



Job Demands, Transformational Leadership, and Organizational Commitment: The Mediating Role of Job Satisfaction in the Indonesian Public Sector

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Article Info:

Article history:

Received: May 15, 2026

Revised: August 02, 2026

Accepted: August 05, 2026

Available Online: October 15, 2026

Keywords:

Job Demands;

Job Satisfaction;

Organizational Commitment;

Transformational Leadership



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Abstract

Background: Organizational commitment plays a crucial role in enhancing employee performance and overall organizational effectiveness, especially within public sector institutions that are confronted with escalating job demands and intricate bureaucratic duties. While transformational leadership is anticipated to bolster employees' commitment, there is a scarcity of empirical evidence concerning the mediating role of job satisfaction in the interplay between job demands, transformational leadership, and organizational commitment especially within the Indonesian public sector.

Objective: The purpose of this study is to examine the impact of job demands and transformational leadership on the enhancement of organizational commitment, as well as to investigate the mediating role of job satisfaction in this relationship dynamic at the Directorate General of Fiscal Balance, Ministry of Finance.

Methods: The analytical technique employed in this research is the structural equation model (SEM). A quantitative approach is utilized, with digital questionnaires serving as the tool for gathering primary data.

Results: The results reveal that job demands exert a significant negative impact on organizational commitment ($t = -2.25$), while transformational leadership demonstrates a significant positive effect ($t = 2.94$). Additionally, job demands adversely affect job satisfaction, whereas transformational leadership positively influences job satisfaction. Moreover, job satisfaction serves as a partial mediator in the relationships between job demands and organizational commitment ($t = -3.99$) and between transformational leadership and organizational commitment ($t = 4.54$), suggesting that employees who are satisfied are more inclined to cultivate a stronger commitment to the organization.

Conclusion: This study offers practical contributions by delivering insights and recommendations to organizations regarding the elements that affect organizational commitment, thereby aiding in the enhancement of employee commitment within the organization.

To cite this article: Recsamia, N. M., & Aprilianti, A. (2026). Job demands, transformational leadership, and organizational commitment: The mediating role of job satisfaction in the Indonesian public sector. *INKUBIS: Jurnal Ekonomi dan Bisnis*, 8(3), 2737–2749. <https://doi.org/10.59261/inkubis.v8i3.300>

INTRODUCTION

Recent empirical evidence indicates that organizational commitment among public sector employees in Indonesia remains a critical concern. The Employee Engagement Index published by the Ministry of State Apparatus Empowerment and Bureaucratic Reform or Kementrian Pendayaagunaan Aparatur Negara dan Reformasi Birokrasi/KemenPAN-RB, (2022) recorded an

engagement score of 79.3% for central government employees, suggesting that a substantial proportion of public servants remain insufficiently committed to their organizational goals. Furthermore, a survey conducted by the Indonesian Civil Service Commission/BKN (2021) revealed that workload-related stress was among the top three factors contributing to decreased employee satisfaction in government agencies, with 42.7% of staff indicating that excessive workload negatively affected their commitment to the organization. These empirical conditions underscore the urgency of investigating the determinants of organizational commitment in the Indonesian public sector context.

The success of an organization will be achieved when existing resources can be optimized to the maximum (Luturlean et al., 2019). Human resources are one of the crucial organizational resources in the process of achieving organizational goals. Quality and high-performance human resources can have an impact on organizational performance. One of the indicators that shows that human resource management in an organization has been said to be good is when employees have high organizational commitment (Rachmah et al., 2022). Organizational commitment is a significant issue that has significance for the organization. In addition, the construction of organizational commitment is an important thing that must be considered in a competitive business environment to survive global competition.

Organizational commitment is the stage where employees want to maintain their status as part of a group. Organizations that have many committed employees will produce better performance than those that do not. Employees who have a high affective commitment will have a good level of attendance, are able to produce the best performance, are attached to the organization, and give more effort in each job. So organizational commitment is an important component for organizations that want to achieve their goals until their employees have organizational citizenship behavior.

To maintain and improve the organizational commitment of employees, leaders are needed to be able to fill the gap. Leaders are figures who can fill these gaps by convincing their followers to commit together to achieve organizational goals. Therefore, the success of an organization is greatly influenced by the effectiveness or failure of an organization's leadership (Rachmah et al., 2022). Transformational leadership is the most suitable leadership to answer these problems. Transformational leadership is a leadership style used by leaders if they want to achieve a series of organizational goals and have maximum performance. Transformational leadership is the right leadership style in encouraging employee commitment in implementing the organization's business strategy. Transformational leadership can encourage the commitment of subordinate organizations by inspiring and motivating them to work optimally for the benefit of the organization. Therefore, encouraging leaders to use transformational leadership styles can be a means to build affective and normative commitment in an organization.

This is because transformational leadership can describe the concept of leadership broadly, starting from the most specific approach, which is convincing subordinates, to the broadest approach, which affects the organization. This statement is supported by research by B. Bass & Avolio (2006) which states that transformational leaders can stimulate their followers to be more responsible, implement autonomous work systems, and seek new and more innovative perspectives to increase their sense of control and self-determination followers for their work (Bass, B.M & Avolio, 1994). Transformational leaders expect their followers to be able to feel trust, admiration, loyalty, and respect to be able to motivate them to do work with greater effort than usual.

Job satisfaction significantly impacts organizational commitment. Job satisfaction is an individual's overall attitude towards their work. Other empirical studies suggest that job satisfaction represents an immediate emotional response to work, whereas organizational commitment evolves more gradually as individuals develop a deeper understanding of their workplace, its values, and their own expectations and future within it. Job satisfaction, whether viewed as an independent, mediated, or dependent variable, is believed to address employee issues and can even enhance a company's financial performance indirectly. Therefore, in this research, job satisfaction will serve as a mediating variable in the relationship between the independent variables of leadership style and workload and the dependent variable of organizational commitment.

Not only in terms of work resources, job satisfaction and organizational commitment are also influenced by negative job demands. The workload experienced by employees can affect job satisfaction. Employees will feel more satisfied at work when they are given a lower level of workload and do not exceed their abilities. When the workload is considered to have damaged the individual's personality plus insufficient work resources, then job satisfaction represents the individual as a psychological energetic resource and another source of individual well-being. Meanwhile, employee commitment to the organization is negatively influenced by workload, more precisely workload and emotional demands (Bakker et al., 2010).

If explored further, the form of job demands faced by employees can be very diverse. In organizational behavioral science, job demands are explained through the concept of job demand-resource theory (JD-R). In the JD-R theory, it is explained that this job demand can result in tension in the work that comes from a combination of the quantity of work and the speed of work required or demanded by the organization (de Cuyper et al., 2009). One type of such job demands is workload. Workload can cause employees to be burned out which causes them to complain more often about their workload and create a negative work climate (Bakker et al., 2023). The perceived workload can be in the form of the number of jobs that exceed the available time, the ability of the employee, the level of speed, and the mental state of the employee. Excessive workload can be emotionally disruptive and can strain employees' work resources, but workload is part of normal work for employees to experience. Thus, a balance between workload and work resources is needed to reduce work stress and fatigue felt by employees.

Meanwhile, in government organizations, job demands are also unavoidable. Employees of government organizations feel different demands from employees of other sectors, such as demands for accountability and transparency, bureaucracy and politics, public expectations and expectations. The resources they have are inadequate, but they continue to be faced with bureaucratic affairs such as budget cuts, demographic changes, demand for effective services, careful public planning, and changes in work patterns and organizational structures. Moreover, the condition occurred during a pandemic which provided greater demands for work because it faced the challenges of the crisis due to the pandemic itself OECD (2021) and the adaptation of work patterns and new technologies (ADB, 2021). Government organizations are challenged to be able to manage the emotional demands of employees related to stressful work and contradictory interests from stakeholders.

Leadership of government organizations is a form of collective leadership where public bodies and institutions collaborate in achieving a common vision based on goals and values that seek to promote, and influence and provide sustainable social, environmental and economic welfare improvements in complex and changing contexts. The effectiveness of leadership in the public sector is important because it determines the satisfaction and trust of citizens and the reputation of the organization. Effective transformational leadership in public sector organizations is still a debate among researchers. One study states that modern leadership approaches such as transformational leadership are less effective in the public sector than in the private sector due to bureaucratic mechanisms that can reduce the importance of the relationship between public leaders and their subordinates.

According to the theory of the job-demand resources (JD-R) model, there is a psychological condition accepted by employees, namely job resources. Work resources can encourage the growth of employees' personal resources to overcome the negative impact of the work demands that occur. Public sector organizations there is a higher level of political influence that affects policy autonomy, which implies that the autonomy of individuals in the organization is not higher than the influence of existing social structures. Meanwhile, job autonomy, leadership support, organizational support, and employee career development opportunities are part of job resources. Therefore, organizations need leaders who can help overcome various problems that arise to achieve organizational goals.

The Ministry of Finance is one of the government institutions that received a very good predicate in the SPBE evaluation in 2021. Supported by the history of the evaluation results of the Government Agency Performance Accountability System (SAKIP) owned by the Ministry of Finance from 2012 to 2020 which shows an increasing trend and achieved the title A. This SAKIP evaluation is carried out by the Ministry of PAN-RB on an annual basis in all

ministries/institutions to show the level of effectiveness and efficiency of the use of the budget on its performance achievements, the quality of development of the bureaucratic performance culture, and the implementation of the government that result-oriented. This further strengthens the opinion that the Ministry of Finance is a public sector organization that has satisfactory performance.

The job demands that are now felt by Ministry of Finance employees are increasing from year to year. Now, the uncertainty amid the global situation makes the situation even more complex because the State Revenue and Expenditure Budget (APBN) has become a shock absorber to protect people's welfare ([Directorate General of Budget, 2023](#)). The construction of the new national capital, support for election preparation, and the completion of priority infrastructure are additional tasks that are now demanding additional jobs for Ministry of Finance employees. The demands of the community that have an impact on state finances not only have an impact on the central government, but local governments also face conditions that are not much different. Transfer to regions and village funds (TKDD) is one of the policies that allocates funds in the State Budget to the Regional Budget to improve the quality of public servants in Indonesia. The Directorate General of Financial Balance (DJPK) of the Ministry of Finance is an agency that has the task of managing the TKDD.

The DJPK is an echelon 1 unit with the second lowest number of employees in the Ministry of Finance. The DGT has a strategic role in government policies because it is often in the spotlight for the public who want to know the implementation of the budget in the regions. Supervision from external parties is widely a big challenge for the DJPK in providing excellent performance. Although the DJPK is a small unit, the responsibilities carried out are on a national scale, starting from provinces, cities/districts to 74,961 villages with a total budget for Regional Transfers and Village Funds (TKDD) which is always increasing every year. Optimizing workload and supporting leaders in the organization is expected to increase job satisfaction and organizational commitment of employees at the DJPK.

The job demand-control model is the basis for the development of the job demand-resource model invented. Karasek ([1979](#)) stated that the level of economic demand on a job has a relationship with the tension that individuals feel over their work. Based on the Karasek model, the workload is the reason for the high tension that occurs in work and work autonomy which will reduce the tension. Jobs with a combination of high workload and low job autonomy are high-strain jobs. And vice versa, jobs with a combination of low workload and high job autonomy are low-strain jobs.

Then, Bakker & Demerouti ([2017](#)) developed the initial model of job demand resources because the model of work stress with work motivation is still unclear. In addition, there are other model viewpoints that should be involved and explain the workload and work resources ([Bakker & Demerouti, 2017](#)). Bakker & Demerouti ([2017](#)) also added that the model cannot be flexible and cannot be applied in all work environments and cannot adapt to the rapidly changing nature of work. Bakker et al. ([2023](#)) said that the job demand resources model measures the effect of work environment variables on work outcomes and considers matters related to work stress. The job demand resources model outlines that high job demands will consume employee resources and increase job tension and ultimately endanger occupational health and well-being.

Job demands are psychological, physical, social and organizational aspects of work that require employee effort. Meanwhile, job resources according to Bakker et al. ([2023](#)) are aspects of work that overcome work-related stress and help reduce psychological and physical costs related to workload. Examples of job resources are job autonomy, leadership support and organizational support, and employee career development opportunities.

Workload refers to the volume of work required by an employee. It is explained that workload can be measured in various forms, such as the number of hours of work to be done, the level and amount of production of output or mental demands on the work performed. The impact of the workload felt by employees can vary, some people may enjoy it and for others a high workload may not be pleasant ([Spector & Jex, 1998](#)). Workload consists of several components according to Pejtersen et al. ([2010](#)), namely Quantitative Demands, Work Pace Demands, Cognitive Demands, and Emotional Demands.

Leadership is believed to be one of the biggest factors contributing to engagement work.

Avey et al. (2012) say that the character of an individual leader is important for positive results in organizations, especially those related to their employees such as trust and job satisfaction.

Leadership theory has been around for a long time and continues to evolve until now. The "great man theories" of leadership are theories that emerged before the 1900s, that is, in an era influenced by the idea of social change tied to unique and talented individuals such as Napoleon and George Washington. According to this theory, it is believed that a leader is indeed born and has a destiny to lead. Over time, from 1900 to 1948, trait theory emerged, which was one of the pioneers of popular leadership theory. Kimencu (2011) defines that *trait theory* by Stogdill (1948) is an intricate element in which some people are endowed with certain leadership traits that others do not have. Subsequently, *behavioral theory*, *contingency theories* and transformational leadership theories emerged.

Furthermore, the theory of transformational and transactional leadership by Bass (2006) emerged as one of the theories that focused on change and was judged as one of the most comprehensive theories. At first both transformational leaderships were developed and implemented in a political context by James MacFregor Burns, who was later refined by Bernard Bass and introduced them in an organizational context.

Burns (1978) first introduced the concept of transformational leadership, which is defined as a leader who triggers and inspires his followers to achieve extraordinary results. Leaders who use transformational leadership will encourage their followers to develop their full potential for the benefit of the organization. Transformational leaders can find a common ground between the organization's most desired outcomes and employees' interests and needs by increasing organizational commitment to achieve expected performance. Transformational leaders offer long-term goals and focus on intrinsic needs. By applying the concept of transformational leadership, it is hoped that organizational goals can be achieved.

Leaders who adopt a transformational leadership style can encourage their followers to innovate towards innovation and creativity in new ways to solve complex problems. Organizational reform is synonymous with transformational leadership types as the key that is familiar with core leadership values. Transformational leadership consists of four dimensions, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Job satisfaction is a positive emotional state that results from an individual's job assessment or work experience. Job satisfaction is the feeling or emotional response that a person has to aspects of his job. On the other hand, Robbins (2003) defines job satisfaction as a person's overall attitude towards his or her work. Job satisfaction is a positive feeling about a person's work that is the result of an evaluation of their characteristics. So it can be concluded that job satisfaction is related to individual perceptions and evaluations that are influenced by certain circumstances such as needs, values, and expectations. High job satisfaction will develop a positive attitude of individuals towards their work, and vice versa individuals who are dissatisfied with their work will develop a negative attitude towards their work. Hackman, J. R., and Oldham (1974) divided the Job Characteristics Model into several factors that assess job satisfaction divided into two characteristics, namely General Satisfaction and Specific Satisfaction.

The construct of organizational commitment is defined and operationalized by various researchers from year to year. The side-bet theory by Becker (1960) is the first theory to see organizational commitment as a unidimensional construct measured by the perception of employee membership loss.

The development of the construct of organizational commitment was formulated by (Porter et al., 1974). Organizational commitment is a strong identification of an individual and his involvement with the organization. Individuals who remain in an organization under any conditions, disciplined to attend work, protect organizational assets, and strive to achieve organizational goals can be said to be highly committed individuals. Then, Meyer & Allen (1991) developed the most popular organizational commitment construct model. They define organizational commitment as a psychological construct that has the characteristics of the relationship between members of the organization and their organization and has an impact on the members of the organization to continue or not continue their membership in the organization. To explain the concept of organizational commitment, Meyer & Allen (1991) divide

it into three main dimensions, namely normative commitment, affective commitment, and continuance commitment.

This study, grounded in the relationships among the variables discussed earlier, proposes that job demands and transformational leadership significantly influence organizational commitment, both directly and indirectly through the mediating role of job satisfaction. The novelty of this research lies in the simultaneous integration of two contrasting antecedents within the Job Demands–Resources (JD-R) framework: job demands as a negative resource factor and transformational leadership as a positive resource factor. In this framework, job satisfaction functions as the psychological mechanism linking these antecedents to organizational commitment in the Indonesian public sector.

The study aims to examine the direct effects of job demands and transformational leadership on organizational commitment, analyze the influence of both variables on job satisfaction, investigate the effect of job satisfaction on organizational commitment, and evaluate the mediating role of job satisfaction in the relationships between job demands, transformational leadership, and organizational commitment. Theoretically, this research contributes to extending the application of the JD-R model in the Indonesian public sector by integrating both job demands and leadership resources within a single explanatory framework. Practically, the findings provide evidence-based recommendations for improving workload management policies and strengthening transformational leadership development programs to enhance employee job satisfaction and organizational commitment.

METHOD

This research used a quantitative method, namely empirical research that uses data in the form of something that can be calculated, as well as paying attention to collecting and analyzing data in numerical form. This research is a form of conclusive-descriptive research that is used to test theories described through hypotheses and describe a relationship to phenomena. Furthermore, data and information were collected in a single cross-sectional manner, i.e. data were collected at a certain time frame and relatively simultaneously in many respondents.

The population of this study is all employees working at the Directorate General of Financial Balance (DJPK) of the Ministry of Finance as many as 540 people. The characteristics of the sample in this study are as follows: (1) Civil Servants who work at the DGT, (2) Have worked for at least 2 years. The sampling technique used in this study is non-probability sampling with a purposive sampling type, where employees do not have the same opportunity to be selected as a sample. The number of samples in this study is 269 respondents who have met the characteristics. The sample size of 269 respondents was determined based on the minimum sample requirements for Structural Equation Modeling (SEM) analysis. According to Hair et al. (2019), SEM requires a minimum of 5 to 10 observations per indicator; with 46 indicators, the minimum required sample is 230 to 460 respondents. Based on Cochran (1977) formula for finite populations at 95% confidence and 5% margin of error, the minimum required sample from a population of 540 is approximately 225 respondents. The 269 respondents thus satisfy both criteria, ensuring adequate statistical power for SEM analysis.

The research model in this study was adapted from research by (Mwesigwa et al., 2020). There are 7 hypotheses in this study that test direct and indirect or mediated influences. The research model is as follows in figure 1.

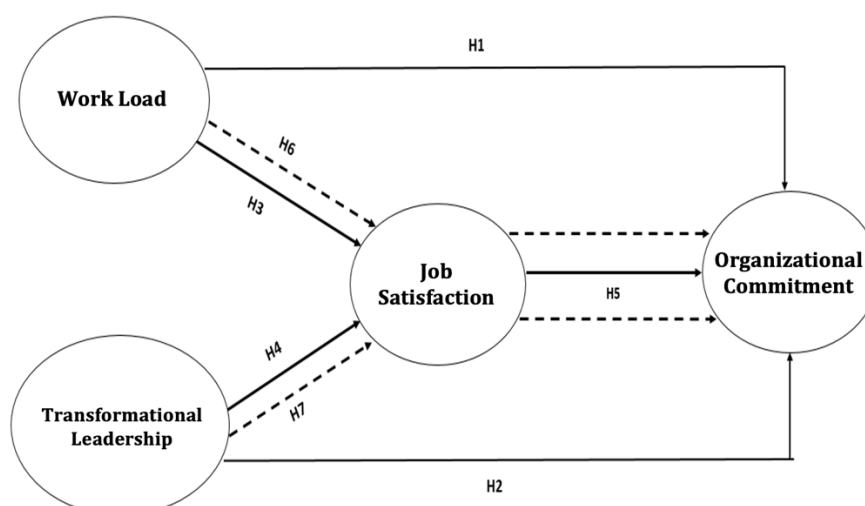


Figure 1. Research Model

The measurement tool used to measure organizational commitment is the Organizational Commitment Scale (OCS) by Meyer & Allen (1991) which has 11 indicator items in 3 dimensions. The reason for using OCS is because it considers the concept of organizational commitment which is multi-dimensional. Meanwhile, the workload variable was measured using the Copenhagen Psychosocial Questionnaire (COPSOQ II) formulated by Pejtersen et al. (2010) which has 13 indicator items in 3 dimensions. The reason for using COPSOQ II is because it can be used at various levels of organizations, sections, and jobs. Then, for transformational leadership variables, it was measured using MLQ-5X based on Avolio et al. (1999) which had 18 indicator items in 4 dimensions. The reason for using the MLQ-5X is because it is considered a universal measuring instrument (B. M. Bass, 1997). And for the job satisfaction variable, it was measured using the Job Diagnostic Survey by Hackman, J. R., and Oldham (1974) which had 4 indicator items.

The characteristics of the factors of assessing job satisfaction are enough to describe real working conditions are the reasons for using the job satisfaction survey. So that the total indicators in this study amounted to 46 items. The response to each item is in the form of a Likert scale consisting of 6 answer choices, namely: Strongly Disagree, Disagree, Somewhat Disagree, Somewhat Agree, Agree, and Strongly Agree. The use of a six-point even-numbered Likert scale was deliberate to eliminate the neutral midpoint option. According to Garland (1991) and Chomeya (2010), even-numbered scales force respondents to make a directional judgment, reducing acquiescence bias, which is particularly relevant in government organizational settings. Wakita et al. (2012) demonstrated that a six-point scale produces adequate reliability and validity comparable to five- or seven-point scales.

This research lasted for 5 (five) months, starting from August to December 2022. Data collection began in November by distributing questionnaires online and self-administered through Google Form. The data obtained was processed using the IBM SPSS Statistic 20 program for pre-test and differential test ANOVA and LISREL version 12 for reliability test, validity test, structural model test, and hypothesis test.

RESULTS AND DISCUSSION

Results

The participants of this study reached 274 respondents, but only 269 respondents met the required criteria. The results of the demographic description of the participants to be described are gender, age, last education, working time, position, and work unit. Respondents are dominated by men (63%), employees aged 26-35 years (57%), S1 education (44%), have worked for 6 to 10 years (27%) and implementers (67%). The respondents' profiles are summarized in the table 1.

Table 1*Respondent Demographics*

Characteristics	N	%	Characteristics	N	%
Gender			Long Time Working		
Women	99	37%	2 – 5 Years	62	23%
Male	170	63%	6 – 10 Years	72	27%
Age			11 – 15 Years	47	17%
20-25 years	18	7%	16 – 20 Years	44	16%
26-35 years old	154	57%	> 20 Years	44	16%
>35 years old	97	36%	Departments		
Final Education			Implementers	180	67%
Diploma	73	27%	Kasi/Kassubag	41	15%
Bachelor	119	44%	Head of Sub-Division/ Head of Command	15	6%
Master	69	26%	São Paulo	33	12%
Doctor	8	3%			

As for the descriptive analysis, the average respondent chose the category "somewhat agree" for the variables of transformational leadership, job satisfaction, and organizational commitment. However, in the workload variable in the quantitative demands dimension, the average respondent chose the category of "somewhat disagree". Then, to ensure that the indicators used are valid and reliable, a validity test is carried out using confirmatory factor analysis (CFA). Validity is determined based on the loading factor or SLF with a value of ≥ 0.50 . As for the reliability test, it is carried out using construct reliability (CR) with a value of ≥ 0.7 , but according to Hair et al. (2019) for a CR value between 0.60 to 0.70 is still acceptable. The reliability test can also be seen through variance extracted (VE) with a value of ≥ 0.5 . Overall, each indicator is declared valid and reliable.

Table 2*Descriptive Analysis, Validity and Reliability Test*

Variable	Dimensions	Red	Categories	SLF	CR	VE	Results
Workload	QD	3,01	Somewhat disagree	0.52	0,705	0,922	Valid and Reliable
	WD	4,40	Somewhat agree	0.82	0,752	0,936	
	CD	4,51	Somewhat Agree	1,00	0,714	0,900	
	ED	4,11	Somewhat Agree	0.92	0,671	0,907	
Transformational Leadership	IF	4,78	Somewhat Agree	0.980	0,862	0,928	
	IM	4,85	Somewhat Agree	0.970	0,813	0,940	
	IS	4,61	Somewhat Agree	0.920	0,848	0,953	
	IC	4,62	Somewhat Agree	0.950	0,744	0,933	
Job Satisfaction	-	4,73	Somewhat Agree	0.59 – 0.84	0.827	0.726	
Organizational Commitment	NC	4,81	Somewhat Agree	0.960	0,754	0,917	
	AC	4,64	Somewhat Agree	0.970	0,759	0,938	
	CC	4,70	Somewhat Agree	0.980	0,897	0,969	

Furthermore, a model fit test or goodness of fit is carried out, which is a measurement standard that tests model suitability using several goodness of fit measures such as GFI, RMSEA, RMR, TLI, NNFI, NFI, AGFI, RFI, IFI and others.

Table 3*Goodness of Fit Model Re-specification Results*

Probability	Chi-Square (x2)	GFI	RMR	RMSEA	TLI/NNFI	NFI	AGFI	RFI	IFI	CFI	PNFI	PGFI
0.016	987.80	0.866	0.049	0.013	0.994	0.891	0.847	0.881	0.995	0.995	0.814	0.757
Good Fit	Poor Fit	Good Fit	Good Fit	Good Fit	Good Fit	Margin -al Fit	Margin -al Fit	Margin -al Fit	Good Fit	Good Fit	Good Fit	Good Fit

In the final results of the re-specification, out of the 12 indicators, 8 are categorized as having a good fit, 2 are classified under marginal fit, and only 1 falls into the poor fit category. According to Hair et al. (2019), a model is deemed adequate for assessing feasibility if it meets four to five goodness-of-fit (GOF) criteria.

Once the final structural model is confirmed to be fit, two structural equations are established to elucidate the relationships and influences among the variables. the determination coefficient indicates the extent to which the latent variable can account for the variance in the indicator variable. Specifically, the job satisfaction variable is explained by 26.7% through the workload and transformational leadership variables, while the remaining 73.3% is attributed to other factors not included in the research model. Similarly, the organizational commitment variable is explained by 43.3% through job satisfaction, workload, and transformational leadership, with the remaining 57.6% accounted for by external factors beyond the research model.

Table 4*Hypothesis Test Results*

Hypothesis	T-Value	Significance Results >1.65 (one tailed)	Remarks
H1 BK → KO	-2.25	Significant Negative	Accepted hypotheses
H2 KT → KO	2.94	Significant Positive	
H3 BK → KK	-5.04	Significant Negative	
H4 KT → KK	6.33	Significant Positive	
H5 I → CD	6.53	Significant Positive	
H6 BK → KK → KO	-3.99	Significant Negative	
H7 KT → KK → KO	4,54	Significant Positive	

Based on the results of the t-value, the workload has an influence of -2.25 on the organization's commitment. This underlies the acceptance of H1 because the influence relationship between the two variables has a negative and significant value. Then, transformational leadership has a significant direct influence on organizational commitment with a t-value of 2.94. This underlies the acceptance of H2 because the influence relationship between the two variables has a positive and significant value.

The relationship between workload variables and transformational leadership is part mediation because it can influence directly without going through or involving mediator variables. However, with the existence of a mediator variable, namely job satisfaction, the influence of independent variables on work commitment becomes stronger. This is evidenced by the t-value in the analysis of the role of mediation described in subsection 4.8. Meanwhile, the influence of workload and transformational leadership on job satisfaction as a mediator variable is also significant and in accordance with H3 and H4. The workload on job satisfaction has a t-value of -5.32 and transformational leadership on job satisfaction has a t-value of 5.15. The following is an overview of the value of the relationship between variables as follows in figure 2.

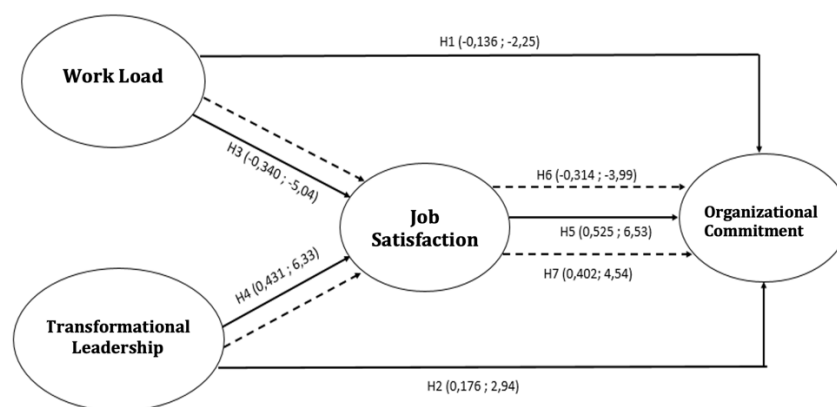


Figure 2. Model Finish

Discussion

In this study, the researcher tried to analyze the influence between workload and transformational leadership on organizational commitment and job satisfaction as a mediating variable. This study concludes that there is a significant positive relationship between transformational leadership variables and job satisfaction with organizational commitment. These findings are in line with previous research conducted by Malik (2017) as the basis for the development of this research model, which states that transformational leadership has a positive influence on organizational commitment.

The intellectual dimension of stimulation as an indicator with the greatest CFA, requires that transformational leadership has intellectual or cognitive intelligence in solving everyday problems. Leaders who have good intellect can develop new ideas, provide creative solutions to various problems faced by staff, and find new approaches in carrying out tasks in the organization. With this leader, the members of the organization will feel an urge to respond to differences in the organization. When associated with the perception of DJPK employees regarding transformational leadership and organizational commitment, employee-oriented human resource management strategies can play an important role in retaining the best talent within public agencies. If the organization can meet the wishes of the employees, an affective commitment to the organization can be established through the concern of the organization that appreciates the contributions of the employees and pays attention to their well-being (Kim et al., 2016).

In addition, there is a significant negative relationship between workload variables and organizational commitments. These findings are in line with previous research conducted by Lin and Wang (2022) as the basis for the development of this research model, which states that workload has a negative influence on organizational commitment. This research is also in line with research conducted by Marcos et al. (2020) which states that a high level of workload can significantly weaken the level of organizational commitment in the government environment. A high workload can reduce job satisfaction and the level of organizational commitment of employees. Marcos et al. (2020) also found conditions where high work demands can be conditioned by various policies that are flexible and adaptive, but will reduce control from the organization. An example that is currently running is the work from anywhere (WFA) policy as a post-pandemic work pattern and carries a work-life balance for employees. The division of tasks to the team is clear and directed supported by a good supervision system, which can minimize the intensity of the workload carried out by employees.

Job satisfaction has also been proven to have a mediating effect on strengthening the relationship between workload and transformational leadership. These findings are in line with previous research conducted by Marcos et al. (2020), as the basis for the development of this research model, which states that job satisfaction has a significant positive influence on organizational commitment. Employees who are satisfied with their jobs will tend to stick with the company (Mwesigwa et al., 2020). This finding is also in line with Aksu and Aktaş (2005) who said that working conditions must be adjusted to the needs of employees to increase their job satisfaction. Job satisfaction is an important factor for employees when deciding to commit or put

in extra effort in the organization (Lin & Wang, 2022).

So overall, the findings of this study are very important for organizations to be able to increase employee job satisfaction to achieve performance improvement. There are three main focuses of improvement that can be made by the DJPK in improving organizational commitment, namely the human resource management system, work climate, and organization and leadership. Some of the policies that are important and can be used as a focus to improve the HR management system are optimizing communication between leaders and employees, active participation of employees in strategic policies, reallocation of employee workload, sharing knowledge between employees through knowledge management, implementation of flexible working arrangement, transparency of HR programs such as career management. Meanwhile, from the outside, the organization can improve its reputation and sustainability, so that employees still feel proud, safe and loyal at work. And the formation of a work climate is also important through various collaboration or teamwork programs, facilities and infrastructure, diversity, security, and well-being.

A high workload may be emotionally disturbing for employees because it is a must. However, related to the aspect of resources to minimize work disruptions, it can be conditioned by the organization. Proper transformational leadership as part of organizational resources needs to be considered to increase job satisfaction, which will immediately increase employees' commitment to the organization.

CONCLUSION

The results of this research validate that all five proposed hypotheses are upheld. Workload significantly negatively impacts both job satisfaction and organizational commitment, suggesting that high work demands diminish employees' satisfaction and commitment. Conversely, transformational leadership has a notable positive effect on job satisfaction and organizational commitment, while job satisfaction itself positively influences organizational commitment. Additionally, job satisfaction serves as a partial mediator in the relationships between workload and organizational commitment, as well as between transformational leadership and organizational commitment, underscoring its pivotal role in converting both job demands and leadership styles into enhanced employee commitment. These results broaden the Job Demands–Resources (JD-R) model by affirming its relevance in the Indonesian public sector, where organizational dynamics differ from those in the private sector, and provide empirical support that transformational leadership fosters organizational commitment through the enhancement of job satisfaction.

These findings provide important practical implications for the Directorate General of Fiscal Balance (DJPK) and other government institutions. Organizations should prioritize balanced workload management through regular workload evaluations and equitable task distribution while strengthening transformational leadership capabilities through structured leadership development programs. Efforts to enhance employee satisfaction, such as transparent career development, participative decision-making, and recognition systems, are also expected to strengthen organizational commitment. This study is limited by its cross-sectional design and reliance on self-reported questionnaire data collected from a single public institution, which may restrict causal interpretation and the generalizability of the findings. Future studies are encouraged to incorporate additional job demand and job resource variables, apply longitudinal or mixed-method approaches, and involve multiple public sector organizations to provide a more comprehensive understanding of the factors influencing organizational commitment.

ACKNOWLEDGEMENT

The authors sincerely thank all employees of the Directorate General of Fiscal Balance (DJPK), Ministry of Finance of the Republic of Indonesia, who voluntarily participated in this study. The authors also extend their gratitude to the Human Capital Bureau of the DJPK for facilitating access to organizational data and for their support during the data collection process. This section displays authors' appreciation to sponsors, fund donors, resource persons, or parties who have an important role in conducting research.

AUTHOR CONTRIBUTION STATEMENT

Author 1 contributed to the conceptualization of the study, methodology development, data collection, formal analysis, and preparation of the original manuscript draft. Author 2 contributed through supervision, validation of the research process and findings, and project administration.

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