



The Effect of Leadership in Improving Employee Performance Through Employee Commitment as an Intervening Variable

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Abstract

This study aims to analyze the influence of leadership on employee performance with employee commitment as an intervening variable in the Bondowoso Regency Civil Service. This study uses a quantitative approach with a saturated sampling technique involving the entire population of 81 civil servants. Data were analyzed using path analysis through SPSS 25.0 software. The results showed that leadership has a significant influence on employee commitment. Effective and communicative leadership encourages employee loyalty and responsibility toward the organization. Firm leadership that can manage emotions, along with high emotional involvement in work, drives productivity. Furthermore, employee commitment has a direct influence on performance. Employees with high commitment demonstrate consistency and optimal performance. This study also revealed that leadership influences performance indirectly through commitment as a mediating variable. Thus, employee commitment plays a crucial role in strengthening the influence of leadership on performance.

Keyword: Kepemimpinan, path analysis, Komitmen Pegawai, Kinerja pegawai

1. Introduction

Bureaucracy is a system of managing and carrying out government tasks that involves a hierarchical structure, clear procedures, and organized rules to ensure the smooth running of administration and public services. Although it aims to create efficiency and order, bureaucracy in Indonesia often faces challenges in terms of flexibility and speed in responding to the needs of the community. Therefore, bureaucratic reform and modernization have become an urgent necessity to improve the quality of public services and adapt to the dynamics of societal development (Ahyaruddin & Akbar, 2017). One form of bureaucratic reform being pursued by the government is through the implementation of a performance accountability system, such as the Government Agency Performance Accountability Report (LAKIP), which later developed into the Government Agency Performance Report (LAPKIN) in accordance with Presidential Regulation No. 29 of 2014 and Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation No. 53 of 2014. All government institutions are required to comply with these regulations, making performance management a crucial aspect of government administration.

The performance of public bureaucracy remains a pressing issue today. The public perceives that bureaucratic performance has yet to deliver high levels of satisfaction, making transparency, accountability, efficiency, and effectiveness the primary areas of focus. Measuring the success of government agencies is often difficult to do objectively, so a measurable and accountable performance management system is needed (Sutrisno, 2017). This is particularly relevant in the public sector at the village level, which serves as the frontline for administrative and social services to the community. As the lowest level of government under the district, villages play a strategic role in bringing government services closer to the community. According to Law No. 9 of 2015 and local regulations, villages are led by village heads who are civil servants and are responsible for administrative services, development, community empowerment, and the implementation of other government tasks. However, in Bondowoso District, the performance of village staff is still not optimal. The data shows that several performance indicators, such as public satisfaction with administrative services (75.70%), the suitability of development program implementation (70.29%), and community participation in empowerment (69.44%), have not yet reached the set targets. Various efforts have been made, such as the digitization of services and employee training, but

fundamental issues like low work motivation, employee commitment, and leadership effectiveness remain major challenges (Hamid, 2021). These issues directly impact the quality of public services, necessitating more comprehensive strategic solutions.

One approach that can be taken is to strengthen employee commitment. The commitment of village employees in Bondowoso is generally reflected in their dedication and loyalty in serving the community, despite often facing resource constraints and high workloads. However, the level of commitment varies between villages, influenced by the leadership style of the village head, work culture, and local government support. Previous research has shown that employee commitment, which consists of affective, continuance, and normative dimensions (Allen & Meyer, 2016), can strengthen loyalty, responsibility, and work productivity (Mathis & Jackson, 2016; Solissa & Lewaherilla, 2022; Ismayanti et al., 2020). However, the effectiveness of commitment as a determinant of performance also depends heavily on organizational conditions and the work environment (Ratnasari et al., 2021).

In addition to commitment, leadership is a key factor in shaping employee motivation and performance. Effective leadership, whether participatory or transformational, can create a harmonious work environment, provide clear direction, and build positive interpersonal relationships (Robbins & Judge, 2015; Ismayanti et al., 2020; Mainita, 2022; Jung & Basalamah, 2020; Khalik, 2023). Conversely, rigid and uncommunicative leadership can reduce employee motivation and work effectiveness.

Based on this background, this study specifically aims to determine and analyze the influence of leadership on the commitment of village employees in Bondowoso Regency, as well as to analyze the influence of leadership on employee performance both directly and indirectly through employee commitment. Additionally, this study also aims to examine the influence of employee commitment on the performance of village employees. Thus, this study is expected to provide practical contributions to local governments in formulating human resource management policies, as well as academic contributions to the development of public sector human resource management theory, particularly at the village level.

2. Methods

Types and Approaches to Research

This study applies a quantitative approach with descriptive and verificative research types. The quantitative approach was chosen because it can provide an objective description of the relationship between variables based on numerical data collected from respondents. Descriptive research is used to describe the characteristics of variables as they exist in the field, while the verifiable approach aims to test the causal relationship between independent variables, mediating variables, and dependent variables in accordance with the theoretical framework that has been formulated. The use of path analysis in this study allows researchers to comprehensively and systematically trace the direct and indirect effects between variables.

Research Location and Time

This research was conducted in all urban villages located in the administrative area of Bondowoso Regency, East Java Province. The selection of these locations was based on the strategic role of urban villages as the frontline of public services at the local level. The research process lasted for five months, from January to May 2025, covering the stages of coordination, instrument validation, and primary and secondary data collection.

Population and Sample

The population in this study was all civil servants (ASN) working in urban villages throughout Bondowoso Regency, totaling 81 people. Since the population size is relatively small and all members of the population are considered relevant for the study, the sampling technique used is a census (census sampling), where all members of the population are included as research respondents (Sugiyono, 2018). Thus, this study is a census, and the results are expected to provide a comprehensive picture of the condition of village-level ASN in Bondowoso District.

Data Collection Techniques

The main data collection was conducted by distributing closed questionnaires to all respondents. The questionnaires were designed using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).

5 = strongly agree) to measure respondents' perceptions of the indicators for each variable. In addition to the questionnaire, the researchers also conducted a documentation study to obtain secondary data, such as subdistrict profiles, employee performance reports, and policy documents from the local government. Non-participatory observation was also conducted to understand the work context of civil servants directly in several subdistricts. These three techniques questionnaires, documentation, and observation were used triangulatively to increase the external validity of the research.

Research Variables

This study examines three main variables, namely the independent variable (X) in the form of leadership, the intervening variable (Z) in the form of employee commitment, and the dependent variable (Y) in the form of employee performance. Leadership is assumed to have a direct influence on employee performance, as well as an indirect influence through employee commitment as a mediating variable. Each variable is operationalized based on theories that are widely recognized in academic literature:

- a) Leadership (X): Defined as the ability of leaders to influence, direct, and motivate subordinates to achieve common goals (Badeni, 2013). Indicators used include: decision making, motivation, communication, control of subordinates, responsibility, and emotional control.
- b) Employee Commitment (Z): Refers to the emotional attachment and loyalty of employees to the organization (Mathis & Jackson, 2016). Indicators include: satisfaction with work and the organization, loyalty to the organization's vision, mission, and values, and willingness to work hard to achieve the organization's goals.
- c) Employee Performance (Y): Refers to the work results achieved by employees in carrying out their duties within the specified time (Wibowo, 2014). The indicators include: objectives, service standards, tools/facilities, feedback, motivation, and opportunities.

The research instruments were tested on a number of respondents outside the main sample to ensure the validity and reliability of each statement item.

Variable	Main Dimension/Indicator	Source	Scale
Leadership (X)	Decision making, motivation, communication, subordinate control, responsibility, emotional control	Badeni (2013)	Likert 1-5
Employee Commitment (Z)	Job satisfaction, loyalty to vision/mission/values, willingness to work hard	Mathis & Jackson (2016)	Likert 1-5
Employee Performance (Y)	Goals, service standards, tools/facilities, feedback, motivation, opportunities	Wibowo (2014)	Likert 1-5

Tabel 1. Operational Variables

Data Analysis Techniques

The collected data were analyzed using SPSS software version 25.0. The analysis stages included:

- a. Descriptive analysis, to describe the characteristics of the respondents and the distribution trends of each variable.
- b. Validity and reliability tests, conducted using Pearson's correlation analysis and Cronbach's Alpha. An item is considered valid if it has a value of $r > 0.30$, and reliable if the value of $\alpha > 0.70$ (Sugiyono, 2016).
- c. Classical assumption tests, including normality tests (Kolmogorov-Smirnov), multicollinearity tests (VIF and Tolerance), and heteroscedasticity tests (Glejser Test) (Ghozali, 2018).
- d. Path analysis is used to determine the direct and indirect effects between variables and to test the mediating role of employee commitment.
- e. The Sobel test is conducted to test the significance of indirect effects by calculating the z-value from the coefficient and standard error calculations using an online calculator (<https://www.danielsoper.com/statcalc>).

Hypothesis

The conceptual model in this study was designed to examine the influence of leadership on employee performance, with employee commitment as a mediating variable. This model can be seen in Figure 1. The conceptual model was developed based on leadership theory and organizational commitment (Robbins & Judge, 2016; Greenberg, 2016), and is supported by various previous empirical research findings (Ismayanti et al., 2020; Mainita, 2022; Jung & Basalamah, 2020). In this model, there are three main pathways connecting the variables, as well as one mediating pathway that is the focus of this study, as follows:

1. The Influence of Leadership on Employee Commitment

Effective leadership is a key factor in building employee commitment through clear direction, empowerment, and emotional support. Leaders who can create a shared vision and effective communication can strengthen employees' sense of belonging to the organization (Dessler, 2016). Robbins and Judge (2016) emphasize that transformational leadership increases employee loyalty through empowerment and motivation, while Greenberg (2016) highlights the importance of collaboration and trust in strengthening employees' emotional attachment. Empirical research also shows that supportive leadership and the creation of a conducive work environment can increase employee commitment (Ismayanti et al., 2020; Jung & Basalamah, 2020; Mainita, 2022). Based on the theoretical framework and previous research findings, the hypothesis proposed is: H1: Leadership has a positive and significant effect on employee commitment in the sub-districts of Bondowoso Regency.

2. The Influence of Leadership on Employee Performance

Good leadership plays an important role in improving employee performance through the creation of a clear vision, empowerment, and support for individual development. Effective leaders are able to increase employee productivity through clear communication and consistent appreciation (Greenberg, 2016; Robbins & Judge, 2016). Previous research also indicates that supportive and innovative leadership can drive individual and team performance (Jung & Basalamah, 2020; Mainita, 2022; Khalik, 2023). Based on this theory and empirical evidence, the hypothesis proposed is: H2: Leadership has a positive and significant effect on the performance of village employees in Bondowoso District.

3. The Influence of Employee Commitment on Employee Performance

Employee commitment to the organization has a significant impact on performance improvement through high loyalty and responsibility. Committed employees are more motivated to achieve organizational goals and show dedication in completing tasks (Meyer & Allen in Greenberg, 2016; Armstrong, 2017). Empirical research also indicates that organizational commitment is positively correlated with employee performance (Ismayanti et al., 2020; Mainita, 2022). Based on this, the hypothesis proposed is: H3: Employee commitment has a positive and significant effect on the performance of village employees in Bondowoso Regency.

4. The Influence of Leadership on Employee Performance Through Employee Commitment

Leadership not only influences performance directly, but also through increased employee commitment as a mediating variable. Supportive leaders can create employee loyalty and engagement, which ultimately leads to improved performance (Robbins & Judge, 2016; Greenberg, 2016). Previous research also indicates that employee commitment serves as a significant mediator in the relationship between leadership and performance (Mainita, 2022; Jung & Basalamah, 2020). Based on the theory and research findings, the hypothesis proposed is: H4: Leadership has a positive and significant effect on the performance of village employees in Bondowoso District through employee commitment as an intervening variable.

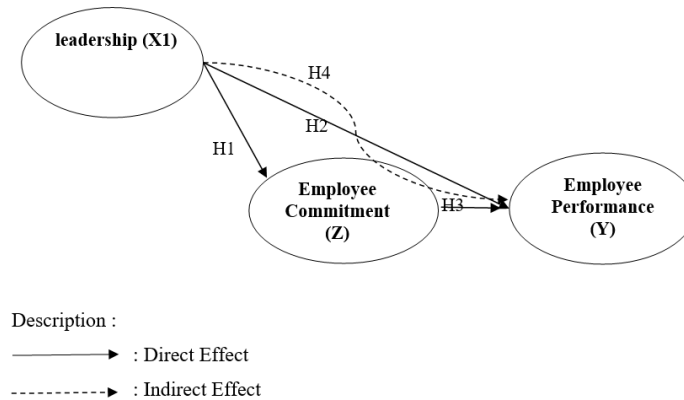


Figure 1. the conceptual framework

3. Results and Discussion

Variable Description

Data on leadership levels, employee commitment, and employee performance were obtained through questionnaires filled out directly by village employees in Bondowoso Regency. The data collection process aimed to obtain a comprehensive picture of respondents' perceptions and responses to each variable indicator studied. In this study, a descriptive analysis was conducted on 15 statements representing three main variables: the independent variable (leadership), the mediating variable (employee commitment), and the dependent variable (employee performance). Each statement item was measured using a Likert scale with a score range of 1 to 5, where a score of 1 indicates a response of "strongly disagree" and a score of 5 indicates a response of "strongly agree." The results of data processing are presented in the form of frequency distribution tables and percentages for each indicator in each variable. These tables provide a more detailed picture of the respondents' answers, so that the level of leadership, employee commitment, and employee performance based on the perceptions of urban village employees in Bondowoso Regency can be determined. Table 2 below presents the complete frequency distribution and percentage of respondents' answers to each indicator in each research variable. As a basis for further analysis, the results of this tabulation are expected to contribute to efforts to improve leadership quality, strengthen employee commitment, and optimize employee performance in the village environment of Bondowoso Regency.

No	Indikator	Skor 1 (%)	Skor 2 (%)	Skor 3 (%)	Skor 4 (%)	Skor 5 (%)	Jumlah	(%)					
1	X ₁	7	8,6	5	6,2	10	12,3	43	53,1	16	19,8	81	100,0
2	X ₂	5	6,2	2	2,5	12	14,8	43	53,1	19	23,5	81	100,0
3	X ₃	6	7,4	8	9,9	11	13,6	41	50,6	15	18,5	81	100,0
4	X ₄	6	7,4	5	6,2	11	13,6	33	40,7	26	32,1	81	100,0
5	X ₅	4	4,9	7	8,6	23	28,4	36	44,4	11	13,6	81	100,0
6	X ₆	9	11,1	8	9,9	16	19,8	35	43,2	13	16	81	100,0
7	Z ₁	4	4,9	2	2,5	8	9,9	40	49,4	27	33,3	81	100,0
8	Z ₂	6	7,4	3	3,7	7	8,6	40	49,4	25	30,9	81	100,0
9	Z ₃	8	9,9	7	8,6	19	23,5	33	40,7	14	17,3	81	100,0
10	Y ₁	4	4,9	3	3,7	15	18,5	41	50,6	18	22,2	81	100
11	Y ₂	6	7,4	3	3,7	17	21	42	51,9	13	16	81	100
12	Y ₃	5	6,2	3	3,7	6	7,4	48	59,3	19	23,5	81	100
13	Y ₄	7	8,6	1	1,2	8	9,9	47	58	18	22,2	81	100
14	Y ₅	4	4,9	1	1,2	5	6,2	41	50,6	30	37	81	100
15	Y ₆	4	4,9	4	4,9	11	13,6	40	49,4	22	27,2	81	100

Table 2. Description of independent (X), intervening (Z), and dependent (Y) variables

Source : primary data, processed 2025

The results of the descriptive analysis show that most respondents gave high ratings (scores of 4 and 5) on all research indicators. In the leadership variable (X), the most dominant indicator was X1.4, namely the ability of leaders to provide clear directions, with 72.8% of respondents agreeing to strongly agreeing. This indicates that the clarity of direction from leaders is the aspect of leadership most felt by village employees. For the employee commitment variable (Z), the highest indicator was Z1, which is employee loyalty to tasks and responsibilities, with 82.7% of respondents giving scores of agree and strongly agree. This finding indicates that loyalty is the strongest form of commitment among village employees. Meanwhile, for the employee performance variable (Y), indicator Y4, which is the ability to complete work on time and in accordance with targets, dominates with 80.2% of respondents giving high ratings. This means that the majority of village employees feel capable of performing their duties efficiently and effectively. Overall, these results show that the perceptions of village employees in Bondowoso regarding leadership, commitment, and performance are in the good category, with a dominance of positive ratings on the main indicators in each variable.

Uji Instrumen

Validity testing aims to ensure the extent to which research instruments are capable of measuring data that truly represent the concepts to be revealed, namely leadership, employee commitment, and employee performance. Instrument validity indicates the level of accuracy and precision of the measuring instrument in performing its function (Ghozali, 2011). In this study, validity testing was conducted using the Pearson Product Moment correlation technique, which involves correlating the score of each statement item with the total score of the variable. An item is considered valid if the correlation coefficient obtained is greater than the table value or critical value of 0.30. Items with values below this threshold are considered invalid and will be considered for elimination from further analysis. In addition to validity, reliability testing was also conducted to measure the consistency of the instrument in producing stable and reliable data when measurements were repeated under similar conditions. Instrument reliability indicates the degree of reliability of the measuring instrument in consistently measuring the same variable. In this study, the reliability test was conducted using Cronbach's Alpha method. The instrument is considered reliable if the Cronbach's Alpha value is greater than 0.60 (Ghozali, 2011). The higher the alpha value obtained, the higher the internal consistency between items in a single construct or variable. Based on the analysis results, all items in the research instrument measuring leadership, employee commitment, and employee performance variables showed validity levels that met the requirements and high reliability values. Thus, this research instrument is deemed suitable and can be used to collect data in this study. A summary of the validity and reliability test results of the instrument is presented in Table 3.

No	Item	R _{count}	Description	Cronbach Alpha	Description
1	X ₁	0.830	Valid	0,896	Reliable
	X ₂	0.861	Valid		Reliable
	X ₃	0.806	Valid		Reliable
	X ₄	0.853	Valid		Reliable
	X ₅	0.786	Valid		Reliable
	X ₆	0.746	Valid		Reliable
2	Z ₁	0.886	Valid	0,795	Reliable
	Z ₂	0.890	Valid		Reliable
	Z ₃	0.760	Valid		Reliable
3	Y ₁	0.929	Valid	0,946	Reliable
	Y ₂	0.883	Valid		Reliable
	Y ₃	0.945	Valid		Reliable
	Y ₄	0.902	Valid		Reliable
	Y ₅	0.886	Valid		Reliable
	Y ₆	0.779	Valid		Reliable

Table 3. Validity and reliability tests

Source: SPSS output processed 2025

Based on the results of the validity and reliability tests of the research instruments used to measure the variables of leadership, employee commitment, and employee performance, all

statement items were declared valid and reliable. For the leadership variable (X), the six statement items (X1–X6) had correlation coefficients (r calculated) ranging from 0.746 to 0.861, all of which exceeded the critical value of 0.30. This indicates that each item was able to accurately measure aspects of leadership in accordance with the intended concept. Additionally, the Cronbach Alpha value for the leadership variable was 0.896, indicating a very high level of reliability, making this instrument reliable for generating consistent data. For the employee commitment variable (Z), the three statement items (Z1–Z3) also showed high calculated r values, ranging from 0.760 to 0.890. All items were deemed valid as they met the validity criteria. The Cronbach Alpha value of 0.795 for this variable also indicates that the instrument has good reliability and consistency in measuring employee commitment. Meanwhile, for the employee performance variable (Y), the six statement items (Y1–Y6) obtained very high r values, ranging from 0.779 to 0.945. All items were deemed valid, and the Cronbach Alpha value of 0.946 indicates very high reliability. Thus, the instrument used to measure employee performance is reliable and consistent. Overall, the results of the validity and reliability tests show that all items in the research instrument have met the required criteria. The instrument is deemed suitable for use in collecting data in research on leadership, employee commitment, and employee performance among village officials in Bondowoso Regency.

Furthermore, a multicollinearity test was conducted to determine whether there was a high linear relationship between the independent variables in the regression model. Multicollinearity detection in this study used the Variance Inflation Factor (VIF) value as the main indicator. Based on the analysis results presented in Table 4, all VIF values of the independent variables were below 10, which is still within the acceptable tolerance limit. Thus, it can be concluded that there were no signs of multicollinearity in the model, so the regression model used was suitable for further analysis.

No Model Regresi Terhadap Variabel Independen Nilai VIF			Keterangan	
1	Z (Commitment)	Leadership (X)	3,033	No multicollinearity
2	Y (Performance)	Leadership (X)	4,552	No multicollinearity
		Commitment (Z)	4,951	No multicollinearity

Table 4. Reliability of the instrument.

Source: SPSS output processed 2025

A test for heteroscedasticity was conducted to determine whether the residual variance in the regression model was constant from one observation to another. A good regression model should not exhibit heteroscedasticity, as unequal residual variance can compromise the validity of the model estimates. Based on observations of the scatterplot graphs in this study (Figures 2 and 3), the residual points appear to be scattered randomly and symmetrically around the zero line, without forming any particular pattern. Thus, it can be concluded that the regression model has met the assumption of homoscedasticity and is suitable for further analysis (Ghozali, 2005).

Furthermore, normality testing aims to determine whether the data in the regression model is normally distributed, which is one of the important requirements in regression analysis. In this study, normality testing was performed using a Normal Probability Plot (P-Plot) graph of the standardized residuals. According to Ghozali (2011), data can be said to be normally distributed if the residual points on the P-Plot graph are scattered around the diagonal line and follow the direction of that line. The test results shown in Figures 4 and 5 indicate that the residual points are scattered close to the diagonal line, both above and below it. This scattering pattern suggests no significant deviation from the normal distribution. Therefore, it can be concluded that the regression model in this study meets the normality assumption and is suitable for further analysis.

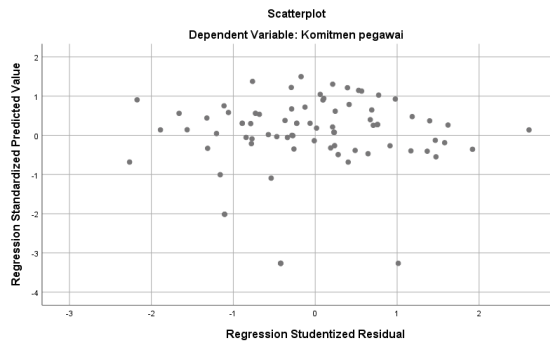


Figure 2. Results of Heteroscedasticity Testing of the Effect of X on Z

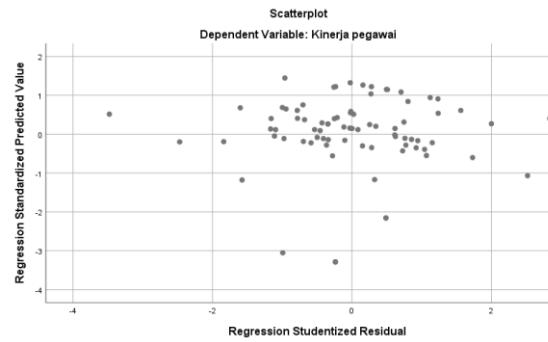


Figure 3. Results of Heteroscedasticity Testing of the Effect of X and Z on Y

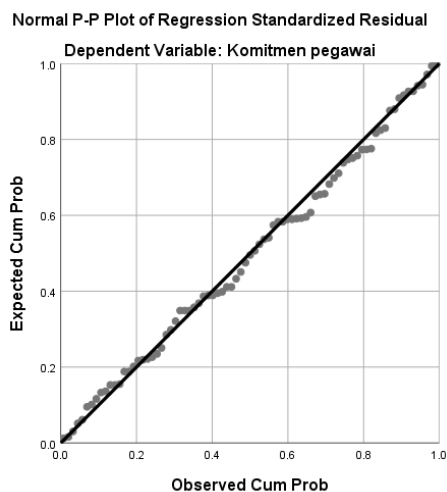


Figure 4. Normality Test Results

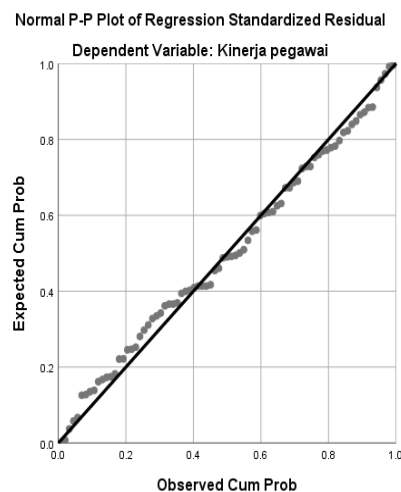


Figure 5. Normality Test Results

Path Analysis

This section describes the results of path analysis used to test the direct and indirect effects between variables in the research model, namely the effect of leadership (X) on employee commitment (Z) and employee performance (Y) among village employees in Bondowoso Regency, with employee commitment as the mediating variable. This path analysis aims to determine to what extent the relationships between variables formulated in the research hypotheses can be accepted or rejected based on statistical significance results. Each path tested represents one hypothesis and produces a path coefficient, t-statistic, and p-value used to measure the strength and significance of the influence between variables. Thus, this analysis provides a more comprehensive picture of the mechanism of leadership influence on employee performance, both directly and through employee commitment as a mediating variable. The results of this path analysis are expected to provide an empirical basis for managerial decision-making in the village environment. The complete details of the path analysis results can be seen in Table 5.

No.	Hypothesis	Beta (β)	t-count	p-value	Description
1	The influence of leadership on commitment	0,554	15,415	0,000	Significant
2	The influence of leadership on performance	0,371	3,256	0,000	Significant
3	The influence of commitment on performance	0,368	3,711	0,000	Significant

Table 5. Results of direct effect test

Source: SPSS data analysis results 2025

Based on the results of the path analysis, all relationships between variables in the research model show a significant effect. First, the effect of leadership on employee commitment has a beta coefficient value of 0.554 with a t-value of 15.415 and a p-value of 0.000. This indicates that leadership has a positive and significant effect on employee commitment, meaning that the better the

leadership applied, the higher the employee commitment. Second, the effect of leadership on employee performance is also significant, with a beta coefficient of 0.371, a t-value of 3.256, and a p-value of 0.000. This means that effective leadership can directly improve the performance of village employees. Third, employee commitment was also found to have a positive and significant effect on employee performance, with a beta coefficient of 0.368, a t-value of 3.711, and a p-value of 0.000. Thus, the higher the employee commitment, the better the performance achieved.

Indirect effect testing was conducted to determine whether there was a mediating role of employee commitment (Z) in the relationship between leadership (X) and employee performance (Y). An indirect effect is considered significant if all paths are also significant (Ghozali, 2011). Based on the analysis results, it was found that leadership (X) has an indirect effect on employee performance (Y) through employee commitment (Z) of 0.204, obtained from the product of the path coefficients $X \rightarrow Z$ (0.554) and $Z \rightarrow Y$ (0.368). This indirect influence value indicates that employee commitment acts as a mediator that strengthens the relationship between leadership and employee performance. Additionally, this indirect influence value is also significant when compared to the direct influence of leadership on employee performance, which is 0.371. This finding emphasizes the importance of employee commitment in mediating the influence of leadership on improving the performance of village employees in Bondowoso Regency. Details of the indirect influence path coefficients can be seen in Table 6.

Independent Variable	Intervening Variable	Dependent Variable	Standardized Coefficient	Description
Leadership (X)	Employee Commitment (Z)	Employee Performance (Y)	0,204	Significant (0,554 × 0,368)

Table 6. Results of indirect effect tests

Model Struktural

This section explains the calculation of the direct and indirect effects of the leadership variable (X) on employee performance (Y), through the intervening variable of employee commitment (Z). The path diagram of the path coefficient test results is presented in Figure 6. Based on the path coefficient testing as shown in Table 6, the model in the form of a path diagram of the path coefficient testing results is presented in Figure 6 as a whole. Employee commitment acts as a partial mediator because in the model there is a significant relationship between the independent variable (leadership) and the dependent variable (performance) even though employee commitment as a mediator is also involved.

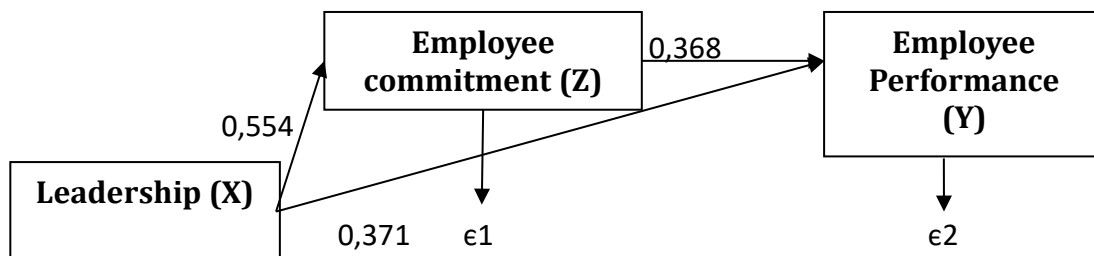


Figure 6. Path diagram of path coefficient test results

The Coefficient of Determination

The coefficient of determination is a measure that indicates the amount of variation in the dependent variable that can be explained by the independent variable. In other words, the coefficient of determination is used to measure the extent to which the independent variables explain the dependent variable. The coefficient of determination values in this study can be seen in Table 7.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.949 ^a	.901	.897	.32104810	2.023

Tabel 7. The Coefficient of Determination

The results of the path analysis show that the adjusted R-square coefficient is 0.897. This means that 89.7% of the variation in employee performance variables can be explained by the variables of leadership, work engagement, and employee commitment, while the remaining 10.3% is explained by other variables and errors that are not explained in this study.

Hypothesis Testing

The results of this study indicate that leadership has a significant influence on employee commitment at the Bondowoso District Office. These findings support the hypothesis that leadership quality plays an important role in shaping the level of employee commitment to the organization. Leadership indicators such as decision-making ability, motivation, and effective communication received positive responses from the majority of respondents, who were predominantly employees with bachelor's degrees and long work experience. Theoretically, these results align with Robbins and Judge (2016) and Dessler (2016), who emphasize that effective leadership can enhance employees' trust, loyalty, and commitment to the organization. Empirical support is also provided by the research of Mainita (2022), Ismayanti et al. (2020), and Jung and Basalamah (2020), which concluded that transformational and communicative leadership positively contributes to employee commitment in the public sector.

In addition, this study also proves that leadership has a significant effect on employee performance. Good leadership qualities, reflected in decision-making abilities, clear communication, and emotional management, contribute to improved employee performance, as reflected in indicators of clarity of work objectives, availability of work facilities, and motivation due to rewards. These findings are consistent with the theories of Greenberg (2016), Robbins and Judge (2016), and Ivancevich and Matteson (2016), which emphasize the importance of leadership in guiding, motivating, and facilitating the achievement of organizational goals. Previous research by Jung and Basalamah (2020), Mainita (2022), and Khalik (2023) also supports that visionary and communicative leadership significantly improves employee productivity in the public sector.

Furthermore, employee commitment has been shown to have a direct impact on employee performance. Employees with high levels of commitment demonstrate better performance, as reflected in indicators of job satisfaction, loyalty to the organization's vision, and motivation to achieve common goals. These findings align with the concepts proposed by Meyer and Allen (as cited in Greenberg, 2016), Armstrong (2017), and Ivancevich and Matteson (2016), who emphasize that organizational commitment motivates employees to work harder and take greater responsibility. Empirical research by Mainita (2022) and Ismayanti et al. (2020) also shows that organizational commitment has a positive correlation with employee work behavior and productivity.

The indirect effect test shows that employee commitment mediates the relationship between leadership and employee performance, although the indirect effect is smaller than the direct effect. This indicates that leadership is more effective in improving employee performance directly, but still has an indirect impact through increased employee commitment. These findings are supported by research by Mainita (2022), Jung and Basalamah (2020), Robbins and Judge (2016), and Greenberg (2016), which confirm that commitment is a consequence of effective leadership styles and has a positive impact on employee performance.

4. Conclusion

Based on the results of the research conducted, it can be concluded that leadership has a significant influence on employee commitment and performance at the Bondowoso District Office. Good leadership qualities, demonstrated through decision-making abilities, effective communication, and motivation of subordinates, have been proven to increase employee commitment to the organization. Additionally, employee commitment plays a crucial role in driving performance improvement, as employees with high loyalty and attachment to the organization tend to demonstrate better productivity and work quality. Path analysis also indicates that employee commitment mediates the relationship between leadership and performance, although the direct

influence of leadership on performance is greater than the indirect influence through commitment. These findings emphasize that efforts to improve employee performance in the village environment require not only effective leadership but also the continuous strengthening of employee commitment. Thus, leadership capacity development and employee commitment cultivation are important strategies in achieving optimal organizational performance in the village-level government sector.

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