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The influence of transformational leadership, compensation on task performance mediated by organizational commitment

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ABSTRACT

Task performance is a crucial component in the implementation of higher education and plays a significant role in enhancing education quality. This study aims to measure and analyse the relationship between transformational leadership, compensation, organisational commitment, and task performance. A mixed-methods approach with a causal model was employed. Primary data were collected through surveys, using a stratified random sampling method involving 250 permanent lecturers. Data were analysed using statistical techniques with the SmartPLS structural equation modelling software.. The results showed that 1) transformational leadership and compensation have a direct positive influence on task performance, accounting forup to 49%; 2) transformational leadership and compensation also have a direct positive influence on organizational commitment up to 21%; and 3)the study proposes a management model for improving lecturers' task performance, emphasizing the roles of transformational leadership, compensation, and organizational commitment in achieving organizational goals.

Keywords: transformational leadership, compensation, organizational commitment, task performance

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INTRODUCTION

We live in a dynamic and unpredictable world, which can be both fun and frustrating. Advances in science and technology are moving so rapidly that they reach every individual on earth in a matter of seconds (Jossey & Bass, 2006). Every nation and country around the globe experienced different parts of life during the age of globalization and development when boundaries disappeared, and cutting-edge technology became an inherent part of the settlement system. As a result, Indonesian citizens should adapt to the unique characteristics of their own culture, and one way to do so is to boost human resources (HR) and increase competition.

Non-transferable improvement, particularly in the field of higher education, is an enlightening element that fosters vitality and quality, as well as a source of human resources and a motivator for intense competition. As a result, education in the surrounding region needs competent individuals and strong competition (Ilyas & Abdullah, 2016). This is a crucial component of predicting the repercussions of everything and ensuring the success of a development project. Human resource development is carried out in higher education institutions.

Performance is the most crucial consideration, and quality resources are required (Cahyono et al., 2020). He argued that in educational institutions, it is not only the advancement of science and technology that is demanded, but they must also be able to produce quality human resources who can compete at the local, national, and international levels. In higher education institutions, lecturer performance plays a very important role; therefore, various efforts are needed to achieve the vision, mission, and goals of higher education. Every human resource in the organization should be at total capacity.

The fulfillment of lecturers' tasks was a determining factor in the higher education level, and it served as a criterion for higher education achievement. This research aims to prove, examine, and analyze the effect of Transformational Leadership (TL) and compensation (Comp) on Task Performance (TP) as mediated by Organizational commitment (OC) at Universitas Muhammadiyah Jakarta.

This study poses the following research question: "is there an influence of transformational leadership, compensation on task performance mediated by organizational commitment at Muhammadiyah University Jakarta?". Properly, some questions are formulated as a guide to examine the problem: a) Is there an influence between TL (X1) on TP (Y)?; b) Is there an influence between TL (X1) on OC (X3)?; c) Is there an influence between OC (X3) on TP (Y)?; d) Is there an influence between Comp (X2) on TP (Y)?; e) Is there an influence between Comp (X2) on OC (X3)?; f) Is there an influence between TL (X1) on TP (Y) as mediated by OC (X3)?; and g) Is there an influence between Comp (X2) on TP (Y) as mediated by OC (X3)?

The literature in the field of performance has been extensively researched, especially in the fields of Human Resource Management, Organisational Behaviour, and Psychology (Colquitt et al., 2018) Task performance might be described depending on whether the work environment is predictable, dynamic, or requires an inventive or distinctive solution.1) Routine task performance comprises familiar responses to demands that occur in a consistent, routine, or otherwise predictable manner.2) Adaptable task performance, or more often "adaptability," refers to workers responding to assignments that are distinctive, unexpected, or, at the very least, unpredictable. 3) Creative task performance refers to people's ability to develop inventive and useful ideas or physical results. The importance of including both novelty and utility. In this scenario, employee creativity is required to spark breakthroughs that allow businesses to stay ahead of the competition.

Transformational leadership is leadership that makes changes or transformations in the organization through several activities. According to Robbins (2017), transformational leadership is leadership that inspires followers to transcend their self-interest for the sake of the organization and can have a profound and extraordinary effect on its followers. This leadership model motivates individuals to prioritize collective goals over personal interests and often delivers remarkable results. Bass (1997) emphasizes that transformational leaders focus on long-term development and provide recognition and rewards to subordinates.

To improve the performance of lecturers, universities require competent, qualified, and professional leaders who can effectively manage institutional operations. Abdillah (2021) argues that a competent leader must possess intelligence, show genuine concern for subordinates, motivate employees, and foster collaboration and participation toward organizational improvement (Dai et al., 2013). Further assert that leadership is essential for achieving organizational objectives. Employees must be able to align their work with their leaders' vision because it is the leader who unites efforts toward a common goal. Without such alignment, organizational goals become difficult to attain.

Transformational leadership encompasses charismatic leadership, intellectual stimulation, and genuine concern for team members' well-being. Transformational leaders act as charismatic role models, inspiring optimism, confidence, trust, and commitment to shared values. They positively influence others, articulate a clear vision, and enhance motivational inspiration. Furthermore, transformational leaders set high expectations, promote critical thinking, and encourage innovation by challenging established norm (Karnati & Wiratma, 2017).

In addition, transformational leadership emphasizes rewarding and encouraging each member of the learning community to participate actively. Leaders seek to engage followers based on shared values, fostering an environment where members are enthusiastic, selfless, and fully committed to achieving institutional goals (Eliyana et al., 2019). Organizational leaders with strong transformational leadership qualities have a profound impact on employee satisfaction and workplace engagement.

The transformational leadership model plays a critical role in enhancing task performance, particularly in academic settings (Pounder, 2022). Over the years, researchers have expressed strong support for this leadership style. Its effectiveness stems from four foundational

components: idealized influence, inspirational motivation, individualized attention, and intellectual stimulation (Komariah et al., 2023). Their research further shows that transformational leadership, when supported by a conducive school environment, significantly improves teacher performance.

Thus, transformational leadership stimulates job satisfaction and strengthens subordinates' commitment to the organisation, leading to improved performance and service quality. Based on the perspectives discussed above, it can be concluded that transformational leadership reflects the behaviours of leaders who collaborate with employees to optimise resources and pursue meaningful goals. Key indicators of transformational leadership include being charismatic, acting as a decision maker, motivating and inspiring others, serving as a catalyst for creativity and change, supervising effectively, demonstrating visionary thinking, and building organizational capacity.

In much of the literature, the compensation system is recognised as a key component of the reward system, particularly in relation to economic aspects. Compensation refers to all forms of rewards provided to employees for their contributions to an organization, whether in the form of cash or intangible benefits. High performance—reflected in technical skills, conceptual capacity, accountability, initiative, and interpersonal communication—can often be driven by effective compensation strategies (Dessler, 2020). Compensation includes all types of wages and benefits that employees receive in exchange for the work they perform.

Compensation can generally be classified into two broad categories. The first is direct financial compensation, such as wages, salaries, incentives, commissions, and bonuses. The second is indirect financial compensation, which includes benefits like workplace facilities, employer-paid insurance, and paid leave or vacation time (Saman, 2020). These forms of compensation serve as incentives that encourage employees to work more effectively and efficiently.

Moreover, compensation has the potential to enhance or reduce job performance, employee motivation, and overall job satisfaction. To support productivity and foster a sense of fulfillment, compensation must be appropriate and perceived as fair. It plays a vital role in motivating employees and contributing to their job satisfaction.

Based on the expert perspectives above, compensation can be understood as a form of organizational reward given to employees in exchange for the work they perform. It encompasses both direct and indirect income and should aim to fulfill basic needs, align with expectations, ensure fairness, and remain competitive in the labor market.

In modern times, organizational commitment has become increasingly crucial. When organizations struggle to find individuals with strong job qualifications, organizational commitment serves as a valuable indicator for identifying personnel who demonstrate high levels of competence, loyalty, and performance. In other words, it plays a vital role in determining employee performance within a company (Cesário & Chambel, 2017).

Organizational commitment—defined as employees' psychological attachment to their organizations, has been widely studied in recent decades (Thi & Loan, 2020). It reflects an employee's emotional connection and sense of responsibility toward their organization, which contributes to the consistent fulfillment of long-term organizational needs. In contrast, job satisfaction refers to the fulfillment of immediate needs such as favorable working conditions, fair compensation, positive relationships with coworkers and supervisors, and opportunities for career advancement. In high-pressure and unstable work environments, meeting these immediate needs tends to have a more direct influence on job performance than fulfilling long-term psychological commitments (Hudori et al., 2018).

Organizational commitment can also be viewed as employee behavior that demonstrates dedication to the organization. It refers to the relative strength of an individual's identification with and involvement in the organization. Employees with strong commitment are typically willing to remain part of the organization, share and believe in its vision, mission, and goals, and even make personal sacrifices for its success.

Furthermore, organizational commitment can be synthesized as the level of employee responsibility for carrying out their core duties and functions, as well as their involvement in

achieving organizational goals. This commitment is often reflected in key indicators such as enthusiasm for work, adherence to rules and policies, active participation in achieving institutional goals, strong ethical alignment with the organization, and the consistent completion of assigned tasks.

According to Allen and Meyer (1990), organizational commitment can be measured by several behavioral and attitudinal indicators. These include loyalty to the organization, active participation in organizational development, a sense of loss at the thought of leaving the organization, a strong desire to maintain membership, commitment to promoting the organization's vision and mission, interest in a long-term career within the organization, and dedication to maintaining its confidentiality.

METHOD

The study aimed to examine and analyze the influence of transformative leadership and compensation on task performance, with organizational commitment as a mediating variable. The research produced a task performance management model that can assist organisations in making strategic decisions related to human resource development, particularly in improving lecturer task performance.

The study was conducted at Universitas Muhammadiyah Jakarta, a private institution established in 1955. The research population consisted of 652 permanent lecturers, considered homogeneous in terms of region and accreditation. A non-probability sampling technique was used, specifically a stratified random sampling model, resulting in a selected sample of 250 lecturers.

The research employed a mixed-methods approach with a causal model to assess the relationship between variables. Data was collected through survey techniques and analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) version 3.0 software. Responses were measured using a Likert scale ranging from 1 to 5, where 1 indicated "strongly disagree" and 5 indicated "strongly agree." Figure 1 is a constellation of research from testing the measured variables.

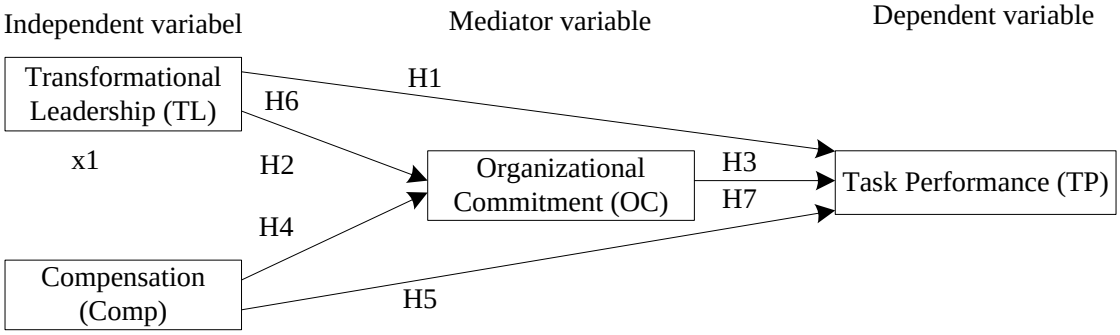

Figure 1. Proposed conceptual framework

Hypothesis testing

Hypothesis testing in this study consists of two main components. First, hypothesis testing related to the SEM measurement model aims to assess the validity and reliability of the research instruments developed. Second, hypothesis testing related to the SEM structural model involves evaluating the validity of the indicators derived from factor scores or latent variable scores (LVS), as well as testing both the direct and indirect effects in the path analysis.

The t-count values are manually compared with the critical t-table value. If the T-count exceeds 1.96 at a significance level of 0.05, or if the p-value is less than 0.05, the direct or indirect effect is considered statistically significant. The validity of items and indicators is tested using the SEM approach.

Figure 1 presents the proposed theoretical framework, which is developed based on a review of relevant theories and recent empirical research. This framework forms the basis for the following hypothesis tests (Table 1).

Table 1. Hypothesis tests

No	Hypotheses testing	Result
1.	Ho^1: pyx1 ≤ 0	TL has an indirect positive effect on TP.
	Ha^1: pyx1 > 0	TL has a direct positive effect on TP.
2.	Ho^2: px3x1 ≤ 0	TL has an indirect positive effect on OC.
	Ha^2: px3x1 > 0	TL has a direct positive effect on OC.
3.	Ho^3: pyx3 ≤ 0	OC has an indirect positive effect on TP.
	Ha^3: p yx3 > 0	OC has a direct positive effect on TP.
4.	Ho^4: pyx2 ≤ 0	Comps have an indirect positive effect on TP.
	Ha^4: pyx2 > 0	Comps have a direct positive effect on TP.
5.	Ho^5: px3x2 ≤ 0	Comps have an indirect positive effect on OC.
	Ha^5: px3x2 > 0	Comps have a direct positive effect on OC.
6.	Ho^6: pyx1x3 ≤ 0	TL has an indirect positive effect on TP that was mediated by OC.
	Ha^6: pyx1x3 > 0	TL has a direct positive effect on TP. was mediated by OC.
7.	Ho^7: pyx2x3 ≤ 0	Comp has an indirect positive effect on TP was mediated by OC.
	Ha^7: pyx2x3 > 0	Comp direct positive effect on TP was mediated by OC.

Indicator variables

Task performance

According to Colquitt et al. (2017), task performance can be measured using three key indicators: 1) routine task and 2) adaptive task. 3) creative task. These indicators capture an individual's ability to carry out standard responsibilities, adjust to changes, and generate innovative solutions in the workplace.

Transformasional leadership

The Multifactor Leadership Questionnaire (MLQ), created by Avolio and Bass (2004), measures transformational leadership. The MLQ includes seven indicators: 1) idealized influence, 2) acts as decision-makers, 3) motivate, push, and inspire followers, 4) serve as a cognitive catalyst for transformation and innovation, 5) function as supervisor, 6) provides a visionary outlook through clear objectives and goals; 7) contributes to organizational development.

Compensation

According to Dessler (2020), compensation measurement has four indicators, namely 1) satisfaction of basic life necessities; 2) alignment with employee expectations; 3) perceived fairness; 4) competitiveness.

Organizational commitment

Meyer and Allen (1990) identify seven indicators of measuring organizational commitment, namely: 1) loyalty to organization; 2) participation in organizational development; 3) perception of personal loss if leaving the organization, 4) intention to maintain membership; 5) advocacy for the organization's vision and mission; 6) desire or a long-term career within the organization; 7) commitment to maintaining organizational confidentiality.

FINDINGS AND DISCUSSION

Findings

Respondent characteristics

The current survey involved 250 lecturers as respondents from the University of Muhammadiyah Jakarta. The demographic requirements included gender, age, and education level. Based on their gender, 62% of the respondents were male and 38% were female. Age distribution was as follows: 14% were under 29 years old, 32% were between 30 and 39 years old, 31.2% were between 40 and 49 years old, and 22.8% were over 50 years old. The largest age group consisted of lecturers aged 30–39 years (32%).

In terms of educational attainment, the respondents held either a master's or a doctoral degree. Lecturers with master's degrees made up 42.8% of the sample, while those with doctoral degrees accounted for 57.2%.

Table 2. The characteristics of respondents

Categories	Criteria	Total	Percentage (%)
Gender	Male	155	62%
	Female	95	38%
Age	< 29 years	35	14%
	30 - 39 years old	80	32%
	40 - 49 years old	78	31.2 %
	> 50 years old	57	22.8 %
Education	Magister	107	42.8 %
	Doctoral	143	57.2 %

Statistical description of variables

Transformational leadership, compensation, organizational commitment, and task performance using research data such as mean, minimum, maximum, standard deviation, median, and mode, which are in Table 3.

Table 3 Statistical description of variables

Factors	N Valid	Minimum	Maximum	Mean	Std. Deviation
Transformational leadership	250	89	150	131.44	12.25
Compensation	250	36	150	120.11	18.51
Organizational Commitment	250	34	150	129.62	15.82
Task Performance	250	41	150	124.93	18.11

This study utilized SmartPLS version 3.0 software for data analysis. According to Hair et al. (2021), Partial Least Squares (PLS) is a multivariate statistical technique used to simultaneously analyze the influence of multiple variables in order to predict, explore, and develop structural models. The assessment process in the PLS model involves three main components: 1) evaluation of the measurement model, 2) evaluation of the structural model, and 3) assessment of model fit.

Evaluation of the Measurement Model

Convergent validity was assessed by examining the value of the outer loading or loading factor. According to Hair et al. (2021), a construct is considered to have good convergent validity if the outer loading value is greater than 0.70. However, in the early stages of scale development, loadings between 0.50 and 0.60 are still acceptable.

As shown in Table 4, each of the study instruments used to assess the exogenous variables (transformational leadership, compensation, organizational commitment, and task performance) met therequired reliability and validity. Specifically, the Cronbach's alpha and composite reliability values for each variable exceeded the recommended threshold of 0.70, and the Average Variance Extracted (AVE) values were above 0.50. These results confirm that all latent variables in this study are reliable and demonstrate satisfactory convergent validity.

Table 4. The results of the construct reliability and validity test

Constructs	Cronbach's Alpha	Composite Reliability	AVE	Description
Transformational Leadership	0.909	0.927	0.646	Accepted
Compensation	0.881	0.916	0.733	Accepted
Organizational Commitment	0.928	0.942	0.697	Accepted
Task performance	0.930	0.956	0.878	Accepted

The discriminant validity test was conducted by examining the cross-loading values, which should reflect an Average Variance Extracted (AVE) value greater than 0.5 to be considered valid. After confirming the constructs' reliability and validity, discriminant validity must also be established. According to the Fornell-Larcker Criterion, a construct is deemed valid if the square

root of its AVE is greater than its correlation with any other latent variable in the model (Henseler et al., 2015).

The results of the discriminant reliability test are presented in Table 4. The table shows that all constructs demonstrate discriminant validity values above 0.30, indicating that the constructs are adequately distinct and thus trustworthy. The diagonal values in the matrix represent the square root of AVE. For example, the square root of AVE for the Transformational Leadership variable is 0.804, which is higher than its correlations with Task Performance (0.507), Organizational Commitment (0.328), and Compensation (0.097). This confirms that Transformational Leadership meets the criteria for discriminant validity.

Similarly, all other variables in the model satisfy the discriminant validity requirement, as the square root of each AVE exceeds the respective correlations with other constructs.

Table 5. The results of the validitas discriminant (Fornell-Larcker)

Construct	TL	TP	OC	Comp
Transformational Leadership (TL)	0.804			
Task performance (TP)	0.507	0.937		
Organizational Commitment (OC)	0.328	0.569	0.835	
Compensation (Comp)	0.097	0.414	0.366	0.856

Structural Model Evaluation

Path Coefficients/Direct Influence. Once the measurement model has been confirmed to be reliable and valid, the next step is to evaluate the structural model. The initial test involves analyzing the path coefficients, which indicate the direct effects between variables within the model. These coefficients help determine the strength and significance of the relationships hypothesized. The results of the test of hypotheses for direct effects are presented in Table 6.

Table 6. The results of the path coefficient test- direct influence

Construct	Original Sample	Sample mean	Standard Deviation	T-Statistic	P-Values	Hypothesis
TL to TP	0.366	0.359	0.057	6.455	0.000	Accepted
TP to OC	0.295	0.286	0.099	2.986	0.003	Accepted
OC to TP	0.358	0.359	0.068	5.280	0.000	Accepted
Comp to TP	0.248	0.243	0.057	4.335	0.000	Accepted
Comp to OC	0.337	0.333	0.082	4.115	0.000	Accepted

The t-test value is acquired, and the causal relationship's significance is validated using the path coefficient and t-statistical measures. A hypothesis demonstrating a relationship between variables is considered supported if the t-statistic (t-value) exceeds 1.96 and the p-value is less than 0.05, indicating a statistically significant effect.

The results of the hypothesis testing are summarized in this part. The relationship between transformational leadership and task performance yielded a path coefficient of 0.366, with a t-statistic of 6.455 and a p-value of 0.000. This result indicates a positive and statistically significant influence, suggesting that transformational leadership contributes significantly to improving task performance. Similarly, the relationship between transformational leadership and organizational commitment showed a path coefficient of 0.295, with a t-statistic of 2.986 and a p-value of 0.003. This confirms that transformational leadership also has a positive and significant effect on strengthening organizational commitment.

The analysis further revealed that organizational commitment positively affects task performance, with a coefficient of 0.358, a t-statistic of 5.280, and a p-value of 0.000. This implies that higher levels of commitment among employees lead to better task execution.

Regarding compensation and task performance, the path coefficient was 0.248, supported by a t-statistic of 4.335 and a p-value of 0.000, indicating that compensation has a positive and significant impact on task performance. Lastly, the relationship between compensation and organizational commitment showed a coefficient of 0.337, with a t-statistic of 4.115 and a p-value

of 0.000. This result also confirms a positive and statistically significant effect, demonstrating that appropriate compensation contributes meaningfully to enhancing employees' organizational commitment.

Indirect influence analysis

The results of the indirect effects among variables were also analyzed to capture the full scope of relationships within the structural model. To examine these effects, the study tested the indirect influence of transformational leadership and compensation on task performance, with organizational commitment serving as the mediating variable. The outcomes are presented in Table 7.

The first finding indicates that transformational leadership has an indirect influence on task performance, as evidenced by a p-value of 0.024. This result implies that organizational commitment mediates the relationship between transformational leadership and task performance, supporting the presence of a significant mediation effect.

Secondly, the analysis reveals that compensation also exerts an indirect influence on task performance with a p-value of 0.006, The result indicated that organizational commitment, similarly mediates the effect of compensation on task performance, reinforcing its role as a significant intervening variable in the model.

Table 7. Indirect influence

Construct	Original Sample	Sample mean	Standard Deviation	T Statistic	P - Values	Description
TP to TP mediated by OC	0.106	0.105	0.047	2.254	0.024	Significant
Comp to TP mediated by OC	0.121	0.122	0.044	2.725	0.006	Significant

Evaluation of model fit

Each of the endogenous constructs in the model explains a specific portion of variance, which is measured using the coefficient of determination (R^2). According to Hair et.al (2021), as a generalization rule, R2 values can be interpreted using general benchmarks: a value of 0.75 is considered substantial, 0.50 is moderate, and 0.25 is weak. These values offer further insight into the explanatory power of the structural model and the strength of the relationships among variables (Table 8).

Table 8. The relationships among variables

Variable	R Square	Adjusted R square
Task Performance	0.492	0.486
Organizational commitment	0.220	0.214

The final step is to determine the R-square evaluation's value. Due to the presence of numerous exogenous variables, this investigation employs the modified R-square as its measure. Table 7 effectively displays the findings. The adjusted R square for a path is 0.486, according to the table. This indicates that the combination of transformative leadership and compensation has a significant impact on task performance, accounting for up to 49% of the variance, which is higher than 25%. In the empirical study, the II path achieves a prediction level of 0.214, considered moderate. This implies that both transformative leadership and compensation have a significant impact on organizational commitment, accounting for up to 21% of the variance. In empirical studies, the findings often suggest a low level of predictive ability.

The analysis and validation of the hypotheses revealed that all seven hypotheses consistently showed a confirmed favorable influence on each path. The process of confirming concepts and carrying out analysis are described as follows.

Transformational leadership influences task performance

Hypothesis 1 (H1) aims to examine the effect of transformational leadership on task performance. The path coefficient analysis confirmed the acceptance of H1, which posits that transformational leadership has a significant influence on task performance. This is supported by a score of 0.366, a t-statistic of 6.455, and a p-value of 0.000. Higher task performance directly correlates with increased adoption of transformational leadership.

Transformational leadership influences organizational commitment

Empirical evidence has confirmed Hypothesis 2 (H2). The purpose of this study is to examine the impact of transformational leadership on organizational commitment. The path coefficient analysis confirmed H2's acceptance, as indicated by an average of 0.295, a t-statistic of 2.986, and a p-value of 0.003.

Organizational commitment influences task performance

Empirical evidence has confirmed Hypothesis 3 (H3) which explores the impact of organizational commitment on task performance. The path coefficient analysis confirmed H3's acceptance, as indicated by a score of 0.358, a t-statistic of 5.280, and a p-value of 0.000.

Compensation influences task performance

Empirical evidence has confirmed Hypothesis 4 (H4), which states that compensation has a favourable impact on task performance. The path coefficient analysis confirmed H4's acceptance, as indicated by an average of 0.248, a t-statistic of 4.335, and a p-value of 0.000.

Compensation has an impact on organizational commitment

Empirical evidence has confirmed Hypothesis 5 (H5), which states that compensation has a favourable impact on organisational commitment. The path coefficient analysis confirmed H5's acceptance, as evidenced by a score of 0.337, a t-statistic of 4.115, and a p-value of 0.000.

The indirect effect of transformational leadership on task performance is mediated by organizational commitment

Hypothesis 6 (H6) has been empirically validated, confirming that organizational commitment mediates the indirect effect of transformational leadership on task performance. The results of the path coefficient analysis support the acceptance of H6, with an average indirect effect of 0.106, a t-statistic of 2.254, and a p-value of 0.024. These findings indicate that the stronger the implementation of transformational leadership, the stronger the resulting task performance, mediated through organizational commitment.

Indirect influence compensation on task performance mediated by organizational commitment

Hypothesis 7 (H7) has been empirically verified, demonstrating that compensation indirectly affects task performance through the mediation of organizational commitment. The path coefficient analysis supports the acceptance of H7, with a coefficient value of 0.121, a t-statistic of 2.725, and a p-value of 0.006. This indicates that the higher the compensation provided by the higher education institution, the greater the improvement in task performance, facilitated by increased organizational commitment.

Discussion

Transformational leadership (TL) → Task performance (TP)

The results of this study align with previous findings by Ratnawati and Sugiharti (2023) and Soelistya (2023), which confirm that transformational leadership has a direct positive effect on task performance. Specifically, the finding that transformational leadership significantly influences task performance ($\beta = 0.366$; $p < 0.001$) reinforces Bass's (1997) theory regarding the capacity of leaders to inspire subordinates beyond personal interests. In the context of higher education, lecturers who experience idealized influence and intellectual stimulation (Avolio & Bass, 2004) are more likely to demonstrate innovative behavior in routine academic tasks, adapt

more effectively to curricular changes, and proactively devise pedagogical solutions. These characteristics reflect Colquitt et al.'s (2018) indicators of task performance, underscoring that transformational leadership contributes not only to individual productivity but also to the cultivation of a quality-driven academic work culture.

Mediation of organizational commitment (OC) between TL → TP

Transformational leadership exerts a significant influence on organizational commitment, with higher levels of commitment being a desirable outcome for institutional effectiveness. The findings of this study are consistent with those of Alghusin (2020) and Soelistya (2023), which affirm that transformational leadership has a direct positive effect on organizational commitment. Moreover, the mediating role of organizational commitment in the relationship between transformational leadership (TL) and task performance (TP) ($\beta = 0.106$; $p = 0.024$) supports Allen and Meyer's (1990) proposition that employees' psychological attachment to their organization is a key mechanism driving performance. When transformational leaders demonstrate individualized consideration, such as by supporting professional development—lecturers tend to internalize institutional values as part of their affective commitment. This psychological bond encourages them to invest additional effort in completing creative and adaptive tasks, even beyond formal role expectations, as an expression of normative commitment. Thus, transformational leadership not only directly improves performance but also builds long-term organizational loyalty, which contributes to sustainable and enhanced task performance.

Compensation → OC → TP

The high level of organizational commitment among UMRI lecturers (Mean = 129.62) may be associated with Muhammadiyah's culture, which emphasizes a collective work ethic. However, the finding that compensation accounts for only 21% of organizational commitment indicates a weak adjustment of salaries in response to inflation in Jakarta. This suggests that a higher implementation of organizational commitment in job duties leads to stronger task performance.

The findings of this study align with the studies by Abdalaziz et al. (2021) and Ruyani et al. (2021), which affirm that organizational commitment has a direct positive influence on employee performance. Furthermore, compensation was found to influence task performance directly, whereby higher remuneration provided by higher education institutions enhances task efficiency. This result is consistent with previous research by Hartati (2020), Sudiardhita et al. (2018), and Briliarto et al. (2020), all of whom confirmed the direct effect of compensation on performance outcomes among educators. More importantly, the indirect effect of compensation on task performance through organizational commitment ($\beta = 0.121$; $p = 0.006$) reinforces Blau's (1964) social exchange theory. When compensation is perceived as fair and competitive (Dessler, 2020), covering both basic needs and non-monetary benefits such as health insurance, lecturers tend to reciprocate with continuance commitment to remain at the institution. This sense of financial security not only minimizes distractions but also increases their capacity to focus on complex academic tasks such as research and community engagement. These findings also challenge Saman's (2020) view that compensation is purely instrumental, highlighting instead its symbolic role in strengthening institutional identity within academic environments.

CONCLUSION

The findings indicate that transformational leadership significantly enhances both task performance and organizational commitment among lecturers. Assertive, morally grounded leadership fosters discipline, mutual trust, and a clear sense of direction, thereby improving performance outcomes. Furthermore, the influence of transformational leadership on organizational commitment, although moderate, is crucial—engaging followers emotionally and professionally leads to increased loyalty, job satisfaction, and collaborative achievement of institutional goals. In turn, organizational commitment itself contributes positively to task performance by enhancing motivation, self-efficacy, and alignment with organizational objectives.

Additionally, compensation plays a vital role in shaping both task performance and organizational commitment. Fair and proportionate compensation—aligned with expectations and institutional standards—not only motivates lecturers to perform better but also reinforces their loyalty to the organization. When compensation is perceived as equitable, it enhances employees' pride in their work and their desire to remain within the institution, thus supporting organizational stability and effectiveness. Collectively, transformational leadership and fair compensation emerge as critical factors in fostering a high-performing and committed academic workforce.

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