

## The Influence of Human Resource Development and Leadership on Employee Performance with Work Commitment as a Mediation

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**Abstract:** Frentho Valentino Efrath Reinati (Master of Management, Universitas Widya Gama Malang, 2025) entitled "The Effect of Human Resource Development and Transformational Leadership on Employee Performance with Work Commitment as a Mediator (Study at the Kupang City Civil Registration Office)", aims to analyze the direct and indirect effects between human resource development (HRD), transformational leadership, work commitment, and employee performance. This study uses an explanatory approach with a survey method on all employees of the Kupang City Civil Registration Office, totaling 77 respondents (saturated sample). Data analysis was carried out using Partial Least Square (PLS). The results of the study indicate that human resource development significantly influences employee performance and work commitment, while work commitment does not significantly influence employee performance. Furthermore, transformational leadership significantly influences work commitment, but does not directly influence performance. As a mediator, human resource development through work commitment does not significantly influence performance, while transformational leadership through work commitment significantly influences employee performance. These findings underscore the importance of human resource development and transformational leadership styles in improving public apparatus performance.

**Keywords:** Employee Performance; Human Resource Development; Partial Least Square; Transformational Leadership; Work Commitment.

### 1. Introduction

Human resources (HR) are the most vital element in an organization, determining the sustainability, effectiveness, and efficiency of task implementation and the achievement of strategic goals. High-quality HR ensures optimal organizational performance. In the context of government institutions, particularly those focused on public services such as the Population and Civil Registration Service (Disdukcapil), the quality of HR directly impacts the quality of public services.

Employee performance is a key indicator of the success of public institutions. Optimal performance signifies a tangible contribution to achieving the organization's vision. Poor performance is often caused by low employee skills, motivation, and discipline. Therefore, improving performance through human resource development is a priority in good governance.

The performance of Kupang City Population and Civil Registration Office employees showed a significant upward trend from 2022 to 2024. Based on the minimum performance standard of 70%, all service areas demonstrated satisfactory results. The average performance achievement increased from 79.49% (2022) to 83.77% (2023), and reached 91.25% (2024). This increase reflects progress in human resource management and the effectiveness of the public service system. However, not all areas demonstrated optimal performance, such as the Child Identity Card (KIA) service, which remained below standard in 2022–2023. An overview of employee performance achievements at the Kupang City Population and Civil Registration Office is depicted in Table 1 below:

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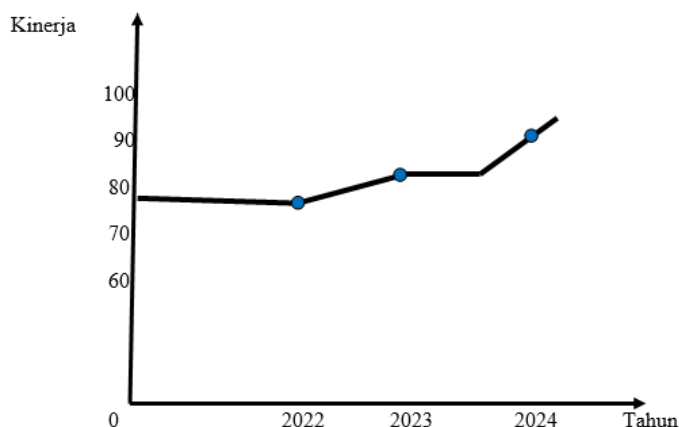
**Table 1.** Data on Performance Achievements of the Kupang City Civil Registration Service

No	Name Field	Type of Service	2022			2023			2024		
			Target	Realization	%	Target	Realization	%	Target	Realization	%
1	Population registration services	Family card	200,000	143,312	71.66	275,500	243,312	88.32	280,000	277,618	99.15
		Electronic KTP Recording	317,052	289,036	91.16	444,661	330,876	74.52	346,286	269,636	77.86
		Electronic KTP Printing	289,036	289,036	100	330,876	330,876	100	269,636	269,636	100
		Child Identity Card	120,500	17,223	14.29	108,920	50,402	46.27	120,500	78,123	64.83
		Certificate of moving	20,000	17,102	85.51	21,000	19,762	94.10	21,000	20,005	95.26
2	Civil registration services	birth certificate	130,000	105,024	80.78	116,000	97,068	83.67	155,024	168,814	108.91
		Death certificate	2,500	2,118	84.72	2,500	2,217	88.68	2,500	2,435	97.40
		Marriage certificate	98,000	96,890	98.86	96,890	96,890	100	98,000	105,235	107.38
		Deed divorce	200	177	88.50	200	155	77.5	200	141	70.50
		Average Performance Achievement					79.49	83.67			91.25

Source: Processed Secondary Data, 2025

Description: Criteria: < 50 = Unsatisfactory,  
 51- 69 = Quite Satisfactory  
 70 – 100 = Satisfactory  
 >100 = Very satisfying

Then, the following achievements are presented in the form of image/graph 1.1 below:

**Figure 1.** Graph of Average Performance of Kupang City Population and Civil Registration Office Employees.

From Figure 1 above, it is known that employees in carrying out their duties and responsibilities in 2022 showed achievements above the established standards. In 2023 there was an increase in performance compared to 2022, in 2024 an increase compared to 2023. Thus, these achievements are evidence that human resource development, leadership roles, and work commitment are very important in improving organizational performance. Although empirical data shows an increase in performance, previous literature shows inconsistencies in research results regarding the factors that influence it. Several studies, namely Abiyyu,(2021); Moh. Khoiri et al., (2019); Khalimah et al., (2021), Hermawati et al., (2022), Hermawati et al., (2025) showed that human resource development, leadership, and work commitment had a significant influence on employee performance. However, another study by Stefanus et al., (2022); Fadilah et al., (2023) found that these variables had no significant effect. This difference in results creates a research gap that requires further investigation, particularly in the context of regional government organizations such as the Kupang City Population and Civil Registration Office.

This study aims to analyze the influence of human resource development, leadership style, and work commitment on employee performance, with work commitment and leadership style as mediating variables. The Population and Civil Registration Office of Kupang City was focused on this institution because it is the spearhead of public services, interacting directly with the public on a daily basis. Therefore, the results of this study are expected to provide theoretical contributions in the development of public sector employee performance models, as well as practical implications for government human resource management policies.

In general, the urgency of this research lies in the need to strengthen human resource capacity through sustainable development, transformational leadership, and strong work commitment. Empirical data shows a positive trend, but differences in previous research indicate that there is still room for further exploration. Therefore, this study seeks to bridge the theoretical and empirical gap to produce a model for improving employee performance that is more adaptive to the dynamics of modern public services.

## **2. Literature Review**

This section must contain a state-of-the-art explanation. It can be explained in several ways. First, you can discuss several related papers, both about objects, methods, and their results. From there, you can explain and emphasize gaps or differences between your research and previous research. The second way is to combine theory with related literature and explain each theory in one sub-chapter.

### **2.1. Human Resource Management (X1)**

According to Choirul et al, (2013), human resource development can be done through education, training and empowerment (coaching).

### **2.2. Transformational Leadership (X2)**

Wahjosumidjo (2005) Transformational leadership is the action of a leader to convince his subordinates about the value of a job that is oriented towards achieving the vision and goals of the organization.

### **2.3. Employee Performance (Y)**

Bernardin & Russel (2016) Performance is the result of an employee's work in terms of quality and quantity which is successfully carried out based on the tasks assigned to him.

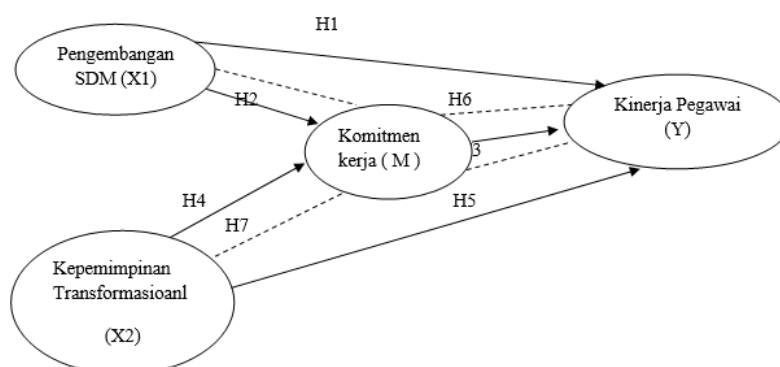
### **2.4. Work Commitment (M)**

Robbin & Judge (2017) Work commitment is the degree to which employees are willing to fully believe, willing to accept the company's goals and willing to stay and not leave the company for a long period of time.

## **3. Materials and Method**

According to Sugiyono (2024), quantitative research is a research method based on the philosophy of positivism to research a particular population or sample, and this research is population research with data collection using instruments, and statistical data analysis. This research uses quantitative research with a cross-sectional study as the type of research based on observation time, as data collection is conducted with a single observation at the same time. Meanwhile, based on the type of research used, it is an explanatory study because it explains the influence of the tested variables and tests the previously established research hypotheses. (Sugiyono, 2024) In this study, the research subjects were civil servants at the Population and Civil Registration Office of Kupang City, with a sample of 77 respondents obtained using saturated sampling techniques (census) (Hair et al., 2022). Data were collected

through a Likert-scale-based questionnaire and documentation, using primary and secondary data sources. The instrument was tested using validity, reliability, and model fit testing using SmartPLS. The data analysis technique used Partial Least Squares-Structural Equation Modeling (PLS-SEM) to test the measurement and structural models.



**Figure 2.** Research Model.

Information:

- Direct relationship
- - - - -→ Indirect relationship (moderation)

Source: Path Analysis Sugiono (2008)

The formulation of the research hypothesis is as follows:

### Hypothesis 1:

Ho: Human resource development does not affect employee performance at the Kupang City Civil Registration Office

Ha: Human resource development has an impact on employee performance at the Kupang City Civil Registration Office

### Hypothesis 2

Ho: Human resource development does not affect the work commitment of employees at the Kupang City Civil Registration Office.

Ha: Human resource development has an impact on employee commitment at the Kupang City Civil Registration Office

### Hypothesis 3

Ho: Work commitment does not affect employee performance at the Kupang City Civil Registration Office

Ha: Work commitment influences employee performance at the Kupang City Civil Registration Office

### Hypothesis 4

Ho: Transformational leadership does not influence employee work commitment at the Kupang City Civil Registration Office.

Ha: Transformational leadership has an influence on employee work commitment at the Kupang City Civil Registration Office.

### Hypothesis 5

Ho: Transformational leadership does not influence the work performance of employees at the Kupang City Civil Registration Office.

Ha: Transformational leadership has an influence on employee performance at the Kupang City Civil Registration Office.

### Hypothesis 6

Ho: Work commitment does not mediate the relationship between human resource development and employee work performance at the Kupang City Civil Registration Office.

Ha: Work commitment mediates the relationship between human resource development and employee performance at the Kupang City Civil Registration Office.

### Hypothesis 7

Ho: Work commitment does not mediate the relationship between transformational leadership and employee work performance at the Kupang City Civil Registration Office.

Ha: Work commitment mediates the relationship between transformational leadership and employee performance at the Kupang City Civil Registration Office.

## 4. Results and Discussion

In this section, the author needs to explain the hardware and software used, dataset sources, initial data analysis, results, and results analysis/discussion. Presenting the results with pictures, graphs and tables is highly recommended. Formulas or evaluation measuring tools also need to be included here. There must be a discussion/analysis, and you can't just rewrite the results in sentence form, but you need to provide an explanation of their relationship to the initial hypothesis. In addition, this section needs to discuss and elaborate on important findings.

### 4.1. Results

**Table 2.** Characteristics of Research Respondents.

Respondent Characteristics		Frequency	Percentage
Gender	Man	28	39.44
	Woman	43	60.56
	Amount	71	100
	S2	10	14.08
Level of education	S1	30	42.25
	Diploma	4	5.63
	High School/Vocational School	27	38.03
	Amount	71	100

Source: Processed Primary Data, 2025

Based on table 2 above, it can be seen that the employees at the Population and Civil Registration Office of Kupang City as the unit of analysis in this study have different characteristics, respondents consisted of 28 men (39.44%) and 43 women (60.56%), meaning that respondents in this study were dominated by women. Furthermore, the characteristics of respondents when viewed from the level of education show that all respondents have the highest education of Masters 10 people (14.08%), Bachelor's degree 30 people (42.25%), diploma 4 people (5.63%) and the lowest high school / vocational high school 27 people (38.03%). Based on the level of education held by respondents, all employees at the Population and Civil Registration Office of Kupang City involved in this study have sufficient knowledge to answer the questions in the research instrument, so that all respondents are information relevant to the research objectives.

To determine the reliability of the construct, there are several tests, namely discriminant reliability, AVE, Cronbach alpha, and composite reliability. The criteria for each test are that the construct is declared reliable if the discriminant reliability, AVE has a value greater than 0.50, Cronbach alpha has a value greater than 0.60, and composite reliability has a value greater than 0.70. The results of the discriminant reliability test (AVE, Cronbach Alpha, and composite reliability) can be presented in Table 3 as follows:

**Table 3.** AVE, Cronbach Alpha, Composite Reliability values.

Variables	AVE	Cronbach Alpha	Composite Reliability	Information
Human Resources Development (X1)	0.665	0.899	0.922	Reliable
Transformational Leadership (X2)	0.685	0.904	0.928	Reliable
Work Commitment (M)	0.676	0.902	0.925	Reliable
Employee Performance (Y)	0.729	0.925	0.942	Reliable

Source: Processed Primary Data, 2025

Based on the results in Table 3 above, it is clear that the AVE value for all research variables human resource development, transformational leadership, work commitment, and employee performance is greater than 0.50, while the Cronbach's alpha value for each variable is greater than 0.60. Meanwhile, the composite reliability value for each variable is greater than 0.70. This indicates that all indicators can be declared reliable in measuring their latent variables.

**Table 4.** Goodness of fit model.

Variables	R2
Work Commitment (M)	0.619
Employee Performance (Y)	0.496
$Q^2 = 1 - (1 - R^2_{12}) \times (1 - R^2_{22})$	
$Q^2 = 1 - (0.381) \times (0.504)$	
$Q^2 = 1 - 0.1920$	
<b><math>Q^2 = 0.8080</math></b>	

Source: Processed Primary Data, 2025

The results of Table 4 above show that the R2 for the employee work commitment variable has a value of 0.619, or 61.90%. This indicates that 61.90% of the employee work commitment variable can be explained by human resource development and transformational leadership. The remaining 38.10% is contributed by other variables not included in this study.

The R2 for the employee performance variable was 0.496, or 49.60%. This indicates that 49.60% of the employee performance variable is explained by employee work commitment, while the remaining 50.40% is contributed by other variables not included in this study.

The Q2 (Q-square predictive relevance) of this study was 0.8080 or 80.80%. This also means that the diversity of employee performance variables can be explained by the model as a whole by 80.80%. In other words, the contribution of the variables of human resource development, transformational leadership, and work commitment to employee performance was 80.80%, while the remaining 19.20% was the contribution of other variables that were not of concern in this study.

**Table 5.** Direct & Indirect Effect Hypothesis Testing.

Hypothesis	Influence	Coefficient	Std Error	t-Statistics	p-Value	Information
1	X1-Y	0.562	0.106	5,277	0.000	Significant
2	X1-M	0.257	0.095	2,698	0.007	Significant
3	M-Y	0.211	0.136	1,545	0.122	Not Significant
4	X2-M	0.629	0.102	6,143	0.000	Significant
5	X2-Y	-0.049	0.151	0.324	0.746	Not Significant
6	X1-M-Y	0.106	0.111	0.956	0.339	Not Significant
7	X2-M-Y	0.174	0.068	2,450	0.011	Significant

Source: Processed Primary Data, 2025

## 4.2 Discussion

### 4.2.1 The Influence of Human Resource Development (X1) on Employee Performance (Y)

The results of the study indicate that human resource (HR) development has a significant influence on employee performance at the Population and Civil Registration Office of Kupang City. Based on the analysis results in Table 5, a path coefficient of 0.562 was obtained with a t-value of 5.277 which is greater than the t-table of 1.980, so the hypothesis stating that HR development has a significant influence on employee performance is accepted. HR development is measured through three main indicators, namely education, training, and empowerment. The training indicator, especially training on automation-based service systems, has the highest outer loading value, making it the most dominant indicator, although the average value (mean) is still low, indicating that its implementation in the field is not optimal. Therefore, it is necessary to improve automation-based training in the future.

Employee performance is measured using indicators of punctuality, quantity, and quality of work. The ability to complete work on time and without errors has the highest outer loading value, indicating that these two are dominant factors in measuring employee performance. However, as with the HR development variable, the low average value indicates that implementation in the field is not optimal. The government is expected to continue encouraging performance improvements through employee motivation and support.

The results of this study strengthen Skoog's theory (2004) which states that human resources developed through education, training, and commitment will have a positive impact on organizational performance. This research is also consistent with the findings of Zulfati Ayu et al. (2023), Abiyyu (2021), Ida Ayu et al., (2024), and Verawaty Ali (2019), but not in line with the research of Stefanus et al. (2022) who found different results. Furthermore, according to Choirul et al. (2013), development of personnel through continuing education, training, and empowerment will have a significant impact on improving employee performance. Further education and training enhance insight and skills, while empowerment, as explained by Ellinger et al. (2007), is a process of direct guidance and motivation from leaders to improve employee work capabilities. Thus, the results of this study emphasize the importance of human resource development as a strategic factor in improving employee performance in government agencies.

### 4.2.2 The Influence of Human Resource Development (X1) on Employee Work Commitment (M)

The analysis results in table 5 above show that the coefficient of the HR development path on work commitment has a coefficient value of  $0.257 > 0.007$ . HR development is said to have a significant effect on employee work commitment, this is due to the calculated t-value being greater than the t-table  $2.698 > 1.980$ . Therefore, it can be concluded that hypothesis 2 is accepted.

The research results show that human resource development has a significant effect on work commitment at the Kupang City Population and Civil Registration Office. These test results demonstrate empirical evidence to support the belief that human resource development significantly impacts employee work commitment at the Kupang City Population and Civil Registration Office. These findings support Chicago's (2020) theory and are not supported by Ardiansyah Harahap's research findings (2019).

#### **4.2.3 Effect of Employee Work Commitment (M) on Employee Performance (Y)**

The results of the analysis in table 5 above show that the coefficient of the work commitment path to employee performance has a coefficient value of  $0.211 < 0.122$ . employee work commitment is said to have no significant effect on employee performance, this is caused by the calculated t-value being smaller than the t-table  $1.545 < 1.980$ . Therefore, it can be concluded that hypothesis 3 is rejected.

The discussion on the influence of work commitment on employee performance is to answer the research hypothesis which states that work commitment has a significant influence on employee performance at the Population and Civil Registration Office of Kupang City. Work commitment consists of, (1) a strong desire to remain a member of the team, (2) a strong desire for mutual success, (3) similarity in achieving institutional goals. Based on the results of the indicator analysis (M2 and M5) having a commitment to achieving common goals, having a commitment to achieving institutional goals within a certain time with the highest outer loading value, meaning that this indicator is the strongest or dominant measure where employees have a strong commitment to achieving goals optimally.

From the high outer loading value it is not in accordance with the conditions in the field because the mean value is still low so that the government is expected to continue to encourage employees to remain committed to being part of the institution for a certain time. Employee performance variables are measured through indicators, (1) on time, (2) right amount, (3) right quality. Based on the results of the indicator analysis (Y3 and Y5) The ability to complete work according to the amount of work, completing work without errors with the highest outer loading value, meaning that this indicator is the strongest or dominant measure where employees have the ability to complete work according to the amount done and complete it well.

The results of this study support the theory of Chicago (2020), Jhon (2020) and are supported by the research findings of Juwita Ramadhani.(2022), Misnan, et al (2023), Sufi et. al., (2025), Sodik et. al., (2020). Furthermore, the empirical findings from Tenri (2006) do not support the results of this study.

#### **4.2.4 The Influence of Employee Transformational Leadership (X2) on Employee Work Commitment (M)**

The results of the analysis in table 5 above show that the coefficient of the transformational leadership path on employee work commitment has a coefficient value of  $0.629 > 0.000$ . Transformational leadership is said to have a significant effect on employee work commitment, this is due to the calculated t-value being greater than the t-table  $6.143 > 1.980$ . Therefore, it can be concluded that hypothesis 4 is accepted.

The discussion on the influence of transformational leadership on work commitment is to answer the research hypothesis which states that transformational leadership has a significant influence on employee work commitment at the Population and Civil Registration Office of Kupang City. Transformational leadership consists of, (1) being fair, (2) providing motivation, (3) creating a sense of security. Based on the results of the indicator analysis (X2.3) providing encouragement to all employees to work responsibly within a certain time with the highest outer loading value, meaning that this indicator is the strongest or dominant measure where leadership plays a very important role in building employee work commitment to work responsibly. The results of this study support the theory of Bass et al, (2003), Djoko Soelistya (2022), Avolio et al (1994). The results of this study support the empirical findings of Eko Purnomo (2018), Setiawan et. al., (2024), and Satriani et. al., (2020).

#### **4.2.5 The Influence of Employee Transformational Leadership (X2) on Employee Performance (Y)**

The analysis results in table 5 above show that the coefficient of transformational leadership path on employee performance has a coefficient value of  $-0.049 < 0.746$ . Transformational leadership is said to have a negative but insignificant effect on employee performance, this is due to the calculated t-value being smaller than the t-table  $0.324 < 1.980$ . Therefore, it can be concluded that hypothesis 5 is rejected.

The discussion on the influence of transformational leadership on performance is to answer the research hypothesis which states that transformational leadership has a significant influence on employee performance at the Population and Civil Registration Office of Kupang City. Transformational leadership consists of, (1) being fair, (2) providing motivation, (3) creating a sense of security. Based on the results of the indicator analysis (X2.3) providing encouragement to all employees to work with full responsibility within a certain time with the highest outer loading value, meaning that this indicator is the strongest or dominant measure where leadership plays a very important role in improving employee performance optimally.

The results of this study do not support the theory of Bass et al, (2003), Djoko Soelistya (2022), Avolio et al., (1994). The results of this study also do not support the empirical findings of Cornelius Ludi Prayitno (2018), Rahyono Apip Alansori (2021), Cp Purwadita A. Sudiro, et al. (2018). These empirical findings strengthen the results of previous empirical studies by Muhammad Vadila et al. (2023), Isrokudin et al. (2022), Suhartiningtyas et al., (2022), Satriani et. al (2020), Moh Khoiri & Oktaviana (2019) and Hamida et. al., (2020).

#### **4.2.6 The influence of human resource development (X1) on employee performance (Y) is mediated by employee work commitment (M)**

Based on the results of the mediation test, the relationship path between HR development (X) and work commitment (M) shows a positive relationship with a coefficient value of 0.629 and a t-count of 2.698 (a) and between work commitment (M) and performance there is a negative relationship with a coefficient value of  $-0.049$  and a t-count of 1.545, while between the HR development variable and employee performance directly shows a value of 0.211 and a t-count of 5.277. For the influence of the HR development variable on employee performance which is controlled by work commitment as a mediating variable with a value of 0.106 and a t-count of 0.956 (M)

The theory put forward by Deasler (2008) states that human resource development is an effort to improve performance by instilling knowledge, changing behavior, or improving skills to improve company performance in the future. The development process can be carried out such as (1) assessing organizational needs, (2) assessing the performance of managers/leaders, (3) developing potential leaders. This development process is expected to have a positive impact on employee performance in carrying out the tasks entrusted to them.

The results of the study indicate that human resource development has a direct and significant impact on employee performance. The development process undertaken by the institution, in this case the Population and Civil Registration Office of Kupang City, was able to improve employee performance. The results also indicate that work commitment, as a mediating variable, was unable to influence employee performance. Therefore, employees' work commitment alone is not sufficient; education, training, and empowerment are reliable indicators for improving employee performance.

The results of this study do not support the empirical findings conducted by Ni Luh Gede Putu Purnawati et al (2021) who stated that career development can have a positive effect on employee performance through organizational work commitment.

#### **4.2.7 The influence of Transformational Leadership (X2) on employee performance (Y) is mediated by employee work commitment (M)**

Based on the results of the mediation test, the relationship path between transformational leadership and employee work commitment shows a positive relationship with a coefficient value of 0.250 and a t-count value of 6.143 (a), and work commitment with employee performance with a coefficient value of 0.520 and a t-count value of 1.545 (b), while between the transformational leadership variable and performance directly shows a coefficient value of -0.049 and a t-count value of 0.324 (c), then the influence of the transformational leadership variable on employee performance controlled by work commitment can positively influence employee performance with a value of 0.106 and a t-count value of 2.450 (M').

The results of the analysis in Table 5 above show that the coefficient of the transformational leadership path has a significant effect on employee performance mediated by work commitment with a coefficient value of 0.174, a calculated t-value of 2.450, which is greater than the t-table of 1.980. Thus, hypothesis 7 is accepted..

The theory proposed by Yukl (2005) and Robbins (2026) states that leadership is about how to influence others, for an understanding of what and how a job is done effectively and to what extent it facilitates both individuals or groups to achieve optimal goals together. The results of the study indicate that transformational leadership has a direct effect on employee performance that is not significant, but through the mediating role of the work commitment variable as a mediator, it is able to positively and significantly influence employee performance at the Population and Civil Registration Office of Kupang City.

The results of this study support the empirical findings of (1) Muhammad Adi Vadila et al (2023) who stated that transformational leadership on employee performance through commitment as a mediating/intervening variable, (2) Isrokudin et al (2022). This shows that employee work commitment is sufficient so that it has a significant impact on employee performance. The results of this study show that work commitment acts as a mediator which is able to influence employee performance. This shows that work commitment, namely a strong desire to remain a member of the team, a strong desire to succeed together and a common goal has been firmly held and truly becomes the basis for completing tasks and responsibilities at work so that it has a positive impact on improving employee performance.

## 5. Conclusion

- a. Human resource development directly contributes to employee performance. This means that the human resource development implemented at the Kupang City Population and Civil Registration Office can bring about changes in efforts to improve employee performance.
- b. Human resource development directly contributes to employee commitment. This means that the better the human resource development process, the better the employee's commitment to carrying out their duties responsibly.
- c. Work commitment does not directly contribute to employee performance. This means that work commitment alone cannot bring about changes in employee performance.
- d. Transformational leadership directly contributes to work commitment. This means that the better the leadership role, the greater the employee's commitment to continuing to carry out tasks to achieve shared goals within a specific timeframe.
- e. Transformational leadership does not directly contribute to employee performance. This means that the leadership role cannot bring about change in efforts to improve employee performance.
- f. Work commitment alone cannot mediate the relationship between human resource development and employee performance. This means that other variables must also be considered, such as motivation, work discipline, organizational culture, work environment, and organizational behavior.
- g. Work commitment plays a role in mediating transformational leadership and employee performance. This means that employees at the Kupang City Population and Civil Registration Office are effectively committed to carrying out their assigned duties and responsibilities.

### Author Contributions:

Provides a basis for contingency development modeling of the relationship between HR development, Work Commitment and transformational leadership on employee performance both directly and through work commitment (M).

Provides empirical evidence that transformational leadership directly and significantly influences work commitment. While transformational leadership itself does not significantly influence employee performance, transformational leadership, through work commitment, significantly influences employee performance.

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