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EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH EMPLOYEE COMMITMENT AS INTERVENING VARIABLE (Study on Sub-District in Bondowoso Regency)

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ABSTRACT

This study uses a sampling technique that is non-probability sampling with purposive sampling technique. The purpose of the study was to determine the effect of transformational leadership style, work motivation and work environment on employee performance with employee commitment as an intervening variable. This type of research is a quantitative study of the phenomenon in this study the lack of performance effectiveness that has not yet reached the program realization target. The population in this study were ASN employees in 23 sub-districts of Bondowoso Regency as many as 424 employees. The analysis technique used is the Structural Equation Model (SEM) using WarpPLS 5.0. The test results prove that transformational leadership, work motivation and work environment have a positive and significant effect on employee commitment. The test results prove that transformational leadership, work motivation has a positive and significant effect on employee performance and the work environment has no effect on employee performance. The test results prove that employee commitment has a positive and significant effect on employee performance. The test results prove that transformational leadership, work motivation and work environment have a positive and significant effect on employee performance through employee commitment.

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1. INTRODUCTION

Management is the science and art of planning, organizing, directing, and supervising human resources in order to achieve certain goals. Defines that management is an art of organizing that involves certain processes, methods and actions, such as planning, organizing, mobilizing and controlling/supervising, which are carried out to determine and achieve goals efficiently and effectively with and through other people [1]. Suggests that management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal [2]. Argues that management is a process carried out by one or more people to coordinate the activities of others in order to achieve goals that cannot be achieved by only one person [3].

The success of the world of work is also inseparable from the role of a leader. Many proposed theories have contributed greatly to the understanding of the concept of leadership. This theory can be categorized into four main streams: traits, behaviour, contingency, and visionary [4]. Leadership as a group of processes, personality, fulfillment, certain behavior, persuasion, authority, goal achievement, interaction, role differences, initiation of structure, and a combination of two or more of these things [5].

Motivation as the driving force within a person to act. To be able to carry out tasks and work well requires motivation from every employee [6]. Employees who have high motivation will be able to carry out

their work better, compared to employees who are not motivated. Everyone has something that can trigger (move) whether it is in the form of material, emotional, spiritual needs, or certain values or beliefs.

The work environment is something that exists in the workers' environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and adequate at least work equipment [6]. The work environment is everything that is around the workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks assigned to employees in order to improve work. employees in a company [7].

Organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization [8]. An individual who has a high commitment is likely to see himself as a true member of the organization.

Performance is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions or agreements [8]. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks assigned. charged to him as well as the quantity, quality and time used in carrying out the task [9].

Based on the theory which states that several factors are assumed to be important with an impact on improving performance, then based on the results of similar previous studies, there is a research gap which is a reference as a comparison for this study. Previous research conducted the results of his research show that the variable organizational commitment has no significant effect on employee performance, while organizational culture has a significant positive effect on employee performance [10]. Show that transformational leadership style has no significant effect on employee motivation and performance [11]. The work discipline variable has no effect on motivation but does affect employee performance, while the work environment variable has a significant effect on motivation and has no effect on employee performance. Motivation has a significant effect on employee performance.

Based on the theory of improving performance and supported by the results of previous similar studies, the research object chosen is the Sub-District office in Bondowoso Regency, which has 23 sub-districts in Bondowoso Regency. Subdistrict is a division of the administrative territory of the State of Indonesia under districts or municipalities. A sub-district is headed by a camat and is divided into several sub-districts and villages. In Indonesia, a sub-district or district is a division of a district (kabupaten) or city (kota madya). A district itself is divided into administrative villages or villages. In the case of a Regency Regional Apparatus Organization (OPD) which has a certain work area under the leadership of the Camat.

The sub-district has the task of carrying out government authority delegated by the regent and other government duties. The main tasks and functions of the sub-district refer to the Bondowoso Regency Regional Regulation Number 7 of 2016 concerning the Establishment and Composition of the Bondowoso Regency Regional Apparatus and the Regent's Regulation Number 98 of 2016 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Bondowoso Regency District.

Based on the identification of performance analysis problems of sub-district employees throughout Bondowoso Regency above with a program realization target of 100%, it shows that the results of the employee strategic plan are 75, the results of the employee Renja are 78, the results of the employee KPI are 82, the results of the employee LKIP are 80, the results of the employee internal evaluation report of 85. So, referring to the data above, the realization of the implementation of sub-district employees throughout Bondowoso Regency has not reached the predetermined target.

So that in this study, researchers found the phenomenon of performance of sub-district employees throughout Bondowoso Regency, namely "The lack of performance effectiveness that has not reached the target of program realization". So the researchers tried to raise several factors that are assumed to be important in this study as a solution to the problems that exist in the object of research, namely: Transformational leadership, work motivation and work environment on employee performance through organizational commitment as an intervening variable.

Many proposed theories have contributed greatly to the understanding of the concept of leadership. This theory can be categorized into four main streams: traits, behaviour, contingency, and visionary [12]. Leadership basically: involves other people, involves an unequal distribution of power between leaders and group members, mobilizes abilities by using various forms of power to influence the behavior of subordinates, and involves values [13].

Motivation comes from the word "motive" which means the drive or force contained in the organism that causes the organism to act or act. Motives cannot be observed directly, but can only be interpreted through the behavior they have successfully realized. Defines motivation as a process that helps determine the intensity, direction and persistence of individuals in an effort to achieve goals [12].

The work environment is everything that is around the workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work

environment there are work facilities that support employees in completing tasks assigned to employees in order to improve work. employees in a company. The work environment is divided into two types, namely the physical work environment and the psychological work environment. The work environment is the overall work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work, this work environment includes work places, facilities and work aids, cleanliness, lighting, tranquility, including working relationships between people people in the place [11].

Organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization [14]. An individual who has a high commitment is likely to see himself as a true member of the organization. Understanding organizational commitment according to Mowday, Porter and Steers consists of three factors, namely: a strong desire to remain a member of the organization, a great willingness to strive for the organization and a strong belief in and acceptance of the values and goals of the organization [5].

The performance of employees is that in order to achieve that the organization functions effectively and in accordance with organizational goals, the organization must have good employee performance, namely by carrying out its duties in a reliable way [8]. Performance is the willingness of a person or group of people to carry out an activity and perfect it according to responsibilities with results as expected [9].

2. RESEARCH METHOD

2.1 Research Approach

The research approach used in this study is a quantitative approach that relies more on numbers in the form of scores as the basic framework of analysis. This method is used to test hypotheses and to determine the effect between variables that have been built into the research model. The stages of the research process carried out by researchers start from initial research to explore the problems that exist in the object of research. Then proceed with a literature study to explore the theoretical basis and the results of empirical studies in previous studies to be used as a basis for building a research model.

2.2 Research Design

The type of research used in this research is quantitative research. Quantitative research method is one type of research whose specifications are systematic, well-planned and clearly structured from the beginning to the making of the research design. Quantitative research methods, Research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing the hypotheses has been determined” This study uses a descriptive type of research [15].

2.3 Operational Definition

An operational definition attaches its meaning to a variable by specifying the activities or actions necessary to measure that variable. This research consists of 5 variables including:

Dimensions of Transformational Leadership (X1). Leadership as a group of processes, personality, fulfillment, certain behaviors, persuasion, authority, goal achievement, interaction, role differences, initiation of structures, and a combination of two or more of these things [5].

Dimensions of work motivation (X2). Motivation is a series of attitudes and values that influence individuals to achieve more specific things according to individual goals. These attitudes and values are something that is invisible that gives strength to encourage individuals to behave in achieving goals [5].

Dimensions of the work environment (X3). The work environment is something that exists in the workers' environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and adequate at least work equipment [5].

Employee Commitment Dimension (Z). Organizational commitment is a condition where an employee sided with a particular organization and the goals and desires to maintain membership in the organization. So high job involvement means taking sides in a particular job of an individual [5].

Employee Performance Dimensions (Y). Employee performance is the result of work both in quality and quantity achieved by someone in carrying out tasks according to the responsibilities given [5].

2.4 Population And Sample

Population refers to the whole group of people, events, one thing of interest that researchers want to investigate [16]. The population consists of a collection of objects that are the center of attention, from which there is information that is very curious to know. The population in this study were ASN employees in 23 sub-districts of Bondowoso district as many as 424 employees. This study uses a sampling technique that is non-probability sampling with purposive sampling technique. Purposive sampling is a sampling technique of data sources with certain considerations [15]. The reason for using the purposive sampling technique is because not all samples have criteria that match the phenomenon under study.

3. RESEARCH RESULTS AND DISCUSSION

3.1 Data analysis results

3.1.1 Test outer model

The outer model test is used to measure the validity and reliability of the indicators that form the latent construct. Validity testing is carried out to determine whether each indicator can form and explain the measured latent construct. Meanwhile, reliability testing aims to determine whether the latent construct indicators can perform repeated measurements more than twice with consistent and accurate results. After testing the validity and reliability of the indicators forming this latent construct, in general it can be concluded that all elements of the statements in the questionnaire can be used to measure the variables in this study.

3.1.2 Validity test

The criteria for the validation test are to use the loadings factor (cross-loadings factor) criteria with a value of more than 0.70 and Average Variance Extracted (AVE) with a value exceeding 0.70 for the convergent validity test and for the discriminant validity test using a comparison of the roots of the AVE with correlation between variables. The construct AVE value should be higher than the correlation between latent variables. The results of WarpPLS 6.0 are as follows:

Table 1. Combined loadings and cross-loadings

	X1	X2	X3	Z	Y	Type (a)	SE	P value
X1.1	0.782	0.621	-0.534	-0.008	0.270	Reflect	0.087	<0.001
X1.2	0.743	0.307	-0.056	0.162	-0.380	Reflect	0.081	<0.001
X1.3	0.712	-0.424	0.085	-0.026	0.207	Reflect	0.078	<0.001
X1.4	0.744	-0.055	0.163	-0.090	-0.023	Reflect	0.077	<0.001
X2.1	-0.101	0.780	-0.023	-0.027	-0.324	Reflect	0.077	<0.001
X2.2	0.106	0.713	0.274	-0.484	0.603	Reflect	0.082	<0.001
X2.3	-0.136	0.746	-0.178	0.213	0.550	Reflect	0.081	<0.001
X2.4	-0.195	0.745	0.451	0.062	0.624	Reflect	0.083	<0.001
X2.5	0.260	0.717	-0.303	0.329	-0.761	Reflect	0.080	<0.001
X2.6	-0.080	0.753	0.059	-0.062	-0.094	Reflect	0.079	<0.001
X2.7	0.224	0.745	-0.224	-0.108	-0.302	Reflect	0.085	<0.001
X3.1	-0.171	-0.624	0.746	-0.157	0.757	Reflect	0.079	<0.001
X3.2	-0.058	0.015	0.775	-0.182	0.084	Reflect	0.079	<0.001
X3.3	0.223	0.652	0.726	0.462	-0.821	Reflect	0.082	<0.001
X3.4	0.114	0.502	0.761	0.146	-0.782	Reflect	0.081	<0.001
X3.5	-0.046	-0.334	0.794	-0.145	0.468	Reflect	0.078	<0.001
Z1.1	0.275	-0.090	-0.251	0.749	0.037	Reflect	0.079	<0.001
Z1.2	-0.072	-0.117	0.263	0.781	0.201	Reflect	0.076	<0.001
Z1.3	-0.200	0.246	-0.070	0.713	-0.295	Reflect	0.080	<0.001
Y1.1	-0.048	0.453	-0.548	0.634	0.774	Reflect	0.079	<0.001
Y1.2	-0.051	0.397	0.230	0.338	0.776	Reflect	0.083	<0.001
Y1.3	0.263	-0.714	0.408	-0.343	0.777	Reflect	0.085	<0.001
Y1.4	0.289	-0.026	-0.232	-0.182	0.785	Reflect	0.078	<0.001
Y1.5	-0.404	-0.347	0.445	-0.561	0.795	Reflect	0.080	<0.001

Source: processed data

The results of the WarpPLS 6.0 calculation in table 1 show that each value in the cross-loading factor has reached a value above 0.7 with a p value below 0.001. Thus the convergent validity test criteria have been met.

Table 2. Comparison of Roots of AVE with Correlation between Variables

	X1	X2	X3	Z	Y
X1	0,756876	0,13485	0,11123	0,112345	0,1531
X2	0,153567	0,73578	0,13487	0,17845	0,1685
X3	0,123556	0,015445	0,76450	0,1640	0,1246
Z	0,234564	0,134567	0,12345	0,76854	0,1534
Y	0,143876	0,7846	0,12385	0,1545	0,7640

Source: processed data

In Table 2, information can be obtained that the AVE root value for the same variable is higher than the AVE root value in different variables. This indicates that the discriminant validity test criteria have been met. Thus, the instrument used in this study has met all the provisions of the validity test.

3.1.3 Reliability test

Reliability testing is carried out with the aim of ensuring that the research instrument used can provide a consistent measurement of the concept without any bias. The results of WarpPLS 6.0 data processing are as follows:

Table 3. Reliability Test

Variabel	Composite reliability	Cronbach's alpha
Transformational leadership	0.770	0.785
Work motivation	0.764	0.738
Work environment	0.759	0.705
Employee commitment	0.724	0.728
Employee performance	0.701	0.773

Source: processed data

The basis used in the reliability test is the value of Composite reliability coefficients and Cronbach's alpha coefficients above 0.7. The results in table 3 show that the questionnaire instrument in this study has met the requirements of the reliability test.

3.1.4 Hypothesis test

Hypothesis testing is based on the results of the analysis of the PLS SEM model which contains all the variables supporting the hypothesis test. The PLS model with the addition of the employee commitment variable as a mediating variable explains that the addition of the variable will provide an additional contribution as an explanation of employee performance.

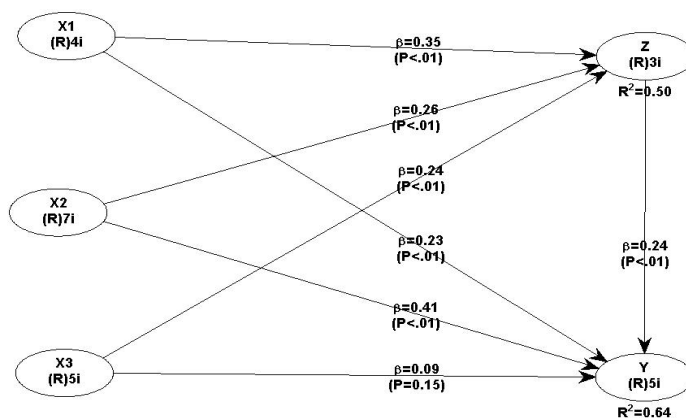


Figure 1. Hypothesis Model

3.1.5 Calculation of direct effect path coefficient

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect effect of transformational leadership (X1) and work motivation (X2) on employee commitment (Z) and employee performance (Y) sub-districts in Bondowoso Regency. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient values can be seen in the following table:

Table 4. Coefficient Value of Direct Effect Path

No.	Variable Free	Variable Bound	Path coefficient (β)	p-value	Information
1.	Leadership	Commitment	0,353	0,001	Significant
2.	Motivation	Commitment	0,260	0,002	Significant
3.	Environment	Commitment	0,239	0,004	Significant
4.	Leadership	Performance	0,232	0,005	Significant
5.	Motivation	Performance	0,407	0,001	Significant
6.	Environment	Performance	0,094	0,152	Not significant
7.	Commitment	Performance	0,240	0,004	Significant

Source: processed data

a. The effect of transformational leadership (X1) on employee commitment (Z)

Based on Table 4, it can be seen that for testing the transformational leadership variable (X1) on employee commitment, the Path coefficient value is 0.353 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$) then H_0 is rejected, thus there is a significant effect of transformational leadership (X1) on employee commitment (Z).

- b. **The effect of work motivation (X2) on employee commitment (Z)**
Based on Table 4, it can be seen that for testing the work motivation variable (X2) on employee commitment (Z) the Path coefficient value is 0.260 with an -value of 0.002. Because the value of -value is smaller than $(0.002 < 0.05)$, then H_0 is rejected, thus there is a significant effect of work motivation (X2) on employee commitment (Z).
- c. **The influence of the work environment (X3) on employee commitment (Z)**
Based on Table 4, it can be seen that for testing the work environment variable (X3) on employee commitment (Z) the Path coefficient value is 0.239 with an -value of 0.004. Because the -value is smaller than $(0.004 < 0.05)$, then H_0 is rejected, thus there is a significant effect of the work environment (X3) on employee commitment (Z).
- d. **The Influence of Transformational Leadership (X1) on Employee Performance (Y)**
Based on Table 4, it can be seen that for testing the transformational leadership variable (X1) on employee performance (Y), the Path coefficient value is 0.232 with an -value of 0.005. Because the -value is smaller than $(0.005 < 0.05)$, then H_0 is rejected, thus there is a significant effect of transformational leadership (X1) on employee performance (Y).
- e. **Effect of work motivation (X2) on employee performance (Y)**
Based on Table 4, it can be seen that for testing the work motivation variable (X2) on employee performance (Y), the Path coefficient value is 0.407 with an -value of 0.001. Because the value of -value is smaller than $(0.001 < 0.05)$, then H_0 is rejected, thus there is a significant effect of work motivation (X2) on employee performance (Y).
- f. **The influence of the work environment (X3) on employee performance (Y)**
Based on Table 4, it can be seen that for testing the work environment variable (X3) on employee performance (Y), the Path coefficient value is 0.094 with an -value of 0.152. Because the -value is smaller than $(0.152 > 0.05)$ then H_a is rejected, thus there is no significant effect of the work environment (X3) on employee performance (Y).
- g. **The Effect of Employee Commitment (Z) on Employee Performance (Y)**
Based on Table 4, it can be seen that for testing the employee commitment variable (Z) on employee performance (Y), the Path coefficient value is 0.240 with an -value of 0.004. Because the -value is smaller than $(0.004 < 0.05)$, then H_0 rejected thus there is a significant effect of employee commitment (Z) on employee performance (Y).

3.1.6 Indirect influence pathway effect

Indirect effect testing is done by looking at the results of the path tested, if all the paths traversed are significant then the indirect effect is also significant, and if there is a non-significant path then the indirect effect is said to be non-significant. The indirect effect path coefficient is presented in table 5.

Table 5. Coefficient of Indirect Effect Path

Variable Free	Variabel Intervening	Variable Bound	Path coefficient	p-value	Information
Leadership	Commitment	Performance	0,085	0,016	Significant
Motivation	Commitment	Performance	0,062	0,009	Significant
Environment	Commitment	Performance	0,058	0,189	Not significant

Source: processed data

The indirect effect of transformational leadership (X1) on the employee performance variable (Y) through the intervening variable of employee commitment (Z) is 0.085, which is smaller than the direct effect of the transformational leadership variable (X1) on the employee performance variable (Y), which is equal to 0.232. Besides that, the indirect effect of the work motivation variable (X2) on employee performance (Y) through the employee commitment intervening variable (Z) is 0.062, which is smaller than the direct influence of the work motivation variable (X2) on the employee performance variable (Y), namely of 0.407. Furthermore, the indirect effect of the work environment variable (X3) on employee performance (Y) through the employee commitment intervening variable (Z) of 0.058 which is smaller than the direct effect of the work environment variable (X3) on the employee performance variable (Y) which is equal to 0.094. Thus it can be stated that transformational leadership (X1), work motivation (X2) and work environment (X3) affect employee performance (Y) through employee commitment (Z) with a smaller value than the direct effect.

3.1.7 Calculation of path coefficient of total effect

Calculation of the total effect or total effect is to add up the value of direct and indirect effects. The total influence path coefficient is presented in table 6.

Tabel 6. Total Effects

No.	Variable Free	Variable Bound	Direct	Indirect	Total Effects
1.	Leadership	Commitment	0,353	-	0,353
2.	Motivation	Commitment	0,260	-	0,260
3.	Environment	Commitment	0,239	-	0,239
4.	Leadership	Performance	0,232	0,085	0,317
5.	Motivation	Performance	0,407	0,062	0,469
6.	Environment	Performance	0,094	0,058	0,151
7.	Commitment	Performance	0,240		0,240

Source: processed data

Based on the results of the path coefficient calculation, it appears that:

- The total influence of transformational leadership (X1) on employee performance (Y) is 0.317 with details of the direct effect of 0.232 and the indirect effect of 0.085.
- The total effect of work motivation (X2) on employee performance (Y) is 0.469 with the details of the direct effect being 0.407 and the indirect effect being 0.062.
- The total effect of the work environment (X3) on employee performance (Y) is 0.151 with details of the direct effect of 0.094 and the indirect effect of 0.058.

From the above calculation, the independent variable that has the strongest influence on the employee commitment variable (Z) is the transformational leadership variable (X1), which is 0.353. Meanwhile, the independent variable that has the strongest influence on the employee performance variable (Y) is work motivation (X2), which is 0.407. And the independent variable that has an influence on the employee performance variable (Y) through the employee commitment intervening variable (Z) is the transformational leadership variable (X1), which is 0.085.

3.1.8 Coefficient of determination

The results of testing the structural model (inner model) can be seen in the R-square (R²) on each endogenous construct, the path coefficient value, t value and p value for each path relationship between constructs. The path coefficient values and t values in each path will be explained in the sub-discussion of the results of hypothesis testing. The value of R² is used to measure the level of variation in endogenous variables explained by a number of influencing variables (Hartono and Abdillah, 2009). The higher the R² value, the better the prediction model of the proposed model. Hair et.al (2014) stated that in general the coefficient of determination is low if it is worth 0.20, while in the results of this model both coefficients are worth more than 0.20. So based on these results the fit of the model is quite good. Analysis of Variant (R²) or Determination Test, which is to determine the influence of the independent variable on the dependent variable, the value of the coefficient shows that transformational leadership, work motivation and work environment are able to explain the employee commitment variable by 44.9% or categorized as weak correlation, and the rest of 55.1% was explained by other constructs outside the ones studied in this study. While transformational leadership, work motivation, work environment and employee commitment are able to explain the performance variables of sub-district employees in Bondowoso Regency by 62.7% or categorized as strong correlation, and the remaining 37.3% is explained by other constructs outside the ones studied in this study.

3.2 Discussion

3.2.1 The influence of transformational leadership on employee commitment.

Based on the first hypothesis, transformational leadership has an effect on employee commitment. After testing and analyzing the data, the results showed that transformational leadership had a significant effect on the commitment of sub-district employees in Bondowoso Regency, which was proven true or H1 was accepted. This could be due to aspects related to transformational leadership that have an impact on employee commitment. Aspects of transformational leadership include: Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration. This is supported by the results of descriptive analysis which states that in general respondents agree or give a positive response to aspects of transformational leadership in the District of Bondowoso. The indicator that respondents perceive as the best is Individualized consideration of transformational leadership by treating each subordinate as an individual and accompanying them, monitoring and growing opportunities. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with previous research conducted [17],[14],[12],[18],[13] stated that there is a significant influence between transformational leadership on employee commitment.

3.2.2 Effect of work motivation on employee commitment.

Based on the second hypothesis, work motivation has an effect on employee commitment. After testing and analyzing the data, the results showed that work motivation had a significant effect on the commitment of sub-district employees in Bondowoso Regency, it was proven true or H2 was accepted. This

is due to aspects related to work motivation which have had a positive impact on the commitment of sub-district employees in Bondowoso Regency. The aspects of work motivation include: Motivation, Willingness, Willingness, Skills, Skills, Responsibilities and Obligations. This is supported by the results of descriptive analysis which states that in general respondents agree or give a positive response to aspects of work motivation in the sub-districts of Bondowoso Regency. The indicators that respondents perceive as the best are Skills, Responsibilities and Obligations where respondents feel they have an obligation to be responsible for the abilities and skills that are devoted to the organization. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous research conducted [12],[9],[19] stated that there is a significant influence between work motivation and employee commitment. However, stated the opposite, namely work motivation did not have a significant effect on employee commitment [14].

3.2.3 Effect of work environment on employee commitment.

Based on the third hypothesis, the work environment affects employee commitment. After testing and analyzing the data, the results showed that the work environment had a significant effect on the commitment of sub-district employees in Bondowoso Regency, it was proven true or H3 was accepted. This is due to aspects related to the work environment that have had a positive impact on the commitment of sub-district employees in Bondowoso Regency. These aspects of the work environment include: lighting, air circulation, noise, unpleasant odors and safety in the workplace. This is supported by the results of descriptive analysis which states that in general respondents agree or give a positive response to aspects of the work environment in the District of Bondowoso. The indicator that respondents perceive as the best is security, where respondents feel secure at work and after retirement. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous research conducted [18],[13],[9]. stated that there is a significant influence between the work environment on employee commitment.

3.2.4 The Influence of transformational leadership on employee performance.

Based on the fourth hypothesis, transformational leadership has an effect on employee performance. After testing and analyzing the data, the results showed that transformational leadership had a significant effect on the performance of sub-district employees in Bondowoso Regency, it was proven true or H4 was accepted. This could be due to aspects related to transformational leadership that have been able to create employee performance. Aspects of transformational leadership include: Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration. The results of this study contradict the results of research which states that transformational leadership variables have no significant effect on performance.

3.2.5 The Influence of work motivation on employee performance.

Based on the fifth hypothesis, work motivation has an effect on employee performance. After testing and analyzing the data, the results showed that work motivation had a significant effect on the performance of sub-district employees in Bondowoso Regency, it was proven true or H5 was accepted. This can be due to aspects related to work motivation that have been able to increase the work productivity of sub-district employees in Bondowoso Regency. The results of this study contradict the results of research [14] which states that work motivation variables have no significant effect on performance.

3.2.6 Effect of work environment on employee performance.

Based on the sixth hypothesis, the work environment affects employee performance. After testing and analyzing the data, the results showed that the work environment had no significant effect on the performance of sub-district employees in Bondowoso Regency, thus H6 was rejected. This could be due to aspects related to the work environment that are not in accordance with the wishes or perceptions of sub-district employees in Bondowoso Regency, considering that Bondowoso Regency has a landscape in the highlands. This also affects the performance of employees in hilly slope areas. The results of this study are in accordance with the theories that support, while in this study there are similar results that are not significant with previous research conducted [11], states that the work environment has no significant effect on employee performance.

3.2.7 The Influence of employee commitment to employee performance.

Based on the seventh hypothesis, employee commitment has an effect on employee performance. After testing and analyzing the data, the results showed that employee commitment had a significant effect on the performance of sub-district employees in Bondowoso Regency, it was proven true or H7 was accepted. This could be due to aspects of employee commitment related to the performance of sub-district employees in Bondowoso Regency. The motivational aspects include Affective Commitment, Continuing Commitment and Normative Commitment. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with previous research conducted [17],[13],[9],[20] stated that there was a significant effect between employee commitment to employee performance. The results of this study contradict the results of research [14] which states that the employee commitment variable has no significant effect on performance.

3.2.8 The influence of transformational leadership on employee performance through employee commitment

Based on the eighth hypothesis, transformational leadership affects employee performance through employee commitment. After testing and analyzing the data, the results obtained stating that motivation has an effect on employee performance through the commitment of sub-district employees in Bondowoso Regency is proven to be true. The test results show that there is an indirect effect of transformational leadership (X1) on the employee performance variable (Y) through the employee commitment intervening variable (Z) of 0.085 which is smaller than the direct effect of the transformational leadership variable (X1) on the employee performance variable (Y) which is equal to 0.232. Which concludes that there is a significant influence of transformational leadership variables on performance through employee commitment, These results support the research results [17],[10],[18].

3.2.9 There is an influence of work motivation on employee performance through employee commitment

Based on the ninth hypothesis, work motivation affects employee performance through employee commitment. After testing and analyzing the data, the results showed that work motivation had an effect on employee performance through the commitment of district employees in Bondowoso Regency which was proven to be true. The test results show that there is an indirect effect of the work motivation variable (X2) on employee performance (Y) through the employee commitment intervening variable (Z) of 0.062 whose value is smaller than the direct effect of the work motivation variable (X2) on the employee performance variable (Y) which is equal to 0.407. which concludes that there is a significant influence of work motivation variables on performance through employee commitment, These results support the research results of [9],[19].

3.2.10 There is an influence of the work environment on employee performance through employee commitment

Based on the tenth hypothesis, the work environment affects employee performance through employee commitment. After testing and analyzing the data, the results obtained stating that the work environment has an effect on employee performance through the commitment of sub-district employees in Bondowoso Regency is proven to be true. The test results show that there is an indirect effect of the work environment variable (X2) on employee performance (Y) through the employee commitment intervening variable (Z) of 0.058 which is smaller than the direct effect of the work environment variable (X2) on the employee performance variable (Y) which is equal to 0.094. Concluded that there was a significant effect of work environment variables on performance through employee commitment, These results support the results of research [18],[9].

4. CONCLUSION

The test results prove that transformational leadership, work motivation and work environment have a positive and significant effect on employee commitment. The test results prove that transformational leadership, work motivation has a positive and significant effect on employee performance and the work environment has no effect on employee performance. The test results prove that employee commitment has a positive and significant effect on employee performance. The test results prove that transformational leadership, work motivation and work environment have a positive and significant effect on employee performance through employee commitment.

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