables in this study have good internal consistency because the alpha value is above 0.70. Organizational Commitment (K) has the highest value of 0.941, indicating very strong reliability. Transformational Leadership (TL) is also reliable with a value of 0.859, which, although lower than other variables, still meets the criteria. Motivation (M) has the highest value of 0.955, indicating very high measurement consistency. Overall, all constructs were found to be reliable and suitable for use in further analysis.

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Composite Reliability (CR)

Table 7. Composite Reliability (CR)

Construct	Composite Reliability (ρ_c)
K	0.953
KT	0.899
M	0.963

The results of the Composite Reliability (CR) test show that all constructs in the research model have values above 0.70, in accordance with the recommendations of Hair et al. (2019). Therefore, it can be concluded that each latent variable has excellent internal consistency. The Organizational Commitment (K) variable achieved a CR value of 0.953, indicating very high reliability. The Transformational Leadership (KT) variable was also reliable with a CR value of 0.899, which, although slightly lower than other constructs, still demonstrated good measurement stability and consistency. As for the Motivation (M) variable, it has the highest CR value of 0.963, indicating a very strong level of reliability and almost perfect consistency of all indicators in explaining the motivation construct.

3.2 Inner Model

Uji R-Square (R^2)

Table 8. Uji R-Square (R^2)

Construct	R-square	Adjusted R-square
K	0.755	0.742

The R-Square test results show that Organizational Commitment (K) has an R^2 value of 0.755 and an Adjusted R^2 of 0.742. This means that Transformational Leadership (TL) and Motivation (M) are able to explain 75.5% of the variation in Organizational Commitment, while the remaining 24.5% is influenced by other factors outside the model. Based on the criteria of Hair et al. (2019), this R^2 value falls into the strong category because it is above 0.75. The small difference between R^2 and Adjusted R^2 also indicates that the model is stable and not overfitting. Overall, both independent variables have a strong influence on Organizational Commitment, making this model highly predictive.

Bootstrapping

Table 9. Bootstrapping

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-Statistics (O/STDEV)	p-Value
KT $\rightarrow$ K	0.111	0.136	0.124	0.901	0.367
M $\rightarrow$ K	0.840	0.807	0.106	7.886	0.000

The results of the SmartPLS bootstrapping analysis show that transformational leadership (TL) with a path coefficient of 0.111, a T-statistic of 0.901, and a P-value of 0.367 does not have a significant effect on organizational commitment (OC), as the P-

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value is greater than 0.05 and the T-statistic is below 1.96. These findings indicate that transformational leadership has not yet been able to directly increase organizational commitment, and its influence is likely indirect, for example, thru increased work motivation. Conversely, the motivation variable (M) shows a positive and significant effect on organizational commitment, with a path coefficient of 0.840, a T-statistic of 7.886, and a P-value of 0.000. This means that the higher the employees' motivation, the stronger their commitment to the organization, thus proving that motivation is an important factor in building employee loyalty, responsibility, and attachment to the organization.

The Influence of Transformational Leadership on Organizational Commitment (H₁)

The coefficient of 0.111 with a T-Statistic of 0.901 and a P-Value of 0.367 indicates that transformational leadership does not have a significant effect on organizational commitment. This means that this leadership style at KMC has not yet been able to directly increase member loyalty and engagement, which is different from the theory (Haryanto & Widhiandono, 2025). Its potential influence is indirect, mediated by factors such as motivation or job satisfaction.

The Influence of Motivation on Organizational Commitment (H₂)

The coefficient of 0.840 with a T-Statistic of 7.886 and a P-Value of 0.000 indicates that motivation has a positive and significant influence on organizational commitment. The higher the members' motivation, the stronger their commitment. This finding aligns with Herzberg's theory (1959) and the research by Suarjana et al. (2016), which confirms that motivation is a key factor in building commitment.

Simultaneous Influence of Transformational Leadership and Motivation (H₃)

The R² value of 0.755 indicates that transformational leadership and motivation together have a strong influence on organizational commitment. Although the direct influence of leadership is not significant, its effectiveness increases when accompanied by member motivation, thus strengthening organizational commitment.

4. Conclusion and Recommendations

Based on the results of data analysis using SmartPLS and the discussions conducted on the variables of Transformational Leadership, Work Motivation, and Organizational Commitment, several conclusions can be drawn. First, Transformational Leadership does not have a significant effect on Organizational Commitment. The research results indicate that the transformational leadership style has not yet been able to increase organizational commitment; therefore, its implementation still needs to be strengthened. Second, Work Motivation has a positive and significant effect on Organizational Commitment. Motivation has been proven to be the dominant factor in increasing employees' sense of responsibility, loyalty, and attachment to the organization. Third, Transformational Leadership and Work Motivation simultaneously have a positive effect on Organizational Commitment. With an R-square value of 0.707, these two variables are able to explain 70.7% of the variation in organizational commitment, indicating that a combination of good leadership and high motivation can strengthen employee commitment.

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Based on these research findings and conclusions, the author offers several suggestions. For organizational management or leaders, it is expected that leaders will more concretely enhance the implementation of transformational leadership styles, for example, by providing inspiration, individual attention, and motivation to employees. For organizational members, it is expected that organizational leaders will serve as role models who boost morale, provide appreciation, and foster a sense of responsibility among members. In addition, motivation can be increased through activities that strengthen togetherness, provide non-material rewards, and cultivate a sense of belonging to the organization. For future researchers, it is recommended that other variables that may influence organizational commitment, such as job satisfaction, organizational culture, or the work environment, be included to provide a more comprehensive understanding. Additionally, future research could expand the sample size or use a mixed-methods approach to obtain more in-depth and representative results.

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