

## Analysis of Leadership Style and Organizational Culture on the Performance of Employees of the Directorate of Commercial Order of the Ministry of Trade with Organizational Commitment as a Mediation Variable

Geiger Francisco Nainggolan<sup>1</sup>, M. Chaerul Rizky<sup>2</sup>, Kholilul Kholik<sup>3</sup>

<sup>1,2,3</sup> Universitas Pembangunan Panca Budi, Medan, North Sumatera

Corresponding email: [geiger.golan@gmail.com](mailto:geiger.golan@gmail.com),

Author email: [mchaerulrizky@dosen.pancabudi.ac.id](mailto:mchaerulrizky@dosen.pancabudi.ac.id), [kholilulkholik@dosen.pancabudi.ac.id](mailto:kholilulkholik@dosen.pancabudi.ac.id)

### ARTICLE INFO

#### Article History

Submission : 08/05/2026

Received : 08/05/2026

Revised : 18/05/2026

Accepted : 18/05/2026

#### Keywords

Leadership Style,  
Organizational Culture,  
Organizational  
Commitment, Employee  
Performance

### ABSTRACT

This study aims to analyze the influence of leadership style and organizational culture on employee performance with organizational commitment as a mediating variable at the Directorate of Commercial Order of the Ministry of Trade. This study uses a quantitative method with a causal associative approach. The research population was all employees of the Directorate of Trade Order of the Ministry of Trade totaling 141 people, with a sample of 59 respondents determined using the Slovin formula and simple random sampling techniques. Data was collected through a structured questionnaire distributed through Google Form and analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS) with SmartPLS software. The results of the study show that: (1) Organizational Culture has a positive and significant effect on Organizational Commitment; (2) Organizational Culture does not have a significant effect on Employee Performance; (3) Leadership Style does not have a significant effect on Organizational Commitment; (4) Leadership Style has a positive and significant effect on Employee Performance; (5) Organizational Commitment has a positive and significant effect on Employee Performance; (6) Organizational Commitment is able to mediate the influence of Organizational Culture on Employee Performance; and (7) Organizational Commitment is not able to mediate the influence of Leadership Style on Employee Performance. This study concludes that organizational commitment is a dominant factor that affects employee performance and plays a mediator in the relationship between organizational culture and employee performance.

### Introduction

Human resources in an organization are a means to improve quality, by increasing human resources, increasing the performance and strength of organizational results, so that they can realize resources that have high discipline and performance (Rahayu, 2020). All processes in a company or organization will not be able to run properly if the organization does not have or lacks human resources in carrying out a process in the organization (Rizky, M., 2022).

The performance of employees in the government bureaucracy is important as a manifestation of the success of a regional apparatus organization in carrying out all government activities towards good and clean governance. So it is hoped that every government entity will have high-performance employees to provide excellent public services (MY, 2022). The word performance is an acronym consisting of the words kinetics, energy, and work. According to the term, performance is defined as the embodiment of the results of work done by employees, which in general the word performance is used as a reference for the assessment of the employee in a company or organization (Rahman et al., 2023). According to Robbins (2015), performance is the result or level of success of a person during a certain period of time in carrying out tasks compared to pre-set standards, such as work goals or criteria. Meanwhile, performance according to (Mangkunegara, 2017) is "the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". According to (Noor, 2013) in (Rizky, 2022) Employee performance can be interpreted as the result of the work achieved by employees in completing the tasks and responsibilities given to them in a certain period, good performance is optimal performance, namely performance that is in accordance with company standards and supports the achievement of the company's goals. According to (Sedarmayanti, 2017), it is defined that the definition of employee performance is the result of work achieved by a person/group of people in an organization in accordance with their respective authority and responsibility in order to achieve the goals of the organization concerned, legally, not unlawfully and in accordance with morals and ethics (Jannah et al., 2024). (Rerung, 2019) said that employee performance is behavior produced on tasks that can be observed and evaluated, where employee performance is the contribution made by an individual in achieving organizational goals (Pratiwi & Rizky, 2024). Performance is the result of work in terms of quality and quantity achieved by an employee or a company in carrying out its duties and targets in accordance with the provisions and agreements that have been determined within a certain period of time (Nasution & Rizky, 2024).

The Ministry of Trade of the Republic of Indonesia as an institution responsible for the regulation and supervision of national trade activities, carries out a strategic task in maintaining economic stability and protecting the interests of business actors and consumers. The Directorate of Trade Order, which is under the auspices of the Ministry of Trade, has a vital function in supervising and enforcing trade regulations, so optimal employee performance is needed to realize an orderly and fair trade system. Performance is often interpreted as an achievement of a certain job that can ultimately be directly reflected in the output produced in terms of work quality, work quantity, time (time frame), cooperation between employees and supervision (Arist & Haryani, 2024).

Employee performance cannot be separated from the central role of the leader in the organization. (P. S. Robbins & Judge, 2017) defines leadership style as "the ability to influence a group towards the achievement of a vision or set set of goals". Leadership describes the relationship between the leader and the follower and how a leader directs followers to determine the extent to which followers achieve the leader's goals or expectations (Hasibuan & Rizky, 2025). This means that leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, that a leader often applies when trying to influence the performance of his subordinates (Herawati & Ranteallo, 2020). Leadership style is an individual method to influence other individuals to

obey a rule or order so that their goals can be achieved according to what is desired (Ghiffari, 2024). (Zakawali & Nawatmi, 2023) said that Leadership style shows a leader who inspires and motivates his subordinates and cares about the self-development of each employee.

The quality of the leader is often considered the most important factor of the success or failure of an organization, as well as the success or failure of an organization, both business-oriented and public-oriented, is usually perceived as the success or failure of the leader (Yunarsih, 2017). Each leader must have different leadership style characteristics. This shows that the better the leadership style carried out in each organization's leader, the better the performance of its employees will be (Zakawali & Nawatmi, 2023).

In addition to leadership style, organizational culture is an important element that shapes employee behavior and performance. Every organization must have an organizational culture, where this aspect is a new finding that to have employees with high performance in carrying out all duties and responsibilities to work to provide the best public service needs to be cultivated in the life of everyone in the organization (Hairudinor, Utomo, & Humaidi, 2020). Organizational culture is the result of the process of fusing the cultural style and behavior of each individual that was previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals (Edison et al., 2018). This organizational culture is a form of attitude values, behaviors that can be seen in an organization that can manage all employees and create a family system in each employee (Putri & Kasmiruddin, 2025). Corporate culture is often interpreted as values, symbols that are understood and adhered to together, which an organization has so that members of the organization feel one family and create a condition for the members of the organization to feel different from other organizations (Yunarsih, 2017). A strong organizational culture will create a conducive work environment and encourage employees to make maximum contributions.

Then another factor that is suspected of affecting employee performance is organizational commitment. Organizational commitment is needed by all employees so that they always take sides with the organization and maintain its membership (Norawati & Nasution, 2024). According to (S. P. Robbins, 2016) organizational commitment is defined as a condition where an employee sides with the organization as well as the purpose and willingness to maintain his membership in a certain job as an employee, while high organizational commitment means taking sides with the organization and recruiting the individual. Work commitment to the organization is determined through a person's characteristics and experience when starting work which is influenced by various factors including relationships with leaders, colleagues, working conditions and opportunities (Anwar, 2016). Organizational commitment is also defined as a person's relative ability to recognize his or her involvement in the organization, which is characterized by the acceptance of the organization's values and goals, the willingness to work the organization, and the desire to remain a member of the organization (Ghiffari, 2024). Employees with a strong level of commitment and are able to set their own career expectations in the future will make significant leaps in completing tasks and responsibilities in their careers (Setiawan & Taufik, 2018). Organizational commitment encompasses three main dimensions: affective commitment (emotional attachment), ongoing commitment (profit-loss consideration), and normative commitment (moral obligation). In this study,

organizational commitment is suspected to play a role as a mediating variable that relates the influence of leadership style and organizational culture on employee performance. Organizational commitment is the level at which employees place themselves in the organization/company greetings and want to give their best in participating in it.

Employees position themselves well by showing acceptance and dedicating themselves to the company through attitudes and responsibilities as part of the company (Putri & Kasmiruddin, 2025). According to Setiyanto & Selvi (2018), increasing commitment, ability, and skills of human resources is needed to improve employee performance, therefore the right policies are needed to support it (Arist & Haryani, 2024). When employee commitment is a challenge when organizing human resources in an organization, it is necessary to solve the best solution. In managing the employee's organizational commitments, it is not easy because employees are human beings and not machines. Indeed, practically and theoretically we must carefully look at this to give importance to the meaning of humanizing humans. Machines do provide a competitive advantage but their nature is only limited and of course exceeds that ("Machines don't make things, people do" Preffer in Mangkunegara, 2015).

The urgency of this research is further strengthened by the existence of government policies related to bureaucratic reform that demand increased accountability and quality of public services. Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025 which was extended until 2029 sets a target to improve bureaucratic performance through eight areas of change, including aspects of leadership and work culture of the apparatus. The Ministry of Trade as one of the ministries included in the bureaucratic reform pilot project has the responsibility to realize this target.

Based on the description above, there is a gap between expectations for the performance of employees of the Directorate of Commercial Order and the reality of existing achievements. This gap is allegedly influenced by leadership style and organizational culture factors, with organizational commitment as a mediation mechanism that needs to be empirically proven. Therefore, the author is interested in conducting a research entitled "Analysis of Leadership Style and Organizational Culture on the Performance of Employees of the Directorate of Commerce Order of the Ministry of Trade with Organizational Commitment as a Mediation Variable".

## Method

This study uses a type of quantitative research with a causal associative approach which aims to analyze the influence of leadership style and organizational culture on employee performance with organizational commitment as a mediating variable. The research population was all employees of the Directorate of Trade Order of the Ministry of Trade which amounted to 141 people, with the determination of the sample using the Slovin formula with a margin of error of 1%, so that a sample size of 59 respondents was selected through the probability sampling technique using the simple random sampling method. The type of data used is primary data sourced directly from the study respondents, with a data collection technique using a structured questionnaire distributed through Google Form containing closed statements on a Likert scale of 1-5 to measure the variables of leadership style, organizational culture, organizational commitment, and employee

performance. The data analysis technique uses Structural Equation Modeling based on Partial Least Square (SEM-PLS) with the help of the latest version of SmartPLS software, which includes the evaluation of the measurement model (outer model) through the validity and reliability test, the evaluation of the structural model (inner model) through the R-square and Q-square tests, and hypothesis testing using bootstrapping to test the direct and indirect influence (mediation) with a significance level of 5%.

## Results and Discussion

### 1. Descriptive Analysis of Respondents

Descriptive analysis of respondents is an analysis used to describe the characteristics of research respondents in general, such as gender, age, education level, and working period of employees of the Directorate of Trade Order of the Ministry of Trade.

**Table 1. Respondent Characteristics**

Features	Category	Number (People)	Percentage (%)
<b>Gender</b>	Male	32	54,24
	Female	27	45,76
	<b>Sum</b>	<b>59</b>	<b>100</b>
<b>Age</b>	≤ 30 Years	10	16,95
	31 – 40 Years	21	35,59
	41 – 50 Years	18	30,51
	> 50 Years	10	16,95
	<b>Sum</b>	<b>59</b>	<b>100</b>
<b>Final Education</b>	D3	6	10,17
	S1	34	57,63
	S2	19	32,2
	<b>Sum</b>	<b>59</b>	<b>100</b>
<b>Tenure</b>	≤ 5 Years	12	20,34
	6 – 10 Years	18	30,51
	11 – 15 Years	16	27,12
	> 15 Years	13	22,03
	<b>Sum</b>	<b>59</b>	<b>100</b>

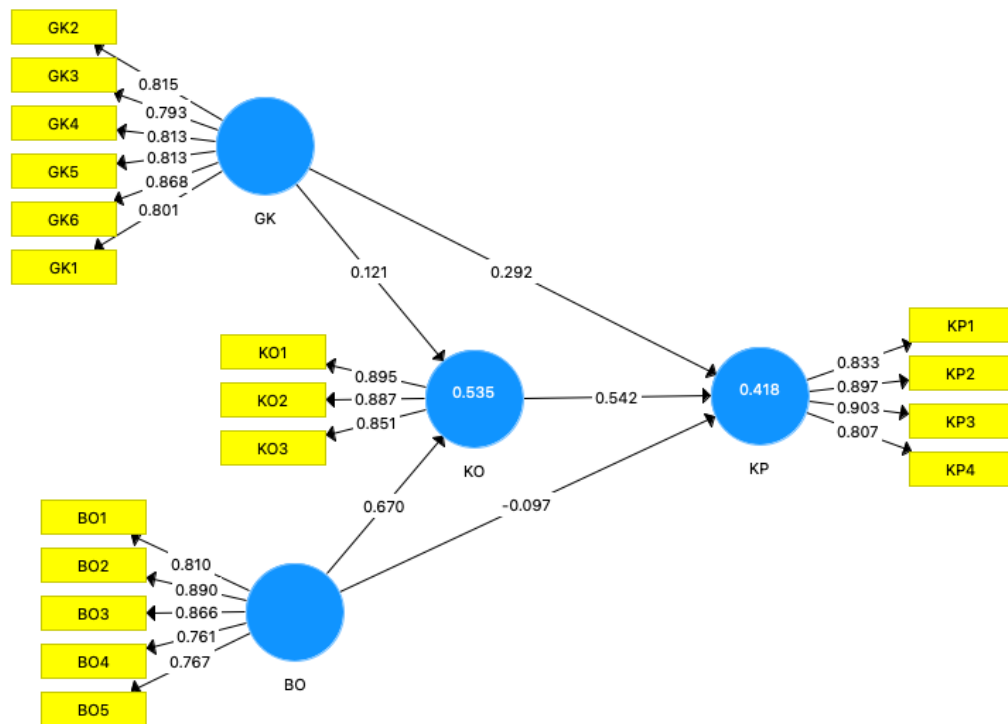
*Source: SmartPLS Data Processing, 2026*

Based on the characteristics of the respondents, out of a total of 59 employees of the Directorate of Trade Order of the Ministry of Trade who became respondents to the study, the majority were men as many as 32 people (54.24%), while women amounted to 27 people (45.76%). In terms of age, respondents were dominated by 21 people (35.59%) in the age group of 31-40 years, followed by 18 people (30.51%) in the age group of 41-50 years (30.51%), while the age of ≤30 years and >50 years each amounted to 10 people

(16.95%). Based on education level, most of the respondents had 34 people (57.63%) with S1 education, followed by 19 people (32.20%) and 6 people (10.17%) with S2 education. Meanwhile, based on the working period, respondents had the most 6-10 years of service, namely 18 people (30.51%), followed by 11-15 years of service as many as 16 people (27.12%), 13 people (22.03%) >15 years of service, and 12 people (20.34%) ≤5 years of service, which shows that the majority of respondents are employees with relatively adequate work experience.

**2. Testing Measurement Model (Outer Model)**

Measurement model testing (outer model) is an analysis used to assess the level of validity and reliability of indicators in measuring research latent variables through testing convergent validity, discriminant validity, and instrument reliability. Here are the results



**Figure 1. Outer Model Smart PLS**

Source: SmartPLS Data Processing, 2026

**2. Convergent Validity Test**

The Convergent Validity Test was carried out to measure the extent to which the indicators in one variable were positively correlated, with the criteria of an outer loading value of > 0.70 and Average Variance Extracted (AVE) > 0.50.

**Tabel 2. Outer Loading**

	BO	GK	KO	KP
BO1	0,810			
BO2	0,890			
BO3	0,866			
BO4	0,761			
BO5	0,767			
GK2		0,815		
GK3		0,793		
GK4		0,813		
GK5		0,813		
GK6		0,868		
KO1			0,895	
KO2			0,887	
KO3			0,851	
KP1				0,833
KP2				0,897
KP3				0,903
KP4				0,807
GK1		0,801		

Source: SmartPLS Data Processing, 2026

Based on Table 2, the results of the convergent validity test show that all indicators from the variables of Organizational Culture (BO), Leadership Style (GK), Organizational Commitment (KO), and Employee Performance (KP) have an outer loading value above 0.70 with a value range between 0.761 to 0.903, so that all indicators are declared valid and able to measure the construct well.

**Tabel 2. Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
BO	0,673
GK	0,668
KO	0,770
KP	0,741

Source: SmartPLS Data Processing, 2026

Based on the results of the Average Variance Extracted (AVE) test, all research variables, namely Organizational Culture, Leadership Style, Organizational Commitment, and Employee Performance, had an AVE value of > 0.50, so that it was declared to meet the criteria for convergent validity.

**a. Discriminating Validity Test**

The Discriminant Validity Test is carried out to ensure that each latent variable is different from the others, with the criteria for the square root value of AVE greater than the correlation between variables (Fornell-Larcker Criterion) or the cross loading value of the indicator on the variable is higher than that of other variables.

**Table 3. Fornell-Larcker Criterion**

	<b>BO</b>	<b>GK</b>	<b>KO</b>	<b>KP</b>
<b>BO</b>	0,820			
<b>GK</b>	0,437	0,818		
<b>KO</b>	0,723	0,414	0,878	
<b>KP</b>	0,422	0,473	0,592	0,861

Source: SmartPLS Data Processing, 2026

Based on the results of the Fornell–Larcker Criterion test in table 3. Above, the root value of AVE in each construct (BO, GK, KO, and KP) is greater than the correlation value with other constructs, so it can be concluded that all research variables have met the discriminant validity.

**b. Reliability Test**

The Reliability Test was conducted to measure the consistency and stability of the research instruments, with the criteria of Cronbach's Alpha > 0.70 and Composite Reliability (CR) > 0.70 indicating that the questionnaire had a good level of reliability.

**Tabel 4. Composite Reliability**

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>BO</b>	0,878	0,879	0,911	0,673
<b>GK</b>	0,901	0,914	0,924	0,668
<b>KO</b>	0,853	0,876	0,910	0,770
<b>KP</b>	0,883	0,898	0,920	0,741

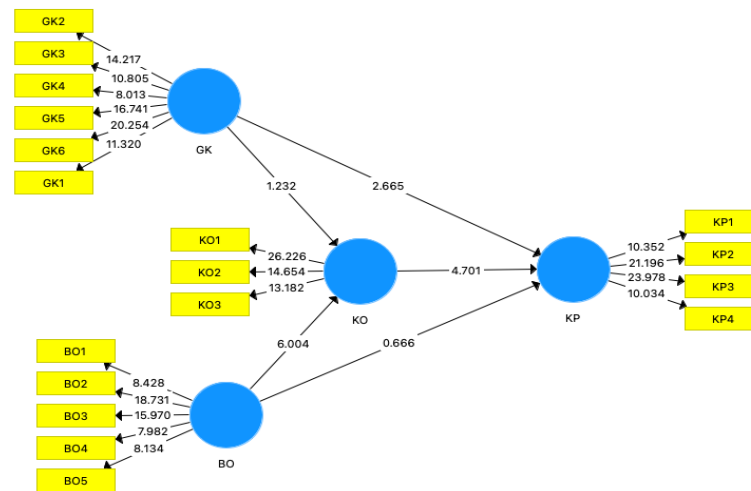
Source: SmartPLS Data Processing, 2026

Based on the results of the reliability test, all research variables, namely Organizational Culture, Leadership Style, Organizational Commitment, and Employee Performance, had Cronbach's Alpha and Composite Reliability values > 0.70, so it can be concluded that the research instrument was declared reliable and had a good level of measurement consistency.

**3. Structural Model Testing (Inner Model)**

Structural model testing (inner model) is an analysis used to assess the strength of the relationship between latent variables in the study as well as the model's ability to explain

endogenous variables, which is seen through the values of R-square, f-square, and Q-square.



**Figure 2. Inner Model (Bootstrapping)**

Source: *SmartPLS Data Processing, 2026*

#### a. R-Square

R-Square ( $R^2$ ) is used to determine the ability of exogenous variables to explain endogenous variable variations, which are assessed based on the magnitude of the  $R^2$  value in the structural model.

**Table 5. R-Square ( $R^2$ )**

	R Square	R Square Adjusted
KO	<b>0,535</b>	<b>0,520</b>
KP	<b>0,418</b>	<b>0,391</b>

Source: *SmartPLS Data Processing, 2026*

Based on the results of the R-Square ( $R^2$ ) test, the Organizational Commitment variable has an  $R^2$  value of 0.535 which indicates that the leadership style and organizational culture are able to explain 53.5% of the variation in organizational commitment, while the Employee Performance variable has an  $R^2$  value of 0.418 which indicates that the leadership style, organizational culture, and organizational commitment are able to explain 41.8% of the variation in employee performance, so the research model is classified as having moderate explanatory ability.

#### b. Hypothesis Test

Hypothesis testing was carried out to determine the acceptance or rejection of the research hypothesis based on the results of path coefficient analysis, with the provision that the hypothesis is declared accepted if the t-statistical value  $\geq 1.96$  and the p-value  $\leq 0.05$  at a significance level of 5% based on the results of SmartPLS bootstrapping.

**Tabel 6. Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>BO -&gt; KO</b>	0,670	0,650	0,112	6,004	<b>0,000</b>
<b>BO -&gt; KP</b>	-0,097	-0,110	0,146	0,666	<b>0,506</b>
<b>GK -&gt; KO</b>	0,121	0,132	0,098	1,232	<b>0,218</b>
<b>GK -&gt; KP</b>	0,292	0,308	0,109	2,665	<b>0,008</b>
<b>KO -&gt; KP</b>	0,542	0,534	0,115	4,701	<b>0,000</b>

Source: SmartPLS Data Processing, 2026

Based on Table 6, the results of the hypothesis testing showed that out of the five relationships tested, there were three accepted hypotheses and two rejected hypotheses.

First, Organizational Culture has a positive and significant effect on Organizational Commitment with a coefficient value of 0.670, t-statistic of 6.004, and p-value of 0.000 ( $p < 0.05$ ), which indicates that the better the organizational culture, the higher the organizational commitment of employees.

Second, Organizational Culture does not have a significant effect on Employee Performance with a coefficient value of -0.097, t-statistic 0.666, and p-value 0.506 ( $p > 0.05$ ), so that organizational culture is not directly able to improve employee performance.

Third, Leadership Style did not have a significant effect on Organizational Commitment with a coefficient value of 0.121, t-statistic of 1.232, and p-value of 0.218 ( $p > 0.05$ ), indicating that leadership style has not been able to increase employee organizational commitment.

Fourth, Leadership Style has a positive and significant effect on Employee Performance with a coefficient value of 0.292, t-statistic of 2.665, and p-value of 0.008 ( $p < 0.05$ ), which means that the more effective the leadership style, the more employee performance will improve.

Fifth, Organizational Commitment has a positive and significant effect on Employee Performance with a coefficient value of 0.542, t-statistic of 4.701, and p-value of 0.000 ( $p < 0.05$ ), indicating that high organizational commitment will significantly improve employee performance.

### c. Mediation Effect Testing

Mediation effect testing was carried out to determine the role of organizational commitment as a mediation variable by looking at the significance of indirect effects, where mediation is declared significant if the p-value  $\leq 0.05$ .

**Table 7. Specific Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>BO -&gt; KO -&gt; KP</b>	0,363	0,351	0,108	3,366	<b>0,001</b>
<b>GK -&gt; KO -&gt; KP</b>	0,066	0,067	0,051	1,282	<b>0,200</b>

Source: SmartPLS Data Processing, 2026

Based on Table 7, the results of the mediation effect test showed that Organizational Commitment played a role as a mediating variable in the relationship between Organizational Culture and Employee Performance with a coefficient value of 0.363, t-statistic 3.366, and p-value 0.001 ( $p < 0.05$ ), which means that Organizational Commitment was able to mediate the influence of Organizational Culture on Employee Performance significantly, so that a good organizational culture would increase employee organizational commitment which ultimately had an impact positive to improve employee performance.

Meanwhile, Organizational Commitment does not play a mediating variable in the relationship between Leadership Style and Employee Performance with a coefficient value of 0.066, t-statistic of 1.282, and p-value of 0.200 ( $p > 0.05$ ), which indicates that Organizational Commitment is not able to mediate the influence of Leadership Style on Employee Performance, so that leadership style is more effective in influencing employee performance directly without going through organizational commitment as an intermediate variable.

## Conclusion

### **The Influence of Organizational Culture on Organizational Commitment**

The results of the study show that Organizational Culture has a positive and significant effect on the Organizational Commitment of employees of the Directorate of Trade Order of Trade with a coefficient value of 0.670 and a p-value of 0.000. These findings indicate that a strong organizational culture, reflected in shared values, work norms, and a conducive work environment, is able to increase employees' emotional attachment and loyalty to the organization. The better the implementation of organizational culture such as open communication, teamwork, and results-oriented, the higher the employee's commitment to survive and contribute optimally to the organization. These results are in line with Robbins' theory that a strong organizational culture can form a collective identity and increase employees' sense of belonging to the organization.

### **The Influence of Organizational Culture on Employee Performance**

The results of the study showed that Organizational Culture did not have a significant effect on Employee Performance with a coefficient value of -0.097 and a p-value of 0.506. These findings indicate that the organizational culture has not been able to directly improve the performance of employees at the Directorate of Trade Order. These findings indicate that although organizational culture is relatively strong in providing encouragement to performance improvement, it can be stated that its influence is not

statistically strong enough to be significant. This means that the Directorate of Commercial Order of the Ministry of Trade has a good work culture and also a higher level of employee performance, but there are other factors that allow more dominance in determining individual work results in each employee of the Directorate of Commercial Order of the Ministry of Trade always tries to improve the organizational culture of its employees by ensuring a safe and comfortable physical work environment, there is a social environment where colleagues get along, and a good management system so that employees are happy with their work.

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

The results showed that Leadership Style did not have a significant effect on Organizational Commitment with a coefficient value of 0.121 and a p-value of 0.218. Leadership style has no effect on employee commitment because leaders focus more on carrying out tasks and work rules rather than building closeness or a sense of belonging to the organization. This happens because the leadership style applied is not in accordance with the character and expectations of employees, and the interaction between leaders and employees is still limited, so emotional bonds have not been formed; Employee commitment is more influenced by structural factors such as career security, employment status, and compensation system.

### **The Influence of Leadership Style on Employee Performance**

The results of the study showed that Leadership Style had a positive and significant effect on Employee Performance with a coefficient value of 0.292 and a p-value of 0.008. These findings indicate that an effective leadership style, such as the ability of the leader to provide direction, motivation, support, and feedback to employees, is able to improve employee performance directly. The better the leader in applying a leadership style that suits the situation and needs of employees, the higher the productivity and quality of work produced. These results are in line with situational leadership theory which states that an effective leader is one who is able to adapt his leadership style to the level of maturity and competence of subordinates to achieve organizational goals.

### **The Influence of Organizational Commitment on Employee Performance**

The results of the study show that Organizational Commitment has a positive and significant effect on Employee Performance with a coefficient value of 0.542 and a p-value of 0.000, with the highest coefficient value compared to other variables. These findings indicate that organizational commitment is the most dominant factor in improving employee performance in the Directorate of Commercial Order. Employees who have high commitment tend to have a strong emotional attachment to the organization, are willing to work harder, and remain loyal in achieving organizational goals, resulting in optimal performance. These results are in line with Meyer and Allen's theory that employees with high organizational commitment will exhibit positive work behavior, low absenteeism, and better productivity.

### **The Role of Organizational Commitment Mediation on Organizational Cultural Relations and Employee Performance**

The results of the study showed that Organizational Commitment was able to mediate the influence of Organizational Culture on Employee Performance significantly with a coefficient value of 0.363 and a p-value of 0.001. These findings indicate that although organizational culture does not have a direct effect on employee performance, organizational culture can improve employee performance through increasing organizational commitment first. In other words, a strong organizational culture will form an emotional attachment and employee loyalty to the organization (organizational commitment), which in turn encourages employees to work more optimally and produce better performance. These results show that organizational commitment plays a role as full mediation in the relationship between organizational culture and employee performance, so that performance improvement strategies through strengthening organizational culture must prioritize the formation of organizational commitment as a connecting bridge.

### **The Mediating Role of Organizational Commitment on the Relationship between Leadership Style and Employee Performance**

The results of the study showed that Organizational Commitment was not able to mediate the influence of Leadership Style on Employee Performance with a coefficient value of 0.066 and a p-value of 0.200. These findings indicate that leadership styles are more effective in influencing employee performance directly without going through organizational commitment as an intermediate variable. This can be explained because the leadership style has a direct and immediate impact on employee work behavior through the provision of instruction, supervision, motivation, and operational feedback, so it does not require a commitment formation process to improve performance. In addition, these results are also consistent with previous findings that leadership style does not have a significant effect on organizational commitment, so that the mediation path through organizational commitment is insignificant even though the direct influence of leadership style on employee performance is proven to be significant.

### **References**

- Anwar, Y. (2016). Pengaruh Kepemimpinan Transformasional, Kompetensi, Kompensasi dan Komitmen terhadap Budaya Organisasi serta Implikasinya pada Kinerja Dosen. *Kontigensi*, 4(2), 104–115.
- Arist, R., & Haryani. (2024). Pengaruh Gaya Kepemimpinan, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Pada KPPBC TMP C Pangkalan Bun Kalimantan Tengah. *Maeswara : Jurnal Riset Ilmu Manajemen Dan Kewirausahaan*, 2(3), 19–35. <https://doi.org/https://doi.org/10.61132/maeswara.v2i3.877>
- Ghiffari, M. A. (2024). *Pengaruh Gaya Kepemimpinan Terhadap Komitmen Organisasi Dimediasi Kepuasan Kerja Pada Pegawai Dinas Perhubungan (DISHUB) Kota Kediri*. Universitas Islam Negeri (UIN) Maulana Malik Ibrahim Malang.

- Hasibuan, M. R. P., & Rizky, M. C. (2025). Pengaruh Gaya Kepemimpinan, Sistem Reward, Dan Punishment Terhadap Kinerja Karyawan PT Home Kredit Indonesia. *NUSANTARA: Jurnal Ilmu Pengetahuan Sosial*, 12(9), 3836–3850.
- Herawati, N., & Ranteallo, A. T. (2020). Pengaruh Gaya Kepemimpinan terhadap Kepuasan Kerja Karyawan pada PT JMS Jakarta. *Intelektiva: Jurnal Ekonomi, Sosial, & Humaniora*, 1(10), 1–14.
- Jannah, N., Wahyono, T., & Rizky, M., C. (2024). Pengaruh Komitmen Organisasi, Pengembangan Karir Dan Motivasi Terhadap Kinerja Karyawan Pada Le Polonia Hotel Medan. *MANEGGIO: Jurnal Ilmiah Magister Manajemen*, 7(2), 191–202.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- MY, M. U. (2022). Peran Mediasi Budaya Organisasi Antara Gaya Kepemimpinan Transformasional dan Kinerja Pegawai Organisasi Sektor Publik pada Biro Administrasi Pimpinan Provinsi Jambi. *JEMSI (Jurnal Ekonomi Manajemen Sistem Informasi)*, 4(1), 59–70. <https://doi.org/https://doi.org/10.31933/jemsi.v3i6>
- Nasution, M. . I. K., & Rizky, M. . C. (2024). Pengaruh Kepemimpinan, Komunikasi Dan Beban Kerja Terhadap Kinerja Asn Dengan Motivasi Sebagai Variabel Intervening Pada Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Labuhan Batu Selatan. *MANEGGIO: Jurnal Ilmiah Magister Manajemen*, 7(2), 172–190.
- Norawati, S., & Nasution, E. (2024). Analisis Budaya Organisasi, Gaya Kepemimpinan Dan Komitmen Organisasi Terhadap Kinerja Pegawai Pada Dinas Perpustakaan Dan Kearsipan Kabupaten Kampar. *Menara Ekonomi*, X(1), 30–41.
- Pratiwi, A., & Rizky, M. . C. (2024). Analisis Gaya Kepemimpinan, Employee Engagement dan Kepuasan Kerja Terhadap Kinerja Karyawan pada PT Sarana Baja Perkasa Medan. *MANEGGIO: Jurnal Ilmiah Magister Manajemen*, 7(2), 161–171.
- Putri, D., & Kasmiruddin. (2025). Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Transformasional Terhadap Komitmen Organisasi Melalui Motivasi Kerja Sebagai Variabel Intervening. *ECo-Buss: Economics and Business*, 7(3), 1587–1599.
- Rahayu, S. (2020). The Effect of Transformational Leadership on Work Discipline and Employee Performance. *International Journal For Innovative Research In Multidisciplinary Field*, 6(2), 250–253.
- Rahman, N., Rizky, M. . C., & Alfahmi, M. (2023). Analysis of The Influence of Organizational Culture, Leadership Style, and Job Satisfaction on Employee Performance at PT Kalfaz Sadhara. *Journal of Management Science (JMAS)*, 6(3), 249–253.
- Rizky, M., C. (2022). Pengaruh Penggunaan Teknologi terhadap Fleksibilitas Kerja dan Peningkatan Kinerja Karyawan di Era New Normal pada PT Kalfaz Sadhara. *Riset Dan E-Jurnal Manajemen Informatika Komputer*, 6(4), 80–171. <https://doi.org/10.33395/remik.v6i4.11831>

- Rizky, M. C. (2022). Compensation Analysis and Leadership Style on Employee Performance and Discipline of PT PLN (Persero). *International Journal of Research and Review*, 9(10), 407.
- Robbins, P. S., & Judge, T. A. (2017). *Organizational Behaviour, Edisi 13, Jilid 1*. Salemba Empat.
- Robbins, S. P. (2016). *Perilaku Organisasi*. Salemba Empat.
- Sedarmayanti. (2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. PT Refika Aditama.
- Setiawan, N., & Taufik, A. (2018). Analisis Komitmen Organisasi, Iklim Kerja Dan Pengembangan Karir Terhadap Semangat Kerja Karyawan Di Universitas Pembangunan Panca Budi Medan. *Jurnal Manajemen Tools*, 10(2).
- Yunarsih, N. K. (2017). Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Pegawai Melalui Mediasi Kepuasan Kerja Pada Dinas Pekerjaan Umum Provinsi Bali. *JAGADHITA: Jurnal Ekonomi & Bisnis*, 4(1), 72–82.
- Zakawali, A. G., & Nawatmi, S. (2023). Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Karyawan Melalui OCB. *Jurnal Ilmiah Bisnis & Kewirausahaan (JBK)*, 12(4), 419–432.