

(Research) Article

# The Influence of Transformational Leadership Style, Work Environment and Workload on Organizational Commitment

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**Abstract:** This research explores how transformational leadership, work environment, and workload affect the organizational commitment of the Kebumen Regency Education, Youth, and Sports Office. This census-based quantitative study used a sample of 120 respondents, and data were collected through questionnaires. Validity, reliability, and classical assumptions were tested before the analysis. Multiple linear regression analysis was conducted using SPSS 26 to test the relationships between variables. The findings reveal that transformational leadership does not have a significant effect on organizational commitment. On the other hand, an excellent work environment greatly enhances employee welfare and has a substantial positive impact on organizational commitment. Workload is also found to positively affect organizational commitment, as a proportional workload encourages higher levels of employee accountability. Together, these three independent variables explain 55.4% of the variance in organizational commitment, with other factors accounting for the remaining portion. The study concludes that improving the work environment and managing workload effectively are key factors in increasing organizational commitment.

**Keywords:** Employee Welfare; Organizational Commitment; Transformational Leadership Style; Work Environment; Workload.

## 1. Introduction

Human resources determine an organization's success or failure in reaching its objectives. Public service success depends on human resources in government entities. Strategically, creating employee organizational commitment is essential. Employee commitment creates a high-performing, stable, and long-term workplace (Abuzaid, 2018).

Organizations flourish or fail based on dedication. Trust and acceptance of the organization's values, readiness to participate, and desire to remain define organizational commitment. Companies with psychologically involved employees do effectively (Al Zeifeti & Mohammad, 2017). Employees with strong organizational commitment may forgive human resource management mistakes and stay with the company (Khandakar & Pangil, 2020).

Leadership styles are vital to company growth. Measure success by how leaders behave. Leadership now encourages employee participation. Leadership style is the capacity to inspire, coordinate, and deeply affect workers' hearts (Nurdin & Rohedi, 2016). Change-intensive organizations are more effective under transformational leaders. According to Al-Hussami et al. (2017), transformational leaders are more successful, productive, and empowering change agents. Transformational leadership connects the company's aims to each employee's personal aspirations, establishing a relational environment that stimulates people to innovate and meet their goals (Fuller et al., 2022).

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Organizational commitment is high due to transformational leadership style, but the work environment is also important because it helps companies create a good work environment, both physically and non-physically (Mulyangsih, 2016). AC and lighting might affect task performance. Workplace conditions and employee conduct may cause psychological changes. Poor workplace relationships may lead to bullying, aggression, discrimination, and other unjust behaviour from colleagues, supervisors, and clients, which raises stress and lowers physical and mental health (Cvenkel, 2020). Conversely, workers with strong supervisor relationships are more likely to obtain the social support they need to complete their jobs (Bavik et al., 2020).

Workload may also affect employee commitment. Workload is the quantity of work workers must do in a given time. A balanced schedule may instill responsibility and discipline in workers, boosting company loyalty. However, overwork may induce stress and tiredness, lowering staff dedication. Committed employees are loyal, dedicated, and want to stay (Wangsa & Edalmen, 2022).

The effects of transformational leadership, work environment, and workload on organizational commitment have been inconsistently studied. Kristiana (2021) and Abadiyyah (2022) revealed transformative leadership boosts organizational commitment. However, Nurrahmi et al. (2020) and Allali, Z., & Allali, F. (2021) showed that transformative leadership did not influence organizational commitment. Workplaces improve organizational commitment, according to Steaventinus (2020) and Bettawinda (2022). Jufrisen, Kesumo, and E. Sabra (2022) observed no effect of work environment on organizational commitment. Workload boosts organizational commitment, say Abadiyyah (2022) and Hariyanto (2023). According to (Mappamiring, 2024) and (Nurhidayati & Wifiq, 2025), workload does not impact organizational commitment.

**Table 1.** Research Gap

No	Relationship Between Variables	Influential	No Influential
1.	The influence of leadership style on organizational commitment.	Kristiana (2021), Abadiyyah (2022)	Nurrahmi et al. (2020), Allali, Z., & Allali, F. (2021)
2.	The influence of the work environment on organizational commitment.	Steaventinus (2020), Bettawinda (2022)	Jufrisen (2020), Kesumo (2020), E. Sabra (2022)
3.	The influence of workload on organizational commitment.	Hariyanto (2023), Wulansari (2023)	Mapparing.P. (2024), Nurhidayati & Wifiq (2025)

In previous studies, research on organizational commitment in the local government sector, particularly in education, youth, and sports agencies, has been limited. The hotel, health, limited liability company (PT), and corporate or formal education sectors have seen the most research. Most research have examined the link between two factors, such as transformational leadership style or workload and organizational commitment. However, few research have examined the effects of leadership style, work environment, and workload on organizational commitment in local government organizations. This research integrates transformational leadership style, work environment, and workload in local government agencies to investigate organizational commitment.

The research was conducted at the Kebumen Regency Education, Youth, and Sports Office. The agency is located in the center of Kebumen, precisely on Jalan Merdeka, opposite Alun-Alun Pancasila and close to other government offices, such as the Regent's office and the Kebumen Regency DPRD. With easy access and a well-organized surrounding environment, this location greatly supports the smooth running of public service activities in the fields of education, youth, and sports.

The Kebumen Regency Education, Youth, and Sports Agency oversees initiatives to improve education, promote youth, and organize regional sports. This agency's staff require strong organizational commitment to work well and serve the community well. Thus, DISDIKPORA Kebumen Regency conducted this study to evaluate how transformational leadership, work environment, and workload effect employee organizational commitment. The site was chosen because knowing the local context and features will make the study's conclusions more helpful and suitable for internal organizational appraisal.

Here are the preliminary findings of a survey of 63 Kebumen Regency Education, Youth, and Sports Agency workers on organizational commitment. The table below lists signs of employee dedication:

**Table 2.** Pre-Survey Results.

No.	Statement	Agree	%	No Agree	%
Transformational Leadership Style (X1)					
1.	My leader instilled the importance of having a strong sense of decision making.	50	79.37%	13	20.63%
2.	My leader encourages new ways of doing work.	28	44.44%	35	55.55%
3.	My leader helps me develop my strengths and weaknesses	44	69.84%	19	30.16%
4.	My leader regularly takes time to give me feedback and talk about my work.	40	63.49%	23	36.51%
5.	My leader took the time to teach and train me.	41	65.08%	22	34.92%
Work Environment (X2)					
1.	The digital equipment in my office allows me to perform tasks efficiently regardless of location.	51	80.95%	12	19.05%
2.	The organizational culture in my office is open, allowing for smooth collaboration.	44	69.84%	19	30.16%
3.	My workspace furniture is comfortable enough so that I can do my work without feeling tired for hours	40	63.49%	23	36.51%
4.	Our flexible working methods and practices enable us to complete tasks regardless of time and place.	45	71.43%	18	28.57%
5.	I am satisfied with the amount of space for storing and displaying important documents or awards.	34	53.97%	29	46.03%
Workload (X3)					
1.	I feel satisfied when I finish my work on time.	54	85.71%	9	14.29%
2.	I can help my coworkers while I'm still doing my own work.	43	68.25%	20	31.75%
3.	I need a high level of concentration to complete my work.	41	65.08%	22	34.92%
4.	I have high motivation despite having a high workload.	39	61.90%	24	38.10%
5.	I accept work assignments that match my expertise and skills.	51	80.95%	12	19.05%
Organizational Commitment (Y)					
1.	I feel proud to be part of this institution.	31	49.21%	32	50.79%
2.	I feel like I'll be sacrificing a lot if I leave this agency.	16	25.40%	47	74.60%
3.	I feel obligated to remain loyal to my agency.	24	38.10%	39	61.90%
4.	I have a strong emotional attachment to my agency.	17	26.98%	46	73.02%
5.	I could have worked in another agency that was more promising.	20	31.75%	43	68.25%

Source: Pre-survey of the Personnel Section of the Education and Culture Office of Kebumen Regency, 2025

Preliminary survey results may be used to assess this study's present circumstances. The data collected provides an overview that reveals the critical challenges faced by the organization. In terms of transformational leadership style, it is considered quite good. Most employees, namely 79.37%, feel that their leaders instill the importance of strong decision-making. Then, 69.84% stated that leaders help with self-development, and 65.08% stated that leaders take the time to teach and train their employees. The work environment, notably technical and cultural support, is superb. 80.95% of workers say digital technology lets them operate productively anyplace, while 71.43% say flexible working techniques are beneficial. Furthermore, 69.84% of respondents feel that the organizational culture is open to smooth cooperation. Meanwhile, in terms of workload, 85.71% feel happy when they can complete their work on time.

Then, 80.95% of respondents stated that they received work that was in line with their expertise and skills, and 68.25% of employees were still able to help their coworkers even though they had their own work to do. However, the biggest challenge lies in low organizational commitment. A total of 74.60% explicitly stated that they did not feel they would sacrifice much if they left the agency now, a strong signal that organizational values have failed to instill a sense of ownership and attachment. Furthermore, 73.02% of respondents admitted that they did not have strong emotional ties, indicating that the agency was considered merely a place of work, not a part of their identity or trusted values. This narrative is further reinforced by the fact that 68.25% of employees openly admit that they could easily switch to another institution that offers better prospects.

According to the early study, agency circumstances are mixed. Transformational leadership and the work climate have been working nicely. Most workers believe their leaders can make decisions, develop themselves, and provide criticism and training. The work environment is also considered supportive, as evidenced by the availability of digital equipment, an open work culture, and flexible working methods. On the other hand, the high workload is still manageable and even motivates most employees, demonstrating good resilience. However, behind this seemingly positive foundation lies a very critical and worrying problem, namely very low organizational commitment. The majority of employees do not have a strong emotional attachment to the organization, do not feel they would lose out if they had to leave the agency, and are willing to work for another agency that offers better prospects. These findings indicate a significant gap between management policy and employee expectations. Therefore, even though leadership and work environment aspects are adequate, this agency must immediately conduct an in-depth evaluation to identify the root causes of low loyalty and emotional attachment before they have a negative impact, such as employee turnover and a decline in overall organizational performance.

The description, research gaps, and history above indicate that this study's three variables have never been researched together in institutions. This research aims to: To understand how transformational leadership affects organizational commitment. Second, to investigate how work environment affects organizational commitment. Third, to explore how workload affects organizational commitment. Therefore, the author will conduct a study entitled "The Influence of Transformational Leadership Style, Work Environment and Workload on Organizational Commitment".

## **2. Literature Review**

### **Organizational Commitment**

Al Zeifiti & Mohamad (2017) define organizational commitment as social actors' willingness to invest in the social system and its vital personal relationships. Devoted employees boost organizational success (Noesgaard & Jorgensen, 2023). Alamri & Al-Duhaim (2017) say organizational commitment links a person's identity to a business and aligns their goals. Organizational commitment is a person's connection to an organization enhanced by strong acceptance and compliance with its goals and ideals (Agarwal & Sajid, 2017). According to Suryosukmono & Widodo (2020), organizational commitment indicators include employee willingness, loyalty, job satisfaction, engagement, and trust.

### **Transformational Leadership Style**

Transformational leadership (Robbins in Abadiyah, 2022) is the greatest because it cares for people, trains them, and motivates them to optimize their work to fulfill the company's goal and purpose, which have never been realized. Transformational leaders inspire followers to sacrifice personal interests for the organization or influence them (Robbins & Judge in Yohannes, I., & Supit, I., 2016). Krishnan in Darsana, I. W. A., & Putra, M. S. (2017) thinks transformational leadership theory is about leaders inspiring followers to fulfill expectations. Transformational leadership has charm, inspiration, intellectual stimulation, and individual attention (Robbins & Judge, 2017).

### **Work Environment**

The workplace includes all physical and psychological variables that affect workers. The workplace, work methods, and work norms make up the work environment, according to Kusumastuti et al. (2019). People and groups perceive the work environment via tools, materials, atmosphere, practices, and norms, according to Sudaryo (2018). Workplace

psychology includes organizational psychology. According to Rehkopf et al. (2017), the workplace is physical, psychological, and social. The work environment includes all factors that impact workers' physical and mental health. The work environment is physical and psychological, according to Afandi (2016). Physical workplaces surround workers. The non-physical or psychological work environment comprises supervisor, subordinate, and colleague relationships. A good work environment can also make workers feel safe and satisfied. Paendong et al. (2019). Work environment indicators according to (Rijanti, 2020; in Ferdiansah & Hazhiroh, 2023) are: 1) Workplace lighting; 2) Noise; 3) Air temperature; 4) Relationships between coworkers; 5) Space to move; 6) Work safety; and 7) Use of color.

### **Workload**

Multiplying the volume of work by the standard time will produce the workload of a position or unit (Fernando et al, 2017). Underutilization can lead to unproductive effectiveness and have a negative impact, according to (Inegbedion et al, 2020). Workload can be beneficial if it is considered a challenge that motivates work, provides opportunities for learning, skill development, and employee performance. Task characteristics, organizational structure, and work environment can influence workload (Tanjung & Rahmalia, 2019). Workload indicators include working hours, mental effort, psychological pressure, goals, and work environment (Tanjung & Rachmalia, 2019; and Authar, 2019).

### **Hypothesis**

#### ***The Influence of Leadership Style on Organizational Commitment***

Leadership helps build successful employee organizations (Hadi, P., Hamidah, & Saerang, D.P., 2020). Leaders inspire, promote, and assist subordinates to achieve organizational success and competency. Transformational leadership increases employee organizational commitment (Novitta, 2021). Transformational leadership boosts organisational commitment (S.A. Qalati et al, 2022). Leaders may boost employee loyalty by understanding subordinates' needs, motivating them, solving difficulties, and mentoring them to success. Less responsive leadership will lower employee loyalty to the company. Transformational leadership increases company commitment, according to Yohannes & Supit (2016). Abadiyah (2022) discovered transformative leadership boosts organizational commitment. Transformational leadership boosts organizational commitment, according to Hermanto et al. (2024). This debate proposes the following hypothesis:

H1: Transformational leadership style has a positive and significant effect on organizational commitment.

#### ***The Influence of Work Environment on Organizational Commitment***

Herjany and Baranto (2018) define work environment as everything that affects workers. When their physical and emotional environments are in line with their tasks and careers, employees will always be happy. Physical elements include the structure and design of the workplace, while psychological factors include working conditions, alignment of responsibilities, and social support. A complete and safe workplace can retain workers because their demands are met. Ferry Steaventinus Tarigan (2020) observed that workplaces boost employee commitment. According to Ishak Ahakwa (2021), the workplace boosts organizational commitment. Given the foregoing, the following hypothesis is offered :

H2: The work environment has a positive and significant effect on organizational commitment.

#### ***The Effect of Workload on Organizational Commitment***

Workload refers to tasks that must be completed within a specified period of time (Abadi & Riyanto, 2021). The most significant indicator of workload is working hours. Workload is the total time that employees must spend to complete their tasks or responsibilities. If the workload given does not burden employees' working time, they will make the most of their working time. If they are not burdened, they will be happy. This can increase organizational commitment (Abadiyyah, 2022). A difficult task may make employees feel needed and committed to the company. Wulansari (2022) found that workload positively and significantly affects organizational commitment. Research (Hariyanto, 2022) showed that workload boosts organizational commitment. From the conversation, the following hypothesis is offered :

H3: Workload has a positive and significant effect on organizational commitment.

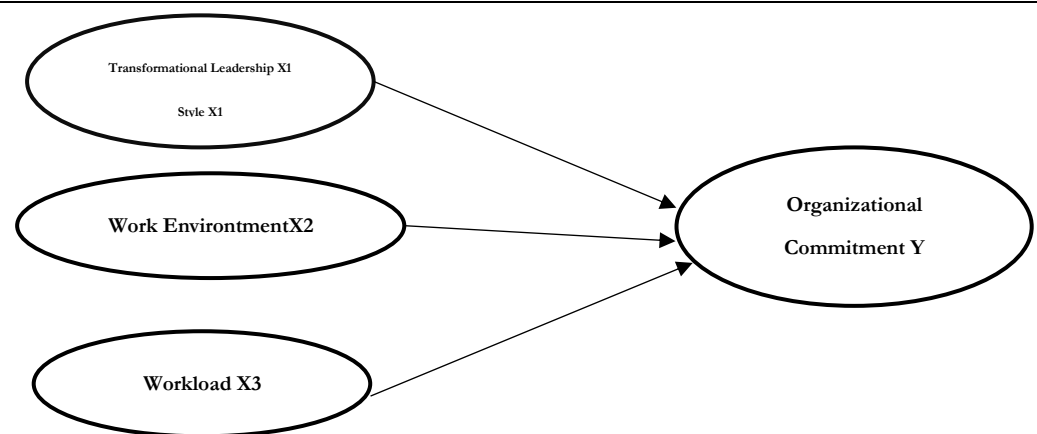


Figure 1. Conceptual Framework.

### 3. Research Method

This research uses quantitative census. Censuses sample the population (Sugiyono, 2020). Thus, all 120 Kebumen Regency Education, Youth, and Sports Office staff participated in this survey. Surveys were sent to all responders to gather data. This study utilized SPSS 26. The analytical approaches included traditional assumption tests, data quality tests, multiple linear regression, and hypothesis testing.

#### Operational definition of variables

Table 3. Operational Definitions.

Variables Study	Definition	Indicator
Transformational Leadership Style (X1)	To achieve corporate goals, transformational leaders inspire and motivate individuals to maintain their personal interests. Nasir et al. (2022)	-Charisma -Intellectual stimulation -Inspirational motivation -Individual attention Robbins & Judge (2017) -Lighting in the workplace -noise
Work Environment (X2)	Physical and non-physical factors in the work environment can affect worker performance. Puspitasari (2020)	-Air temperature -Relationships with coworkers -Required space for movement -Job security and -Use of color Rijanti (2020) in Ferdiansyah & Haziroh (2023) -Working time
Workload (X3)	Workload is a number of activities that an organization must complete within a specified time. Irawati & Carrollina (2017)	-Mental effort, -Target, as well as Psychological pressure, -Working conditions Tanjung & Rachmalia (2019) and Authar (2019). -Employee willingness
Organizational Commitment (Y)	Organizational commitment is the psychological link between workers and the company, characterized by loyalty, great desire, and avoidance of resignation. Adhan et al. (2020)	-Employee loyalty -Job satisfaction -Work involvement -Trust in the organization Suryosukmono & Widodo (2020)

### 4. Results and Discussion

#### Respondent Characteristics

The survey included 120 respondents, 67 of them (55.83%) were male and 53 (44.17%) were female, hence majority were male. 57 (47.5%) responders were 36–45 years old, indicating that most were productive and had job experience, as evidenced by the most common length of employment being 6-10 years at 44.17%.

#### Validity Test

The test uses 0.05 significance. The research instrument is regarded “Valid” if the estimated  $r$  value surpasses the table  $r$  value or the significance value is  $< 0.05$ . Otherwise, it is considered “Invalid”. The table  $r$  is calculated using  $(df = N-2)$ . The 5% significant  $r$  table value distribution for 120 respondents is 0.179 ( $Df = n-2$ ). The table below indicates that each questionnaire item is valid with  $r$  values  $> 0.179$  and significance values  $< 0.05$ .

**Table 4.** Validity Test Results.

Variable Study	Statement Items	R Count	Explanation
Transformational Leadership Style (X1)	X1.1	0.771	Valid
	X1.2	0.793	Valid
	X1.3	0.793	Valid
	X1.4	0.779	Valid
Work Environment (X2)	X2.1	0.738	Valid
	X2.2	0.664	Valid
	X2.3	0.755	Valid
	X2.4	0.669	Valid
	X2.5	0.654	Valid
	X2.6	0.666	Valid
Workload (X3)	X2.7	0.612	Valid
	X3.1	0.731	Valid
	X3.2	0.735	Valid
	X3.3	0.779	Valid
	X3.4	0.708	Valid
Organizational Commitment (Y)	X3.5	0.711	Valid
	Y1	0.677	Valid
	Y2	0.712	Valid
	Y3	0.779	Valid
	Y4	0.788	Valid
	Y5	0.673	Valid

Source: Data Processing, 2025.

### Reliability Test

According to the reliability test results, Cronbach's Alpha values for all independent and dependent variables were found to be above 0.7. Therefore, the data can be considered reliable and can proceed to the next test.

**Table 5.** Reliability Test Results.

Variable Study	Cronbach's Alpha	Conclusion
Transformational Leadership Style (X1)	0,786	Reliable
Work Environment (X2)	0,802	Reliable
Workload (X3)	0,784	Reliable
Organizational Commitment (Y)	0,768	Reliable

Source: Data Processing, 2025

### Normality Test

If data is delivered frequently. Kolmogorov-Smirnov test. Significance > 0.05 indicates regular distribution. Since 0.200 > 0.05, testing reveals the data is consistently distributed. This suggests that respondents' leadership, work environment, workload, and organizational commitment responses are equally distributed.

**Table 6.** Normality Test Results.

One-Sample Kolmogorov-Smirnov Test		
		Unstanderized Residual
N		120
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.51418423
	Absolute	.059
Most Extreme Difference	Positive	.042
	Negative	-.059
Test Statistics		.059
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>
Monte Carlo Sig. (2-tailed) <sup>c</sup>	Sig.	.390
	99% Confidence	Lower Bound
	Intervals	Upper Bound
		.377
		.402

Source: Data Processing , 2025

### Multicollinearity Test

Calculating VIF values tests the model's independent variables' multicollinearity. Multicollinearity is absent in models with VIF <10 and Tolerance >0.1. VIF <10 and Tolerance >0.1 indicate multicollinear models. If the VIF value is <10 and the Tolerance value is >0.1 for both independent variables, the model is free from multicollinearity. This indicates that there is no problem of double relationships between variables. Thus, transformational leadership, work environment, and workload are indeed distinct factors and are still within normal limits.

**Table 7.** Multicollinearity Test Results.

Coefficient <sup>a</sup>		
Model	Collinearity Statistic	
	Tolerance	VIF
1 Transformational Leadership Style	.986	1.014
Work Environtment	.458	2.183
Workload	.458	2.182

a. Dependent Variable: Organizational Commitment

Source: Data Processing, 2025

### Heteroscedasticity Test

The Glejser test finds heteroscedasticity. This test regresses absolute residuals on independent factors. If Sig. >0.05, the regression model is heteroscedasticity-free and usable. An Sig. value <0.05 (5%) suggests heteroscedasticity in the regression model. Table below shows significance >0.05. Thus, the regression model lacks heteroscedasticity.

**Table 8.** Heteroscedasticity Test Results.

Coefficients <sup>a</sup>					
Model	Unstanderized Coefficient		Standerdize d Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constants)	1.347	.879		1.533	.128
1 Transformational Leadership Style	-.035	.034	-.096	-1.033	.304
Work Environtment	.002	.035	.008	.056	.956
Workload	.015	.051	.040	.290	.772

a. Dependent Variable: ABS\_RES

Source: Data Processing, 2025



## Multiple Linear Regression Analysis

**Table 9.** Multiple Linear Regression Analysis Results.

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constants)	5.379	1.437		3.743	.000
1 Transformational Leadership Style	.050	.056	.056	.895	.372
Work Environment	.360	.058	.571	6.235	.000
Workload	.199	.083	.221	2.413	.017

a. Dependent Variable: Commitment Organization

Source: Data Processing, 2025

Based on the calculation results, the regression equation is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 5.379 + 0.050 X_1 + 0.360 X_2 + 0.199 X_3 + e$$

- 5.379 is a constant. This indicates a one-way relationship between the independent and dependent variables. All independent variables (X) have a value of zero or remain unchanged, so that organizational commitment (Y) is 5.379.
- The regression coefficient for transformational leadership (X1) is 0.050. If other factors remain constant, organizational commitment (Y) will increase by 0.050 if transformational leadership style (X1) increases by one factor.
- The regression coefficient for work environment (X2) is 0.360. This shows that organizational commitment (Y) will increase by 0.360 if the work environment variable (X2) increases with other factors remaining constant.
- The regression coefficient for workload (X3) is 0.199. If workload (X3) increases by one factor and other factors remain constant, organizational commitment (Y) increases by 0.199.

## T-Test

**Table 10.** T-Test Results

Coefficient <sup>a</sup>					
Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constants)	5.379	1.437		3.743	.000
1 Transformational Leadership Style	.050	.056	.056	.895	.372
Work Environment	.360	.058	.571	6.235	.000
Workload	.199	.083	.221	2.413	.017

a. Dependent Variable: Commitment Organization

Source: Data Processing, 2025

If the sig value is < 0.05, variable X affects variable Y.

If the sig value is > 0.05, variable X does not affect variable Y.

- The Transformational Leadership Style variable (X1) has a calculated T value of 0.895 < 1.981 T table, and a sig value of 0.372 > 0.05. It can be concluded that Transformational Leadership Style (X1) does not significantly influence organizational commitment (Y), or hypothesis H1 is rejected.
- The Work Environment variable (X2) has a calculated T value of 6.235 > 1.981 T table, and a sig value of 0.000 < 0.05. The Work Environment (X2) has a significant positive effect on organizational commitment (Y), or hypothesis H2 is accepted.
- The Workload variable (X3) has a calculated T value of 2.413 > T table 1.986 and a sig value of 0.017 < 0.05. Workload (X3) has a positive and significant effect on organizational commitment (Y), or hypothesis H3 is accepted.

## F-Test

**Table 11.** F-Test Results

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	339.087	3	113.029	48.056	.000 <sup>b</sup>
	Residuals	272.838	116	2.352		
	Amount	611.925	119			

Source: Data Processing, 2025

From the table, the calculated F value is (48.056) and Sig. (0.000) < 0.05. Therefore, the conclusion is that all independent variables, including Transformational Leadership Style (X1), Work Environment (X2), and Workload (X3), have a significant simultaneous effect on the dependent variable of Organizational Commitment (Y).

## Determination Coefficient Test (R2)

**Table 12.** Determination Coefficient Test Results (R2).

Model Summary				
Model	R	R Squares	Adjusted R Squares	Std. Error of the Estimated
1	.744 <sup>a</sup>	.554	.543	1.53364

a. Predictor: (Constants), Workload, Transformational Leadership Style, Work Environment

Source: Data Processing, 2025

The table displays 0.554 R2 in the R square column. The research shows that Transformational Leadership Style (X1), Work Environment (X2), and Workload (X3) affect Organizational Commitment (Y) by 55.4%. The remaining 44.6% of supporting factors are unknown or not in the research.

## Discussion

### *The Effect of Transformational Leadership Style on Organizational Commitment*

Transformational leadership style did not affect organizational commitment (regression coefficient = 0.050, t-test = 0.895, t-table 1.981, significance value = 0.372 > 0.05). Transformative leadership does not affect organizational commitment, rejecting hypothesis H1. Leaders' efforts to set an example, support a goal, and offer individual attention do not boost performance. This validates Nurrahmi et al. (2020) and Allali, Z., & Allali, F. (2021) findings that transformative leadership does not alter organizational commitment. Kristiana (2021) and Abadiyah (2022) discovered that transformative leadership enhances organizational commitment, hence these findings are irrelevant. Leaders know workers better in private or small-to-medium companies. These contrasts demonstrate that transformational leadership's efficacy depends on the organization's setting. Thus, even though transformational leadership styles have been implemented in organizations, their implementation still needs to be strengthened to be more optimal.

### *The Influence of Work Environment on Organizational Commitment*

Work environment positively correlates with organizational commitment, with a regression coefficient of 0.360, t-value of 6.235 > t-table 1.981, and significance value of 0.000 < 0.05. Therefore, H2 is OK. These studies suggest that a nice workplace, proper amenities, and good social interactions may boost employee retention. Tarigan (2020), Ahakwa (2021), and Bettawinda (2022) showed that good workplaces boost employee commitment. This demonstrates that workplace dedication is supported. According to the survey findings, employees' attitudes toward the work environment are generally positive, as seen in three statements: 1) the lighting in the office is sufficient to support smooth work; 2) the air temperature in the office is comfortable for working all day; 3) my relationship with my coworkers during work is harmonious and mutually supportive. This shows that employees are comfortable with good lighting, a comfortable room temperature for working throughout the day, and harmonious and mutually supportive relationships with coworkers.

### ***The Effect of Workload on Organizational Commitment***

The results of the study explain that workload has a positive and significant effect on organizational commitment, with a regression coefficient of 0.199, a t-value of 2.389 > t-table 1.986, and a total sig. value of 0.017 < 0.05. H3 is accepted. This shows that heavy tasks can increase employee responsibility towards the company. According to Abadiyyah (2022), Hariyanto (2022), and Wulansari (2023), workload greatly affects organizational commitment. Capacity-based workload increases employee motivation and loyalty. Three survey comments show that workers consider the workload excessive, which supports this, namely: 1) I feel that the available working time is in line with my workload; 2) I am accustomed to using my thinking and analytical skills to complete my work; 3) I can still work well even under pressure. Therefore, organizations need to manage workloads proportionally and evenly. With proper workload management, employees will feel comfortable, valued, and able to perform at their best.

### **5. Conclusions**

This study found that the Kebumen Regency Education, Youth, and Sports Office's work environment and workload boost organizational commitment. This was evident in work environment indicators that were generally in the high category, such as a work environment with adequate lighting, a comfortable room temperature for working throughout the day, and good and supportive relationships between coworkers. It can also be seen from workload indicators such as working hours that are in line with the tasks assigned, the habit of using thinking and analytical skills to complete work, and the ability to work well even under pressure. The creation of a conducive work environment supported by a proportional and challenging workload is key to encouraging increased employee commitment.

Limitations of this research include: First, the research was confined to one government agency, making it hard to apply the results to others, particularly private sector entities. Second, surveys might introduce subjective bias. Third, work happiness, intrinsic drive, and organizational culture may affect organizational commitment in addition to the research model.

Based on these results and constraints, various suggestions are possible. The Kebumen District Education, Youth, and Sports Agency should improve the physical and non-physical work environment and manage workloads more appropriately to sustain productivity without tiredness. Leadership capacity development is required for long-term management performance, even when transformative leadership did not work.

To make future study more complete, include organizational culture or financial incentives and increase sample coverage to additional agencies or industries. Explore the research gap further to make the results more thorough and give larger theoretical and practical insights. Use qualitative or mixed methodologies to acquire a better understanding.

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