

The Role of Employee Commitment in Mediating the Influence of Transformational Leadership, Work Environment and Work Motivation on the Performance of Generation Z Human Resources

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Abstract. *The purpose of this study is to examine how employee commitment functions as a mediator in the relationship between the performance of Generation Z HR at the Timiangan Raya Farmers Cooperative Garden and transformational leadership, work environment, and work motivation. SEM-PLS was utilized for analysis in this quantitative investigation with 55 respondents. All of the constructs demonstrated strong validity and reliability, according to the measurement test results (loading factor > 0.70; composite reliability 0.94–0.97). Idealized impact on transformational leadership, non-physical aspects on the workplace, the need for accomplishment on work motivation, and emotional commitment on the commitment variable were the characteristics that contributed the most. According to the structural test results, transformational leadership ($\beta = 0.638$; $p = 0.005$) and the work environment ($\beta = 0.524$; $p < 0.001$) were the strongest factors influencing HR performance, while the work environment was the most dominant variable influencing commitment ($\beta = 0.958$; $p < 0.001$). Although it had a smaller coefficient ($\beta = -0.156$; $p = 0.015$), work motivation also had an impact. The results of the mediation test indicated that while commitment did not mediate the impact of the work environment ($p = 0.157$), it did mediate the influence of transformational leadership ($p = 0.016$) and work motivation ($p = 0.042$) on HR performance. With an R^2 value of HR performance = 0.953 and an R^2 value of commitment = 0.945, the research model demonstrated exceptionally high predictive power. These results demonstrate that the quality of the work environment and leadership have the most effects on boosting the commitment of Generation Z employees. As a result, performance enhancement efforts should concentrate on fostering a positive work environment and motivating leadership.*

Keywords: Transformational Leadership, Employee Commitment, HR Performance, Generation Z

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INTRODUCTION

Performance is the degree to which particular tasks are completed and the results obtained. The degree to which results are obtained in order to accomplish company objectives is known as company performance (Westhead, 2003; Narkunienė & Ulbinaitė, 2018; Stefanović et al., 2015). One of the most important aspects of businesses and organizations is employee performance. Performance is an expression of how a person behaves at work in order to show accomplishments in line with their duties within the organization. Anitha (2014) and Vuong & Nguyen (2022) said that, because employee performance has a major impact, employees are essential to a company's

success and survival. Performance is the outcome of an individual's or group's labor. This may be in line with their power and duty to accomplish the organization's objectives in a way that is morally, legally, and legally sound (Gribnau, 2015).

Based on field research observations, it was found that the SKP (Employee Performance Target) assessment data at the Timiangan Raya Farmers' Cooperative Plantation has currently decreased from 2023 to 2025, where employees are still unable to demonstrate optimal performance. This phenomenon is supported by the data presented in Table 1 as follows:

Table 1. Employee Performance Target Data

Criteria	2023		2024		2025	
	Number of employees	%	Number of employees	%	Number of employees	%
Excellent	11	26.86	6	14.63	6	14.63
Good	18	43.90	12	29.27	14	34.14
Fair	12	29.27	19	46.35	19	46.35
Poor	0	0	4	9.75	2	4.88
Total	41	100	41	100	41	100

Source: Timiangan Raya Farmers Cooperative Garden Data (2025)

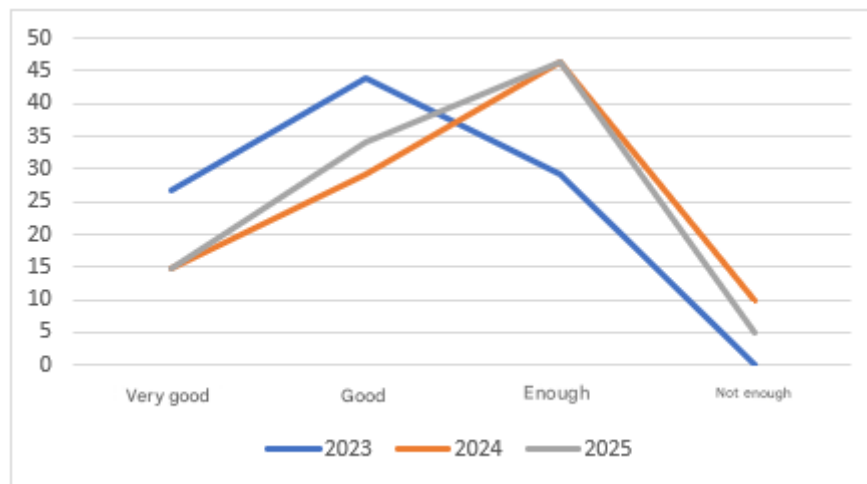


Figure 1. Employee Performance Target Data

Source: Timiangan Raya Farmers Cooperative Plantation Data (2025)

Figure 1 clearly shows that employee performance assessments at the Timiangan Raya Farmers' Cooperative Plantation have been steadily declining each year. In 2024, the number of employees receiving excellent and good scores continued to decline, with scores dropping by 14.63% to excellent and 29.27% to good. Meanwhile, the number of employees receiving fair and occasional scores increased annually, with scores reaching fair at 46.35% and scores exceeding 9.75%. This employee performance assessment data demonstrates a decline in employee performance at the Timiangan Raya Farmers' Cooperative Plantation over three years. This is a problem for any organization, as declining employee performance will result in the organization's goals not being achieved optimally.

Employee commitment is a key factor in determining an organization's success or failure in achieving its objectives. Employees who are committed to the organization typically demonstrate a dedicated work attitude toward their duties, are highly responsible in carrying out their duties, and are highly loyal to the company (Closon et al., 2015; Gupta, 2017; Asrar-ul-Haq et al., 2017; Silva et al., 2023). Commitment embodies belief, a bond, and energizes the drive to perform at their best. Commitment significantly impacts human resource performance and, ultimately, a company's performance. Therefore, human resources, particularly those in

management from the bottom up to the top, must be able to act as a driving force in realizing the company's mission and goals (Gotsch et al., 2023; Westerman et al., 2020; Akter, 2021).

Commitment is highly diverse, and each expert has a different opinion. Commitment is a strong sense of identification and involvement with a particular organization (Afshari et al., 2020; Afshari, 2023; Singh & Gupta, 2015; Mercurio, 2015). Commitment to an organization creates an emotional attachment to the organization, leading to identification with the organization's values and activities. This strong identification leads to internalization of organizational values, leading to increased involvement in the organization's activities. One result of this process is evident in employee performance. Organizational commitment is a key indicator of employee performance. Employees with high commitment are expected to demonstrate optimal performance (Nazir & Islam, 2017; Zhenjing et al., 2022). This research aligns with research by Indarti et al. (2017) that found commitment to performance. However, this study differs from the research by Andrew (2017), which showed that commitment had no effect on performance.

Currently, organizations and companies employ employees from various age groups and generations. The Central Statistics Agency (BPS) notes that Generation Z is the dominant generation in Indonesia's current population, with a total of 75.49 million people, or approximately 27.94%. This generation is projected to dominate the entire Indonesian workforce by 2025, accounting for 77% (Yudiantono et al., 2023; Subandowo, 2021). A survey conducted by The Deloitte Global (2022) found that 32% of Generation Z and 39% of Millennials stated that work-life balance is their top priority at work. Furthermore, Generation Z and Millennials prioritize opportunities to gain knowledge or work to optimize their abilities. Twenty-nine% of Generation Z and Millennials reported this.

According to Aldjic & Farrell (2022) and Peredy et al. (2024) Generation Z is considered an individualistic generation, easily immersed in the world of work, and has great ambitions. Unlike previous generations in the workplace, Generation Z employees do not hesitate to leave their current company or organization to find a company or organization that aligns with their work values (Sari et al., 2024; Shafira & Zulaifah, 2025; Kusumawati et al., 2021; Shayra, 2025). However, the problem of Generation Z is that they lack the confidence to accept or take on long-term jobs. Generation Z is also known to be afraid of accepting short-term jobs. so from this statement, it is known that Generation Z often shows hesitation when having to commit to long-term work (George, 2024; Setiagils et al., 2024). Based on the results of observations at the Timiangan Raya Farmers' Cooperative Garden as follows; (1) Lack of employee competence in mastering skills can be seen from the lack of initiative from employees to more quickly complete constrained work; (2) Completion of employee tasks and responsibilities at the Timiangan Raya Farmers' Cooperative Garden often does not comply with the specified time standards; (3) The completion target set at the Timiangan Raya Farmers' Cooperative Garden is 3:00 PM, but employees often extend their work until the next day; (4) Job demands for employees to work beyond working hours require the company to care for all employees; (5) The low organizational commitment at the Timiangan Raya Farmers' Cooperative Garden to providing comfort and employee competency needs requires the company to improve employee competency according to their field of work (Magnaye, 2027; Sugiyanto, 2018).

Based on the above issues, these issues can lead to employee lack of motivation, decreased productivity, and increased turnover rates, thus hindering the achievement of organizational goals. Employee performance is a critical factor in determining organizational success. In practice, performance is determined not only by individual abilities but also by the leadership style of superiors, the conditions of the work environment, and the work motivation of each employee. Transformational leadership has the potential to increase motivation and commitment, a conducive work environment can encourage productivity, while individual characteristics such as responsibility and initiative also influence work quality. Therefore, it is important to examine the extent to which these three factors influence employee performance. Transformational leadership factors are positively related to employee performance in various industrial sectors (Ariyanti & Sawitri, 2023; Pratama & Elistia, 2020; Daeli et al., 2024; Steven &

Yanuar, 2024). This is because leaders who apply a transformational leadership style are able to create a work environment that supports, motivates, and inspires employees to achieve optimal results (Korejan & Shahbazi, 2016; Nurhuda et al., 2019). According to Farahnak et al. (2020), transformational leadership has a positive impact on improving performance. This indicates that employee performance is likely to improve when their leaders successfully implement transformational leadership effectively. These results are in line with research conducted by Eliyana & Ma'arif (2019) and Rao & Kareem (2015) that transformational leadership has a positive and significant effect on performance. However, these results contradict research conducted by Chen et al., (2018) and Putri & Meria (2022) where transformational leadership was shown to have no impact or even have a negative impact on employee performance.

Work environment factors encompass all relationships that occur with employees in the workplace. Everything in the workplace constitutes the work environment. Employees are in a work environment when they perform work activities, and all forms of relationships involving these employees are part of the work environment (Saidi et al., 2019; Abun et al., 2021). According to Lee & Kim (2023), a positive work environment can also improve employees' mental and emotional well-being, which in turn can strengthen their motivation and commitment to their work and the company. Therefore, companies need to commit to creating and maintaining a positive and supportive work environment for all employees. This research aligns with research by Rabuana & Yanuar (2023), which showed that the work environment positively influences performance. However, this study differs from research by Afsar et al. (2016), which showed that the work environment had no effect on performance. Motivational factors are the passion for work driven by needs, desires, and willingness.

This drive drives individuals to expend physical and mental energy to achieve desired goals (Stults-Kolehmainen, 2023). Work motivation is a crucial aspect of the workplace because it determines a person's drive and commitment to carrying out their duties and responsibilities. This aligns with Herzberg's theory, which emphasizes that motivating factors such as rewards and responsibility have a greater impact on performance than mere maintenance factors (Wadood, 2023). Dewa (2021) stated that the drive to work has a clear and beneficial impact on employee performance; increased motivation significantly improves employee performance. Work motivation has also been shown to be a key factor in various studies. This is based on research conducted by Kuswati (2020), which consistently found that motivation influences employee performance. Based on research gaps conducted by Alsayyed et al. (2020), transformational leadership has a positive and significant impact on performance. However, research by Rita et al. (2018) demonstrated that transformational leadership has a positive but insignificant effect on performance.

Research by Dullah et al. (2023) demonstrated that the work environment influences employee performance. However, research by Laras et al. (2021) showed that the work environment had no effect on performance. Meanwhile, research by Sharma & Dhar (2016) demonstrated that commitment has a positive and significant effect on performance. However, this study differs from the research by Hendri (2019), which showed that commitment had no effect on performance. The urgency of this research is crucial because it acts as a mediator connecting the influence of transformational leadership, the work environment, and work motivation on employee performance. Organizational commitment mediates this influence by ensuring employee loyalty and active participation, which encourages them to strive harder and innovate in achieving organizational goals (Nayak & Sahoo, 2015). Without strong commitment, the positive impact of a positive leadership style or work environment can be diminished or even ineffective in improving performance.

METHODS

Methods Used

This research uses a quantitative approach. A quantitative approach is a research method that allows for the precise recording and analysis of research data through statistical calculations

(Mohajan, 2020). For this type of research, quantitative descriptive analysis is used, where quantitative descriptive analysis is used to examine data by describing or depicting the collected data according to actual conditions without the aim of drawing general conclusions or generalizations.

Data Sources and Methods

Quantitative data is the sort of data used in this study. Schoonenboom (2023) defines quantitative data as information or explanations in the form of numbers or statistics that can be readily measured and computed. Both primary and secondary data sources were employed in this investigation. Primary data is information that the author has personally gathered or acquired. Taherdoost (2021) defines primary data as information gathered directly from the research object or field, whether through measurements, observations, or interviews. The main source of data for this study came indirectly from respondents' answers to questionnaires or from a Google form that was given to them. According to Prada-Ramallal et al. (2018), secondary data is a type of data source that is utilized to augment main data or earlier studies. The author's secondary data for this study came from earlier studies, including books, journals, papers, and other comparable sources.

Methods of Population and Sampling

The Timiangan Raya Farmers' Cooperative Garden's Generation Z population served as the study's demographic. As a result, a sample of this group was taken from the Timiangan Raya Farmers' Cooperative Garden at the age of 55. A broad picture of the population is given by the research sample. Because non-probability sampling does not provide every person of the population an equal chance of being chosen as a sample, not every member of the population has an equal chance of taking part in the study.

Data Collection Technique

Data collection used a questionnaire. The questionnaire was distributed to respondents, who were asked to provide answers freely without any influence from the researcher. In this study, the measurement scale used was the Likert scale. The measured variables were broken down into variable indicators. The answers to each item on the Likert scale instrument had varying score weights. On a Likert scale, the highest score is given to the answer alternative that the researcher highly expects in accordance with the research objectives, while the lowest score is given to the answer alternative that is highly undesirable.

Data Analysis Technique

Smart PLS (Partial Least Squares) software was used for structural equation modeling (SEM) data analysis in this study. A variance-based structural equation analysis technique called partial least squares, or PLS, can be used to test structural and measurement models. PLS-SEM is employed for a number of reasons, one of which being its high degree of concordance, which increases with sample size. Additionally, this approach supports the use of reflective and formative models without requiring normally distributed data, has the ability to test predictive effects between latent variables, including mediation or moderation effects, and has statistical power. It can also be applied to small samples. Second, the link between the construct and the indicator variables is displayed by the created measurement model, which is also known as the external model in PLS-SEM.

RESULTS AND DISCUSSION

Outer Model

External Model or Measurement an instrument's validity and reliability are evaluated through model testing. Determining the connection between latent variables and their indicators is the goal of outer model testing. The purpose of validity testing is to ascertain the correctness of the research instrument, or its capacity to measure what it is intended to assess. This is accomplished by figuring out how each indicator item value correlates with the overall value of

all the indicators in a variable. Conversely, reliability testing is performed to assess how consistently a notion is measured by the measuring tool. Convergent validity, discriminant validity, and composite reliability are the three criteria for evaluating the Outer Model utilizing SmartPLS data analysis methodologies.

Validity Convergence

Convergent validity the size of the initial sample estimate or loading factor for each construct based on the correlation between the indicator and its construct, determined using PLS software is examined in order to evaluate validity. Low loading values for indicators mean that the measurement model does not use them. As a result, the Average Variance Extracted value needs to be higher than 0.5 and the predicted loading factor value is above 0.70, which is regarded as excessive. The following image displays the output results from Smart PLS for Outer Loading:

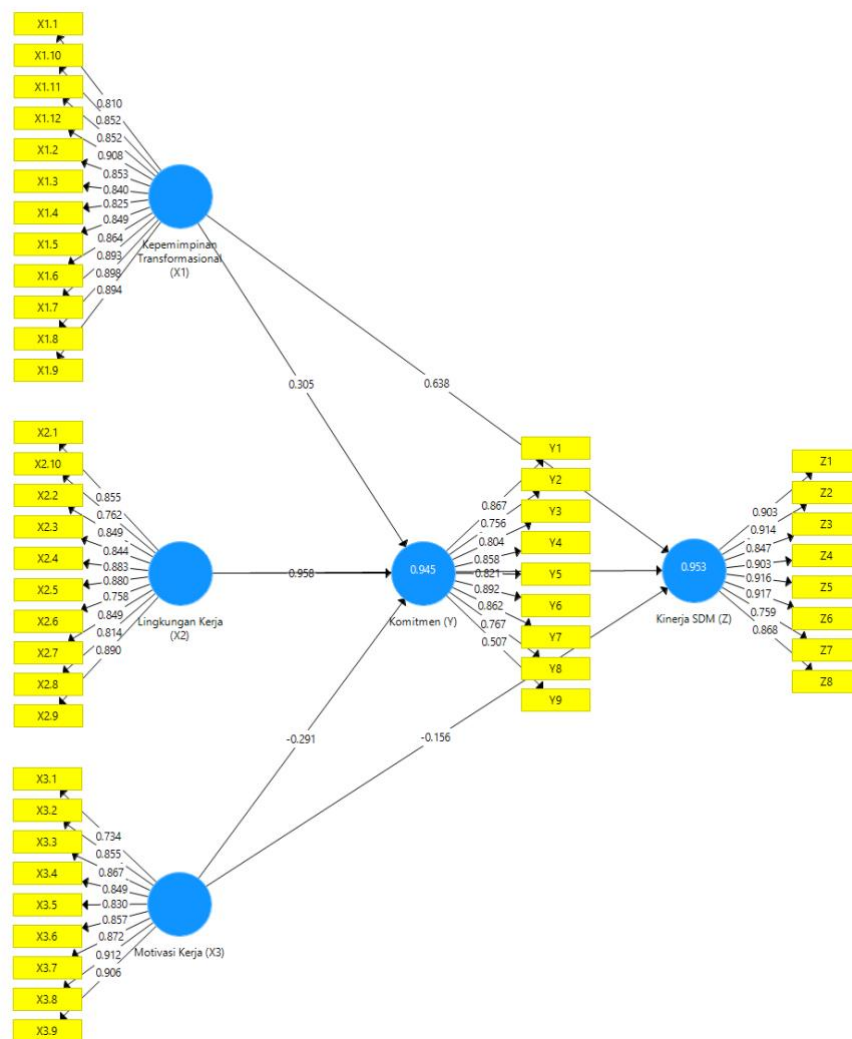


Figure 2. Convergent Validity

All of the indicators were deemed legitimate since, according to the output results above, their outer loading was more than 0.70. The degree of correlation between an indicator and the latent variable it represents is measured in this context by outer loading. The validity of the indicator and its ability to assess the associated latent variable are indicated by an outer loading value larger than 0.70.

Validity of Discrimination

Constructs and their indicators are tested for validity using discriminant validity testing. The cross-loading value, which shows the strength of the correlation between each construct and

its indicators as well as indicators from other construct blocks, is used to evaluate it. If the correlation between the construct and its indicators is greater than the correlation with indicators from other construct blocks, the model is considered to have good discriminant validity.

Table 3. Discriminant Validity

	Transformational Leadership (X1)	HR Performance (Z)	Commitment (Y)	Work Environment (X2)	Work Motivation (X3)
Transformational Leadership (X1)	0.862				
Human Resource Performance (Z)	0.943	0.880			
Commitment (Y)	0.857	0.927	0.800		
Work Environment (X2)	0.874	0.946	0.970	0.840	
Work Motivation (X3)	0.978	0.924	0.841	0.871	0.855

The cross-loading results show that the concept has a higher correlation value with its indicators than it does with other constructs. Because each indicator within the construct has a higher value than the indicators in the other blocks, this study has good discriminant validity for all constructs or variables.

Combined Dependability

External Model or Measurement In addition to being assessed using discriminant and convergent validity, model testing can also be carried out by looking at the construct's or latent variable's reliability, which is assessed using the composite reliability value. If a construct's composite reliability value is more than 0.7, it is deemed dependable. The Cronbach's Alpha and Composite Reliability values are above 0.7, according to the SmartPLS result in Table 7. All constructs have good dependability with these values, fulfilling the minimal requirements as stated below.

Table 4. Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership (X1)	0.968	0.970	0.972	0.743
Human Resource Performance (Z)	0.958	0.960	0.965	0.774
Commitment (Y)	0.927	0.938	0.940	0.640
Work Environment (X2)	0.953	0.956	0.960	0.705
Work Motivation (X3)	0.953	0.954	0.961	0.731

Based on the results of the AVE evaluation, the AVE root value is compared with the correlation between constructs. The recommended result is when the AVE root value is higher than the correlation value between constructs. A resulting AVE value above 0.5 and an AVE value greater than the correlation value between constructs indicates that the evaluation in this research analysis meets discriminant validity. In research, discriminant validity measures the extent to which a construct (latent variable) differs from other constructs that are supposedly unrelated. If a study meets discriminant validity, this means that the indicators used truly measure the intended construct and do not overlap with other constructs that are supposedly different.

Inner Model

Testing the Inner Model or Structural Model can be evaluated by examining the R-square value (indicator reliability) for the dependent construct and the t-statistic value from the path coefficient test. A higher R2 value indicates a better predictive model for the research model being studied, and the path coefficient value indicates the level of significance in hypothesis testing.

R-Square

R2 analysis is used to determine the extent of influence of the independent variable on the dependent variable being studied. The following table shows the R2 values:

Table 5. R-Square

	R Square	R Square Adjusted
Human Resources Performance (Z)	0.953	0.950
Commitment (Y)	0.945	0.942

According to Table 4.3's R2 values, Commitment has an R2 value of 0.945, meaning that Work Environment, Work Motivation, and Transformational Leadership all have a 94.5% impact on Commitment. In contrast, the R2 value for HR Performance is 0.953, meaning that work environment, work motivation, and transformational leadership have a 95.3% impact on HR performance. Chicco et al. (2021) states that the R2 level is between 0 and 1, with higher values denoting better prediction accuracy. In regression analysis, the R-squared (R^2) value quantifies how well a regression model accounts for data variation.

Q-Square Test

A Q-square (Q2 Square) value > 0 indicates the model has predictive relevance, while a Q-square value < 0 indicates low predictive relevance.

Table 6. Q-Square Test

	Q²predict
Human Resources Performance (Z)	0,284
Commitment (Y)	0,208

According to the preceding table, the HR Performance variable's Q-Square value is 0.284 and the Commitment variable's is 0.208, both of which are more than 0 (zero). This suggests the predictive relevance of this model.

Coefficients of Path

The hypothesised variable's direction whether positive or negative is indicated by the Path Coefficient value. The bootstrapping results in the SmartPLS software show these values. The significance values between constructs, t-statistics, and p-values must be taken into account in order to decide whether a hypothesis can be accepted or rejected. With a t-statistic value > 1.96 , a significance level of p-value < 0.05 (5%), and a positive beta coefficient, the Rule of Thumb indicates the route coefficient score, or inner model. There were five hypotheses in this study, and the results were significant, with p-values less than 0.05 and t-statistics greater than 1.96. Table 7 shows the value of the suggested research idea.

Table 7. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership (X1) ->	0.638	0.885	0.584	1.092	0.005

Human Resource Performance (Z)					
Transformational Leadership (X1) -> Commitment (Y)	0.305	0.263	0.238	1.281	0.011
Work Environment (X2) -> Human Resource Performance (Z)	0.524	0.517	0.080	6.572	0.000
Work Environment (X2) -> Commitment (Y)	0.958	0.944	0.090	10.680	0.000
Work Motivation (X3) -> Human Resource Performance (Z)	-0.156	-0.394	0.572	0.273	0.015
Work Motivation (X3) -> Commitment (Y)	-0.291	-0.237	0.210	1.384	0.007

According to the aforementioned research findings, the following hypotheses are accepted: (a) Transformational Leadership positively affects Commitment, with a p-value of 0.011 or $0.011 < 0.05$; (b) Transformational Leadership positively affects HR Performance, with a p-value of 0.005 or $0.005 < 0.05$; (c) Work Environment positively affects Commitment, with a p-value of 0.000 or $0.000 < 0.05$; (d) Work Environment positively affects HR Performance, with a p-value of 0.000 or $0.000 < 0.05$; and (e) Work Motivation has a positive effect. A moderating model was used to assess the link between the independent and dependent variables in this equation study, revealing mediating influences that were both strengthening and weakening.

Table 8. Mediation Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Human Resource Performance -> Commitment	0.076	0.084	0.056	1.356	0.016
Work Environment -> Human Resource Performance -> Commitment	0.103	0.108	0.073	1.416	0.157
Work Motivation -> Human Resource Performance -> Commitment	0.054	0.060	0.073	0.736	0.042

In light of the aforementioned research findings: Hypotheses H3 and H9 are accepted because (a) Transformational Leadership has a positive effect on HR Performance through Commitment (p-value of 0.016 or $0.016 < 0.05$); (b) Work Environment does not have a positive effect on HR Performance through Commitment (p-value of 0.157 or $0.157 > 0.05$); and (c) Work Motivation has a positive effect on HR Performance through Commitment (p-value of 0.042 or $0.042 < 0.05$).

Transformational Leadership's Impact on Employee Commitment

The results of this research present a solid empirical support of the fact that transformational leadership shows a positive and statistically significant impact on employee commitment of the Generation Z human resources of the Timiangan Raya Farmers Cooperative Garden. This finding supports the theoretical assumption that leadership is not only a structural or managerial process but it is also a psychological and relational process that influences the emotional attachment of employees towards an organization. In the framework of this research, transformational leadership comes out as a crucial motive of organizational commitment, especially the affective commitment that is the expression of the emotional attachment of employees, the sense of belonging and identification with values of the organization. Transformation leadership is conceptualized, which has four fundamental dimensions: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The results of the current research suggest that idealized influence is the clearest predictor, which, in its turn, implies that the employees are particularly attentive to leaders who demonstrate integrity, ethical behavior, and alignment between the vision and the course of action.

Those leaders who practice organizational values become role models and the employees will be motivated to absorb the same values and match their own personal interests with organizational purposes. It is an internalization process that is central to the development of affective commitment because employees will start to perceive organizational success personally relevant. The reciprocal interaction between leaders and employees could explain the positive relationship between transformational leadership and commitment as per the social exchange theory. Employees develop loyalty and commitment towards organizations by responding to organizational care, and this implied that leaders who display trust, respect, and support are perceived to care about their employees. Leadership behavior is also quite sensitive to generation Z workers who are generally identified by high standards of fairness, transparency, and authenticity. Psychological safety is provided by transformational leaders who communicate freely and engage employees in decision-making which enhances a sense of commitment. Also, self-determination theory can be used to understand why the use of transformational leadership is effective in generating commitment.

This theory is used to highlight the essence of fulfilling the basic psychological needs of autonomy, competence, relatedness of the individuals. Transformational leaders facilitate autonomy by fostering initiative, competency by providing feedback and growth potential and relatedness by establishing good interpersonal ties. When such needs are met, then employees tend to feel intrinsic motivation and become emotionally attached to the organization. The importance of transformational leadership is also increased within the context of the Cooperative Garden of Timiangan Raya Farmers. An organisation that is based on cooperative principles includes ideas of collective ownership, collective responsibility and collective good; therefore, leaders who anticipate communal interests and communal success strengthen a sense of identification to the mission of the cooperative in employees. This recognition, in its turn, reinforces normative and affective commitment, since the employees will have a moral and emotional duty to promote the success of the cooperative. The results are especially topical given the generational peculiarities of Generation Z.

According to the previous studies, employees of Generation Z have a relatively low long-term organizational commitment, which is partially due to their preference of flexibility, fast career advancement, and significant working experiences. The current research shows that these trends can be countered using transformational leadership to provide an interesting and supportive working environment that fosters emotional connection. The leaders who acknowledge the input of individuals and provide them with opportunities to realise their professional potential redefine commitment as a win-win relationship as opposed to a binding obligation. Empirically, the findings are in line with some previous research which recognises transformation leadership as the relevant antecedent of organisational commitment. Notably, the study brings a new piece of knowledge by establishing the connection within an agricultural co-

op and a Generation Z workforce, thus broadening the power of transformational leadership theory. On the whole, the evidence supports the idea that transformational leadership can be utilised as a strategic tool to enhance the commitment of employees without requiring any changes in the organisational structure and in the incentive systems.

Transformational Leadership's Impact on Human Resource Performance

This research indicates that transformational leadership has a positive and statistically significant effect on human resource performance in the Generation Z employees in the Timeriangan Raya Cooperative Garden of Farmers. The results support the hypothesis of the theory that the behavior of leaders directly influences the attitude of employees and the measurable performance outcomes. Transformational leaders encourage employees to go beyond their usual performance standards due to the creation of a shared vision, promotion of innovation, and personalized assistance. The transformational leadership can be described as having a performance-enhancing effect that can be explained in terms of a constellation of interrelated mechanisms. Inspirational motivation helps employees understand the bigger picture of what they are doing thus giving it more intrinsic motivation and task interest. Intellectual stimulation promotes employees to think creatively, ask questions to the processes that exist, and find new ways of solving issues that arise at work. Personalized attention will mean that the employees will get specific guidance and feedback, which will allow building up the competencies applicable to their work. All these mechanisms help to increase efficiency, effectiveness, and work quality.

Transformational leadership is especially relevant to the employees of Generation Z since this generation values learning opportunities, feedback, and meaningful work. When leaders can be active mentors to their employees and recognize their efforts, they are contributing to building confidence and self-efficacy which is necessary to maintain performance. The conclusions suggest that the employees will be more eager to devote their efforts and take charge of the results of their performance when they see their leaders as friendly and motivating. Performance in the case of an agricultural cooperative has been closely related to coordination, time management, and adaptability in the context of the operations. Leaders who communicate the definite goals and encourage workers in the times when the work load is high preserve the stability of performance. Leaders improve the quality and productivity of employees by creating a positive working environment that reduces stress and burnout.

Theoretically, the findings are in line with the goal-setting theory, which assumes that specific and motivating goals improve performance. Transformational leaders develop strong visions that act as the directing goals and inspire the employees to work towards fulfillment of the same. Moreover, the relationship in question can be explained by the expectancy theory, since when employees are sure that their efforts will lead to the desired results, when the leadership is supportive, they are willing to do their job well. To a considerable extent, the results of this research are harmonic with many other empirical studies that report the favorable correlation between transformational leadership and performance. However, the current study can add value to it because it shows that the given relationship continues to exist in a collaborative environment and among the employees of Generation 0, who are often viewed as less reliable workers. The findings show that transformational leadership may be used as a stabilizing factor that enhances performance consistency.

The results highlight the importance of leadership development as a strategic investment. Companies that foster transformational leadership abilities will probably achieve sustainable changes in staff performance, particularly in workplaces that are typified by generational diversities and multifaceted work processes. This research will show that transformational leadership has a positive and direct positive effect on human resource performance. The results support the theoretical approach that the behavior of leaders does not only have an effect on the attitude of the employees, but also on real performance results. Transformational leaders go beyond the usual expectations in employees by creating a common vision and promoting

personal excellence. Transformational leadership on performance improvement is realized in several mechanisms. Inspirational motivation also promotes the realization of the bigger picture of the employees as they work, thus increasing intrinsic motivation. Stimulation of the intellect stimulates employees to be creative in their thinking and to be proactive when handling issues hence simplifying working methods. One-on-one attention means that employees will be guided and provided with a feedback appropriately and it will help to provide constant improvements of skills and performance.

These leadership behaviors have a strong influence to Generation Z employees. This generation is more likely to appreciate ongoing education, positive criticism, and the self-expression. Leaders who value personal capabilities and give developmental assistance contribute to employee development of confidence and competence. As a result, employees will be in a better position to achieve performance goals and accommodate the changing work requirements. Transformational leadership keeps the performance level constant in the agricultural cooperative environment where work is often characterized by an operational complexity and time-constrained tasks. Leaders who encourage employees when the workload or operational pressure are high lower the stress levels and prevent decline in performance. Transformational leaders can help the employees to remain focused and productive by establishing a good and supportive working environment. These findings also indicate that performance sustainability is a result of transformational leadership. Instead of using short term rewards, transformational leaders foster intrinsic motivation and commitment, which is the foundation of the long term performance growth. In this regard, leadership development may be considered as a strategic investment to the performance of organizations.

The Impact of Transformational Leadership on Employee Commitment and HR Performance

This study has shown that transformational leadership has an indirect significant influence on the human resource performance through employee commitment with a p-value of 0.016 ($0.016 < 0.05$). This result confirms hypothesis H3 and proves that the employee commitment is a highly important mediating variable in the transformation of leadership behaviors into improved performance outcomes. Instead of directly controlling performance by supervising or controlling performance, the transformational leadership style enhances performance by enhancing the emotional attachment and loyalty of employees, as well as their responsibility towards the organization. This outcome can be explained within the social exchange theory in a theoretical context. Trust, respect, individualized consideration, and inspirational drives are some of the behaviors which transformational leaders have. When their leaders show that they are interested in their well-being and professional growth, employees feel a need to reward them by acting in a positive manner and by showing positive attitudes. In this regard, the commitment of employees is a psychological reciprocity in which the employees return favorable leadership by becoming more committed and more inclined to accomplishment of organizational objectives. This mutual relationship is the reason why commitment plays an effective mediating role in leadership performance relationship.

This study is not an exception to the previous research, as Ribeiro et al. (2018) also concluded that transformational leadership positively impacts the employee performance levels by the means of commitment. Respected and admired leaders are role models to their subordinates and this aspect motivates employees to model their behaviors according to the values of the organization. Such leaders focus on the need of commitment to achieve the organizational goals, show enthusiasm and optimism, and allow employees to express their ideas and opinions. These leadership behaviors create a working atmosphere where employees are made to feel appreciated and respected thus strengthening their loyalty to the organization. In addition, transformational leaders are more likely to be keen on the career growth of employees and their personal needs. Leaders foster a sense of value and belonging by acknowledging a significant work done by an individual, offering constructive comments, and helping employees to resolve work-related issues.

The valued employees are more likely to have an affective commitment, which has been well recognized as a close predictor of performance. According to Dutta & Khatri (2017), employees feel obligated to the organizational success through such leadership behaviors and become less likely to quit the organization, which contributes to performance results even further. The given mediating mechanism proves especially applicable to the case of Generation Z employees. The Generation Z is often described as having a reduced long-term attachment to the organization and increased expectations of meaningful work and supportive leadership. The findings of the present study indicate that transformational leadership can cope with these attributes through the establishment of emotional commitment and purpose. By inspiring employees with leaders, recognizing their input, and encouraging career progress, the Generation Z employees are better placed to develop commitment that in turn leads to improvement in their performance. Commitment is particularly critical in the cooperative environment of the Timiangancooperative garden of the Timiangan Timiangan Cooperative of Farmers since organisational success is pegged on group effort.

With employees who believe in the mission of the cooperative, chances are high that they will operate in a collaborative manner, distribute duties and responsibilities, and focus on organisational interests rather than personal interests. Transformational leadership enhances this collective orientation by reaffirming shared values and the creation of mutual trust between the employees. As a managerial consideration, the findings highlight the significance of the leadership development programmes which focus on the transformational behaviours. Organisations are advised to have leaders who are interested in completing the tasks in addition to building relationships as well as developing employees. Leaders can attain sustainable enhancement of human resource performance by enhancing the level of employee commitment. Altogether, this paper proves that employee commitment is an important psychological process in which transformational leadership improves the performance, without changing the essence of the research.

The Impact of the Workplace on Employee Dedication

The empirical results of this study suggest that work environment has statistically significant positive effect on employee commitment as reflected in p-value of 0.000($p < 0.05$) and thus hypothesis H4 is supported. These statistics highlight the central importance of organisational milieu in developing affective attachment and organisational loyalty in the employees. Work environment includes both physical conditions on the place of work and the social relations, organisational support, and psychological comfort, which adjust both the impressions and attitudes of the employees towards the workplace. In the context of organisational-support theory, a positive working environment implies the organisational appreciation and care of the employees. It is an organisation that is perceiving to provide adequate facilities, safe working conditions, and favourable interpersonal relations which enhances the sense of appreciation and respect towards the employees. The result of such perceived support is the generation of trust and the fostering of affective and normative commitment. On the other hand, a negative working condition may foster dissatisfaction and destroy emotional attachment of the workers towards the organisation.

The current findings are consistent with the findings of Oludeyi (2015), who were able to indicate that a favorable work environment has an enormous effect on the commitment of employees. The point made in such studies is that staff members who perform their functions in favourable, secure and favourable environments tend to internalise organisational values and goals. This kind of internalisation further increases their nature to stick on to the organisation and also to make it successful. Gen Z workers place work environment in a particularly prominent role in commitment formation. This generation places a lot of emphasis on comfort, mental health, and work life balance. A work environment which reduces stress and promotes psychological safety consequently enhances the perceived safety and contentment of employees. Therefore, these employees are better placed to form an affective attachment towards the organisation. This

attachment is further reinforced in a positive social climate in cooperative situations, where team performance and interaction between people are of primary importance.

The workplace as a second home conceptualisation explains the strong relationship that exists between the work place and employee commitment. Considering that workers spend a significant amount of their time resources at the workplace, the quality of the milieu directly contributes to influence their affective experiences. Favourable and accommodating atmosphere model positive interactions and cooperation, as well as mutual respect thus enhancing organisational identification. In comparison, unfavorable working conditions may cause emotional exhaustion and weaken dedication. In practical terms, this evidence suggests that the organisations should focus on the maintenance of positive working environment as part of its human-resource approach. Investments in the physical infrastructures, safety measures, and supporting social networks should be interpreted as long term investments as opposed to existence overheads. In the case of cooperatives, especially, establishment of friendly atmosphere is an essential requirement in securing employee loyalty as well as ensuring organisational survival. This study confirms that workplace is one of the major factors that determine commitment of employees. Organisations are able to foster affective attachment, loyalty and long-lasting employee engagement by designing and maintaining a favorable working environment.

The Influence of the Work Environment on Human Resource Performance

As demonstrated in the current research, the work environment has a positive and statistically significant impact on the human resource performance according to the p-value of 0.000 (p not less than 0.05), which supports hypothesis H5. These results confirm that the performance of employees does depend on the competences and motivation factors of the individuals, and the situational factors in which the working tasks are implemented. As a result, a friendly workplace environment enhances the capacity of the employees to perform their tasks with more effectiveness, efficiency, and uniformity. The workplace is made of physical, social and psychological aspects. The direct influence on the task performance of the employees is a combination of physical factors: safety measures, availability of the equipment, and workspace design. Physical strain is reduced by providing proper facilities, minimizing the number of errors, and enhancing productivity.

In the Timiangan Raya Farmers Cooperative Garden where manual labor and coordination are involved, environmental conditions are consequential to determine the result of performance. The social and psychological aspect of the working environment is equally important. Positive climate through supportive peer relations, open communication and mutual respect can strengthen collaboration and concentration. When the employees feel comfortable and supported, they will be inclined to full engagement in their work and maintain a high level of performance. Such observations are in line with Boyatzis & Rochford (2020), who define the work environment as accommodative of all the relational aspects involved in work. The current findings are in line with previous research by Abun et al. (2023), who also found that positive work climate significantly positively influences the performance of employees. These researches are instrumental in highlighting the fact that favorable work environments reduce stress levels and allow employees to concentrate on achieving performance objectives.

Based on this, a properly managed working environment acts as a facilitator of performance and not a constraint. In principle, Job Demands-Resources model provides a compelling model of the explanation of these findings. According to the model, employees are able to cope with job demands and reduce fatigue after they have access to environmental resources which include safety measures, supportive structures and adequate facilities. A work environment rich in resources therefore helps in the high employee performance in the long run. It is particularly relevant to the Generation Z employees whose attitude towards stress is highly sensitive and who prioritize well-being significantly. Gallie et al. (2017) argue that positive work environment leads to the improvement of the psychological and emotional well-being of employees, and, consequently, to the indirect strengthening of motivation and commitment.

Although the current study focuses on the direct correlation amid work environment and performance, the empirical data shows that the environmental developments may lead to the instantaneous performance gains.

In the managerial perspective, it is mandatory that organizations ensure that they invest in a conducive working environment. Investments in safety, comfort, and positive interpersonal interactions may lead to the achievement of measurable performance returns. In collaborative work, where teamwork is a fundamental basis of the performance results, a healthy work environment is the key to achieving sustainable outcomes. This research supports the fact that the work environment forms a crucial factor that determines the performance of human resources. Organizations can enhance employee performance by creating and maintaining a positive working environment; however, the inherent structure or approach to the investigation has no alterations.

CONCLUSION

Based on the research results and discussion, the conclusions of this study are as follows: (1) Transformational Leadership has a positive effect on Commitment, so hypothesis H1 is accepted; (2) Transformational Leadership has a positive effect on HR Performance, so hypothesis H2 is accepted; (3) Transformational Leadership has a positive effect on HR Performance through Commitment, so hypothesis H3 is accepted; (4) The Work Environment has a positive effect on Commitment, so hypothesis H4 is accepted; (5) The Work Environment has a positive effect on HR Performance, so hypothesis H5 is accepted.

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