

ABSTRACT

The evolving dynamics of modern organizations demand effective leadership to enhance organizational commitment, particularly among millennials. In this context, Transformational Leadership and Passive Avoidance are key factors influencing Organizational Commitment, with Knowledge sharing serving as a supporting mechanism to strengthen these relationships. This study aims to analyze the influence of Transformational Leadership and Passive Avoidance on Organizational Commitment, with Knowledge sharing as a mediating variable, among millennial-generation lecturers at University X.

This is a quantitative study. The population consisted of millennial-generation faculty members at University X, with a total of 120 respondents. The sampling technique used was purposive sampling. Data were collected through the distribution of questionnaires and then analyzed using Structural Equation Modeling (SEM) to test the relationships among variables, as well as the validity, reliability, and suitability of the research model.

The results of the study indicate that transformational leadership has a positive and significant effect on organizational commitment, both directly and through knowledge sharing as a mediating variable. Meanwhile, Passive Avoidance does not have a significant effect on organizational commitment, either directly or through knowledge sharing. These findings indicate that transformational leadership style is capable of enhancing knowledge-sharing behavior and strengthening lecturers' emotional attachment to the organization. Conversely, a passive leadership style is unable to foster organizational commitment optimally.

In conclusion, transformational leadership plays a strategic role in enhancing organizational commitment by strengthening knowledge sharing among millennial faculty members at University X. Theoretically, this study reinforces transformational leadership theory within the context of educational organizations. Practically, the findings of this study provide implications for university leaders to adopt an inspirational and communicative leadership style and foster a culture of knowledge sharing in order to sustainably enhance organizational commitment.

Keywords: *Transformational Leadership, Passive Avoidance, Knowledge sharing, Organizational Commitment, Millennials.*