

# Organizational Commitment Mediates Work Leadership And Performance

Ervan Yansen<sup>1\*</sup>, Nurlaely<sup>1</sup>, Angga Rizka Lidiawan<sup>1</sup>

<sup>1</sup>Master of Management Study Program, Faculty of Economics, Kadiri University, Indonesia

\*Corresponding author E-mail: cool\_voo@yahoo.co.id

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## ABSTRACT

This study aims to analyze the influence of leadership and work environment on employee performance in Correctional Institutions (Prisons), as well as the mediating role of organizational commitment. The research method used is a quantitative approach with Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis. The results show that leadership does not have a significant effect on employee performance ( $O = 0.193$ ,  $T = 1.506$ ,  $P = 0.133$ ) but has a positive effect on organizational commitment ( $O = 0.633$ ,  $T = 9.985$ ,  $P = 0.000$ ). Organizational commitment does not significantly influence employee performance ( $O = 0.022$ ,  $T = 0.162$ ,  $P = 0.872$ ), while the work environment significantly influences employee performance ( $O = -0.349$ ,  $T = 4.107$ ,  $P = 0.000$ ) but not organizational commitment ( $O = 0.063$ ,  $T = 0.718$ ,  $P = 0.473$ ). Additionally, organizational commitment does not mediate the relationship between leadership and work environment on employee performance ( $O = 0.014$ ,  $T = 0.158$ ,  $P = 0.874$ ;  $O = 0.001$ ,  $T = 0.088$ ,  $P = 0.930$ ). The implications of these findings indicate that improving employee performance in prisons is not sufficient solely by enhancing leadership aspects or organizational commitment; instead, there is a need for a more conducive work environment and more effective managerial strategies. Recommendations for prison management include improving leadership competencies, enhancing workplace facilities, and implementing employee welfare programs. This study is expected to serve as a reference for academics and practitioners in the development of human resource management within correctional institutions.

**Keywords:** leadership, work environment, organizational commitment, employee performance, correctional institutions.

## INTRODUCTION

Employee performance in an organization is the main factor in achieving predetermined goals.(Meilani, 2013). Every organization, whether public or private sector, depends on the productivity, dedication and professionalism of its employees to carry out its functions and responsibilities optimally.(BPS Statistics-Indonesia, 2019). In government organizations, especially in Correctional Institutions (Lapas), employee performance not only reflects operational effectiveness, but also determines success in achieving the goals of the correctional system. Lapas not only function as a place to carry out punishment for prisoners, but also as an institution responsible for their rehabilitation and social reintegration.(Ministry of Health of the Republic of Indonesia, 2015). Therefore, the performance of employees in prisons must always be improved in order to support the process of fostering prisoners optimally, ensure environmental security, and maintain public trust in a fair and transparent correctional system.

In practice, employee performance in prisons is influenced by various interacting factors. The work environment is one of the main factors that can determine the level of productivity and comfort of employees in carrying out their duties.(Pratiwi et al., 2022; Setiawati et al., 2020;

Supihati, 2014). A conducive work environment, including physical aspects such as adequate facilities and psychological aspects such as harmonious working relationships, can increase employee motivation and loyalty. In addition, leadership in the organization also plays an important role in forming a positive work culture. Effective leaders are able to provide clear direction, build good communication, and motivate employees to achieve optimal performance. The combination of a supportive work environment and inspiring leadership can create a more productive and professional work atmosphere.

However, work environment and leadership factors do not always have a direct impact on employee performance, because there are other factors that act as intermediaries, namely organizational commitment.(Afriansyah, 2019; Cindy Wahyu Pradini, Sri Luayyi, 2023; Saputra et al., 2017; Supihati, 2014). Employees who have a high commitment to the organization tend to be more dedicated and have intrinsic motivation to perform well, even when facing challenges in their work. Organizational commitment reflects the extent to which an employee feels bound to the values, goals, and vision of the organization where he works.(N. Djunaedi & Muh. Akil Rahman, 2023; Rahayu & Wiwik Robiatul Adawiyah, 2023). If employees have a strong commitment, then they will be more loyal, have high work spirit, and are willing to give their best effort in carrying out their duties. Therefore, in understanding and improving employee performance in prisons, it is important to see how the interaction between the work environment, leadership, and organizational commitment can shape optimal performance in the correctional system.(A. Putri et al., 2018).

A conducive work environment has a major impact on employee productivity, both in the government and private sectors. A study by Robbins & Judge (2019) shows that a supportive work environment can increase work motivation by 34% and reduce stress levels by 20%. Factors such as lighting, cleanliness, office layout, and access to adequate work resources can encourage employee performance to be more optimal. In the context of Correctional Institutions (Lapas), a comfortable and safe work environment becomes increasingly important because employees are faced with tough work challenges, such as handling prisoners, handling complex administration, and maintaining security and order in the prison.(Irianto & Sukiman, 2021).

Safety and work facilities are two important elements in creating a conducive work environment.(Jelatu & Jewaru, 2024). Prison staff often face high risks due to interactions with prisoners, so adequate security systems, such as CCTV, clear safety procedures, and sufficient numbers of security personnel, have a significant impact on their sense of security at work.(Lidiawan & Laely, 2024). In addition, facilities such as break rooms, comfortable work areas, and technological support in administration can improve employee work efficiency. Data shows that 80% of employees who work in an environment with adequate facilities report an

increase in their performance, compared to 45% of employees who work in an environment with inadequate facilities (Smith et al., 2021).

In addition to physical factors, good working relationships between employees are also key to creating a conducive work environment. Harmonious relationships between employees and superiors and fellow co-workers can increase job satisfaction and reduce stress levels. A study by Herzberg (2020) found that employees who feel appreciated by their superiors and have good working relationships with their colleagues have a 25% higher productivity rate than those who feel less appreciated. In prisons, good collaboration between security officers, administrative officers, and other professionals (psychologists, counselors, and health workers) greatly determines the effectiveness of their work performance. Therefore, building open communication and a supportive work culture are key factors in improving employee performance.

Table 1. Work Environment Factors

Work Environment Factors	Impact on Employee Performance	Source
Comfortable working environment	Increase work motivation by up to 34%	Robbins & Judge (2019)
Lower stress levels	Reduce stress by 20%	Robbins & Judge (2019)
Adequate work facilities	80% of employees reported improved performance	Smith et al. (2021)
Good working relationship	Increase productivity by up to 25%	Herzberg (2020)

The leadership style applied in an organization plays an important role in determining employee performance. Effective leadership does not only focus on giving instructions, but also on how a leader is able to inspire, motivate, and build positive working relationships with his subordinates. According to Bass and Avolio (2000), leaders who are able to provide motivation, support, and clear direction can improve employee performance by up to 25%. In the context of public organizations such as Correctional Institutions (Lapas), strong leadership is crucial considering the high challenges faced, ranging from human resource management, prisoner management, to creating a safe and conducive work environment (Cindy Wahyu Pradini, Sri Luayyi, 2023; Erlangga, 2017; Lestari, 2018; A. Putri et al., 2018). Therefore, good leadership is not only limited to technical skills in managing an organization, but also skills in building employee trust and commitment.

In prisons, leaders who have a good leadership style can create discipline and increase employee compliance with applicable operational procedures. This discipline is especially important in environments that require high levels of security, such as correctional facilities, where mismanagement of employees and inmates can have a major impact on the stability of the institution. Leaders who are firm, but still provide support to their employees, can help shape a more re-

sponsible work culture.(D. Djunaedi et al., 2022; Widiastuti et al., 2022). In addition, good leadership can also reduce the level of work stress experienced by prison employees, who are often faced with high pressure due to heavy workloads and quite high safety risks. With a leader who is able to provide solutions to these challenges, employees will be more motivated to work better and more productively.

Furthermore, leadership in prisons is not only oriented towards achieving organizational targets, but also towards building a professional work culture that is oriented towards community service. Leaders who have a clear vision and are able to communicate organizational goals well will encourage employees to have a greater sense of responsibility in carrying out their duties.(Irianto & Sukiman, 2021). Transformational leadership, for example, can increase employee loyalty and job satisfaction by giving awards, creating a positive work environment, and providing space for employees to develop professionally. In the long term, a good leadership style will create a more solid organization, where employees do not only work because of obligation, but also because they have a high commitment to the vision and mission of the institution.(Widiastuti et al., 2022). Thus, effective leadership will be a major factor in ensuring that employee performance remains optimal and in line with the goals of correctional reform.

Organizational commitment is an important factor that can strengthen the relationship between the work environment and leadership on employee performance. Employees with a high level of commitment tend to have an emotional attachment to the organization, so they are more motivated to make maximum contributions to their work. Meyer and Allen (1997) suggest that organizational commitment consists of three main dimensions, namely affective commitment (emotional attachment to the organization), continuance commitment (awareness of the consequences of leaving the organization), and normative commitment (feeling of obligation to remain in the organization). These three dimensions play a role in encouraging employees to work better, even in less than ideal work environment conditions or less effective leadership.(Ariyani & Sugiyanto, 2020).

Research shows that high levels of organizational commitment can increase employee performance by up to 30% (Podsakoff et al., 2018). Even in less supportive work environments or when leadership is less effective, employees with high organizational commitment are still able to maintain their productivity. For example, a study conducted by Riketta (2002) found that employees with high levels of affective commitment have better work performance than those with only continuance or normative commitment. This shows that emotional attachment to the organization is a major factor in driving optimal performance. Thus, organizations need to implement strategies that can increase employee affective commitment, such as providing career development opportunities, creating a positive work culture, and increasing employee involvement in decision making.

In addition, organizations need to understand how organizational commitment interacts with work environment factors and leadership to produce optimal performance. The following table illustrates how organizational commitment plays a role in improving employee performance based on several previous studies.

Table 2. Performance Improvement

Researcher	Key Findings	Performance Improvement
Meyer & Allen (1997)	Affective commitment has the greatest impact on performance.	25-30%
Rickett (2002)	Employees with high affective commitment have better performance.	20-25%
Podsakoff et al. (2018)	Organizational commitment continues to improve performance even though work environment and leadership factors change.	30%
Meyer et al. (2002)	High organizational commitment reduces turnover rates and increases employee retention.	-

**Source:** Meyer & Allen (1997), Rickett (2002), Podsakoff et al. (2018), Meyer et al. (2002).

Based on the background that has been described, this study aims to analyze the role of organizational commitment as a mediating variable in the relationship between work environment and leadership on employee performance in Correctional Institutions (Lapas). A good work environment and effective leadership are important factors that can affect employee performance, but without strong organizational commitment, the positive impact of both factors may not be optimal. Therefore, this study will examine the extent to which organizational commitment strengthens the relationship between work environment and leadership on improving employee performance. (Hakim, 2016; I. Putri & Wirasedana, 2015). Thus, the results of this study are expected to provide a more comprehensive understanding of the factors that influence employee performance in prisons and how the interaction between these variables can be managed to create a more productive and conducive work environment.

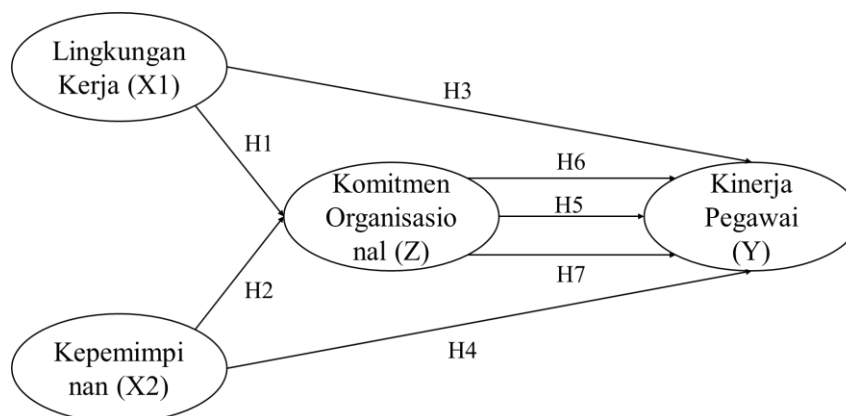
Organizational commitment plays an important role in encouraging employees to work with high dedication and loyalty to the organization. Employees with high levels of commitment tend to be more motivated to achieve work targets, adapt to change, and have a greater sense of responsibility for the tasks given. Conversely, low organizational commitment can lead to high absenteeism, lack of employee involvement in work, and low work productivity. In the context of prisons, where employees have heavy duties and responsibilities, organizational commitment is a key factor that can increase their work effectiveness. Therefore, understanding how the work environment and leadership can contribute to building strong organizational commitment is very important to study.



With a deeper understanding of the relationship between work environment, leadership, and organizational commitment to employee performance, this study is expected to provide strategic recommendations for prison management in improving the quality of employee work. Strategies to improve employee performance can be focused on creating a more comfortable work environment, strengthening inspiring and supportive leadership, and developing programs that can improve employee commitment to the organization. With the right strategy, it is expected that employee performance in prisons can increase significantly, so that more humanistic, effective, and efficient correctional goals can be achieved more optimally. In addition, the results of this study can also provide academic contributions in the development of theories related to the role of organizational commitment in improving employee performance in the public sector, especially in institutions that have complex work systems such as prisons.

The formulation of the problem in this study includes an analysis of the influence of the work environment and leadership on employee performance and organizational commitment. Specifically, this study aims to test whether the work environment and leadership affect employee performance, and whether both also affect organizational commitment. In addition, this study also analyzes the mediating role of organizational commitment in the relationship between the work environment and leadership on employee performance. Thus, the purpose of this study is to provide a deeper understanding of the relationship between work environment factors, leadership, organizational commitment, and employee performance, so that it can contribute to the development of more effective managerial strategies in improving organizational performance.

#### Framework and Hypothesis



Picture1. Conceptual Framework

Source : (Gergova & Warren, 2024; Ghulam & Mousa, 2019; Heaton et al., 2023; Jaquette et al., 2018; Thursday & Susan Abraham, 2024; Kantorowicz et al., 2024)

Conceptual Framework:

(H1, H, H3, H4) : Partial Test

(H5, H6, H7) : Mediation Test

Ha1: There is an influence of Fintech Innovation (X) on Customer Decisions (Y)

Ha2: There is an influence of Fintech Innovation (X) on Customer Experience (Z)

Ha3: There is an influence of Customer Experience (Z) on Customer Decisions (Y)

Ha4: There is an influence of Fintech Innovation (X) on Customer Decisions (Y) through Customer Experience (Z)

## RESEARCH METHODS

### Research Design

This research is an explanatory research with a quantitative approach that aims to understand the causal relationship between the variables studied.(Mulyadi, 2012). The focus of this research is to reveal the factors that influence a phenomenon and explain the causal relationship between variables through hypothesis testing and numerical data analysis. With this approach, the research seeks to find empirical evidence that supports or rejects the hypothesis to provide a deeper and more comprehensive understanding of the phenomenon being studied.(Mantiri et al., 2021).

This study uses a mediation model with a Structural Equation Modeling (SEM) approach analyzed using the SMART PLS tool. This model aims to test the role of the mediating variable, namely Organizational Commitment, in the relationship between the independent variables, namely Work Environment and Leadership, with the dependent variable, namely Employee Performance. This model tests whether Organizational Commitment acts as a mediator connecting Work Environment and Leadership with Employee Performance. SMART PLS was chosen because of its ability to process non-normal data and complex relationships between variables, as well as its ability to provide more flexible estimates in research with limited sample sizes.(Mulyadi, 2012).

The first step in testing the mediation model is a descriptive test that aims to provide an overview of the distribution and characteristics of the research data. This test includes basic statistical calculations such as the average, standard deviation, and frequency distribution of each variable in the study. The goal is to check the feasibility of the data used in further analysis. The results of the descriptive test provide insight into the nature of the data to be analyzed, ensuring that the data meets the criteria for further statistical analysis using the SMART PLS method.(Liu et al., 2022; Widjaja & Sugiarto, 2022).

After the descriptive test, the next stage is the outer loading test to evaluate the validity of the construct in the model. Outer loading is used to measure the extent to which the indicators in each variable are able to reflect the intended construct. A good outer loading value is usually more than 0.7, which indicates that the indicator has a strong relationship with the measured construct.Ghazali (2016). This outer loading test is important to ensure that each indicator used in

the model has a significant contribution to the construct being analyzed. If there are indicators with low outer loading, these indicators may need to be removed to improve the quality of the model.

Next, an inner loading test is conducted to measure the strength of the relationship between constructs in the structural model. This test measures the direct influence between independent variables (Work Environment and Leadership), mediating variables (Organizational Commitment), and dependent variables (Employee Performance). The inner loading test produces a path coefficient value that shows how much influence each relationship between variables has. A significant path coefficient value indicates a strong relationship between these variables. The results of this inner loading test provide an overview of the extent to which Organizational Commitment is able to mediate the relationship between Work Environment, Leadership, and Employee Performance.

### **Population and Sample**

The population in this study was 165 employees of the Correctional Institution with various levels of positions and work units. Correctional Institutions were chosen because they have a strategic role in the criminal justice system and face challenges in human resource management, including aspects of the work environment, leadership, and organizational commitment that can affect employee performance. Employees in this institution are responsible for security, coaching, and administration that require high professionalism and dedication. Factors such as integrity, discipline, loyalty, and resistance to work pressure are the main requirements in assessing employee performance. Therefore, this study aims to analyze the extent to which the work environment and leadership play a role in forming commitment and improving employee performance, as well as providing policy recommendations in improving the effectiveness of correctional organizations. (Liu et al., 2022; Widjaja & Sugiarto, 2022).

The sampling technique used probability sampling with a simple random sampling method to ensure that all employees have an equal chance of being selected as respondents. The sample size was calculated using the Slovin formula with a margin of error of 5%, resulting in a sample size of 117 respondents. The respondent selection process was carried out randomly using a random number generator or sequential recording method to ensure an objective sample distribution. This approach ensures that the data obtained is more valid and can describe the relationship between the work environment, leadership, organizational commitment, and employee performance in a representative manner.

### **Operational Variables**



Table1. Operational Variables

No.	Research Variables	Research Variable Indicators	Question Items	Reference Source
1	Organizational Commitment	a) Pride in the Institution b) Work according to vision and mission c) Full responsibility	9 grains	(Laely et al., 2022, 2024; Lidiawan et al., 2024; Novari, 2020; Sukmawati & Susilo, 2023)
2	Work environment	a) Safe and comfortable working environment b) Facilities as expected c) Non-discriminatory work system	8 grains	(Cahyani, 2022; Hutabarat et al., 2019; Kusuma et al., 2021; Lidiawan et al., 2024; Pratiwi et al., 2022)
3	Leadership	a) Leaders set an example b) Decision-making c) Concern	10 grains	(Lestari, 2018; Nurlaelah, 2022; A. Putri et al., 2018; Themba et al., 2019)
4	Employee Performance	a) Target according to vision b) Procurement of skill enhancement c) Continuous feedback	9 grains	(Comedy & Ferianto, 2023; A. Putri et al., 2018; Satriyono et al., 2019)

(Source: Primary Data Processing, 2025)

### Observation and Interview

Observations in this study were conducted systematically to understand the dynamics of employee work in Correctional Institutions by observing daily activities, social interactions, and physical and operational aspects of the work environment. These observations aimed to identify behavioral patterns that reflect organizational commitment, leadership, and employee performance, as well as to evaluate the effectiveness of leadership in managing human resources. In addition, interviews were conducted to obtain in-depth information regarding employee perceptions of the work environment, leadership style, and factors that influence their motivation and performance. Respondents came from various levels of office in order to obtain diverse perspectives regarding organizational support, policies implemented, and challenges faced in carrying out tasks. The data obtained through observations and interviews were analyzed thematically to provide a more comprehensive picture of the relationship between the work environment, leadership, and employee performance in Correctional Institutions.

### Research Tools

The data analysis technique in this study used the path analysis method to test the relationship between variables. Descriptive analysis was used to describe the characteristics of respondents and data distribution. The outer model validity test in this study was conducted to assess the validity of the questionnaire through discriminant and convergent validity. Discriminant validity was tested using cross-loadings and the Fornell-Larcker criteria, while convergent validity was evaluated through outer loadings ( $>0.5$ ), AVE ( $>0.5$ ), and composite reliability (CR $>0.7$ ). The reliability test used Cronbach's Alpha ( $>0.7$ ), rho\_A ( $>0.7$ ), and CR ( $>0.6$ ) to ensure the internal consistency of the construct. Furthermore, the inner model test includes R-Square which shows the strength of the model (strong if  $R^2 \geq 0.75$ , moderate if  $R^2 \geq 0.50$ , and weak if  $R^2 \geq 0.25$ ), and F-Square to evaluate the impact of exogenous variables on endogenous (small if  $f^2 = 0.02$ , moderate if  $f^2 = 0.15$ , large if  $f^2 = 0.35$ ). Path coefficient analysis uses bootstrapping to determine the direction of the relationship between variables, with a positive interpretation indicating a unidirectional relationship and a negative indicating an opposite direction relationship. The influence of variables is tested through the probability value (P-Value), which is significant if  $P < 0.05$  and insignificant if  $P > 0.05$  (Agus et al., 2023; Igbino et al., 2023; Williamson et al., 2016).

### Research Procedures

The analysis begins with validity and reliability tests, where discriminant validity is tested using cross-loadings and Fornell-Larcker, while convergent validity uses outer loadings ( $>0.5$ ), AVE ( $>0.5$ ), and CR ( $>0.7$ ). Reliability tests are carried out using Cronbach's Alpha ( $>0.7$ ), rho\_A ( $>0.7$ ), and CR ( $>0.6$ ) to ensure internal consistency. Further analysis includes the R-Square test (strong if  $R^2 \geq 0.75$ , moderate if  $R^2 \geq 0.50$ , and weak if  $R^2 \geq 0.25$ ) and F-Square to assess the impact of exogenous variables on endogenous (small if  $f^2 = 0.02$ , moderate if  $f^2 = 0.15$ , large if  $f^2 = 0.35$ ). Path coefficients were analyzed using bootstrapping to assess the direction of the relationship between variables, where positive values indicate a unidirectional relationship and negative values indicate an opposite relationship. Significance testing was performed by looking at the P-Value, which is significant if  $P < 0.05$  and insignificant if  $P > 0.05$ . In addition, a mediation test was conducted to assess the role of organizational commitment in strengthening or weakening the relationship between the main variables.

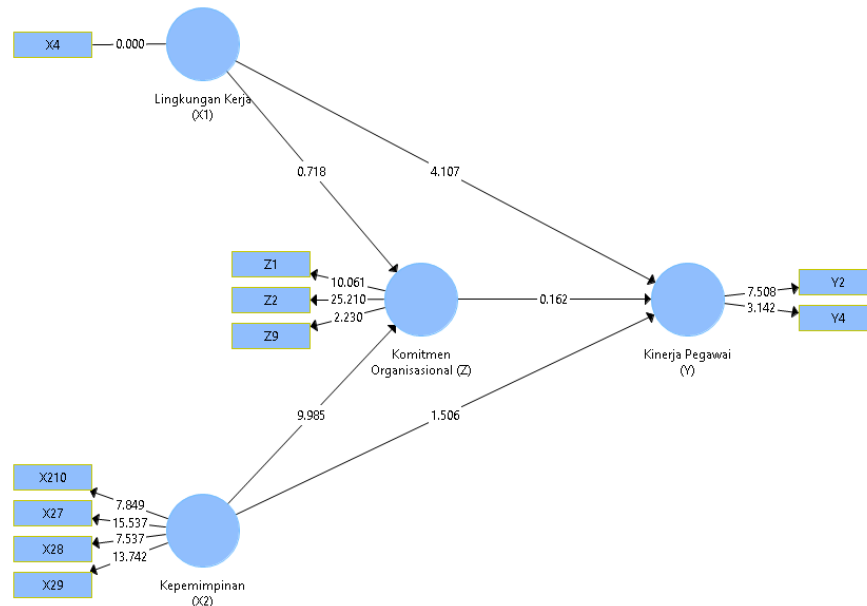
## RESULTS AND DISCUSSION

### Results

#### 1. Partial Test (T-Test)

At the partial test stage, an analysis is conducted to test the relationship between constructs in the model, using several parameters such as Original Sample (O), Sample Mean (M), Standard

Deviation (STDEV), T Statistics ( $|O/STDEV|$ ), and P Values. Based on the test results, a conclusion can be drawn whether the proposed hypothesis is accepted or rejected.



Picture2. Inner Model

Table2. Partial Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( $ O/STDEV $ )	P Values	Decision
Leadership (X2) -> Employee Performance (Y)	0.193	0.198	0.128	1,506	0.133	Hypothesis rejected
Leadership (X2) -> Organizational Commitment (Z)	0.633	0.640	0.063	9.985	0.000	Hypothesis accepted
Organizational Commitment (Z) -> Employee Performance (Y)	0.022	0.026	0.138	0.162	0.872	Hypothesis rejected
Work Environment (X1) -> Employee Performance (Y)	-0.349	-0.358	0.085	4.107	0.000	Hypothesis accepted
Work Environment (X1) -> Organizational Commitment (Z)	0.063	0.069	0.088	0.718	0.473	Hypothesis rejected

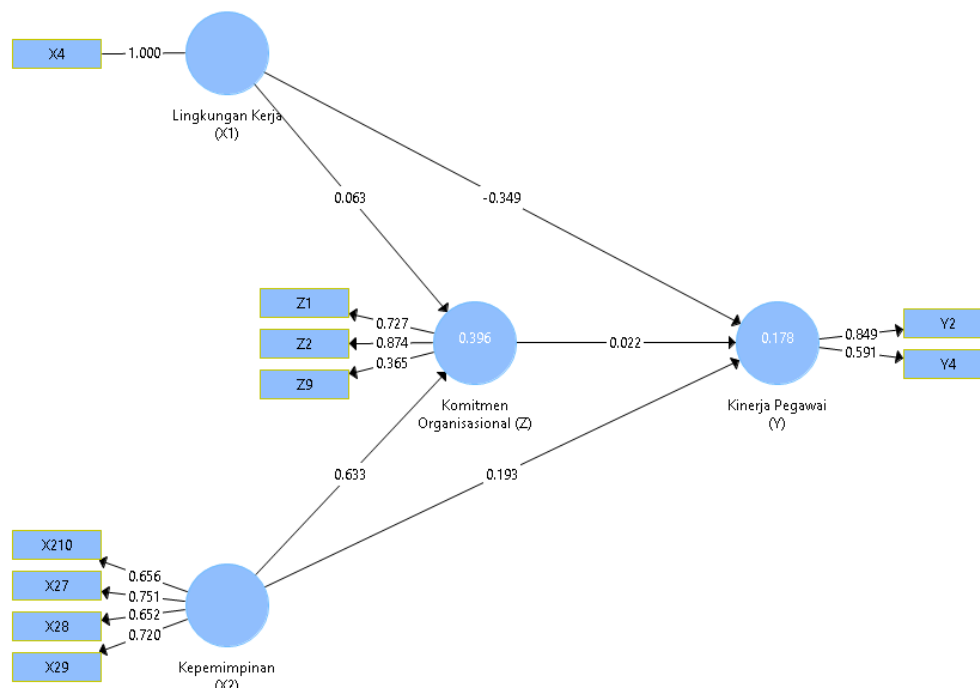
(Source: Primary Data Processing, 2025)

The results of the analysis show that leadership (X2) has a positive influence on employee performance (Y) with an Original Sample (O) value of 0.193. However, with a T-Statistics value of 1.506 and a P-Value of 0.133 ( $>0.05$ ), this influence is not significant, so the hypothesis stating that leadership has an effect on employee performance is rejected. On the other hand, leadership (X2) has a significant positive influence on organizational commitment (Z) with an Original Sample (O) value of 0.633, T-Statistics of 9.985, and P-Value of 0.000 ( $<0.05$ ), which means that the better the leadership, the higher the employee's organizational commitment.

Furthermore, the relationship between organizational commitment (Z) and employee performance (Y) shows a very small effect with an Original Sample (O) value of 0.022, T-Statistics 0.162, and P-Value 0.872 ( $>0.05$ ), so this hypothesis is rejected. This means that in this study, organizational commitment does not significantly affect employee performance. On the other hand, the work environment (X1) has a negative but significant effect on employee performance (Y) with an Original Sample (O) value of -0.349, T-Statistics 4.107, and P-Value 0.000 ( $<0.05$ ), which indicates that a less conducive work environment can reduce employee performance.

The relationship between work environment (X1) and organizational commitment (Z) shows an Original Sample (O) value of 0.063 with T-Statistics 0.718 and P-Value 0.473 ( $>0.05$ ), which means the effect is not significant and the hypothesis is rejected. This indicates that in this study, the work environment does not directly affect the level of employee organizational commitment.

## 2. Mediation Test



Picture3. Outer Model

Table3. Mediation Test

Leadership (X2) -> Organizational Commitment (Z) -> Employee Perform- ance (Y)	0.014	0.017	0.089	0.158	0.874	Hypothesis rejected
Work Environment (X1) -> Organiza- tional Commitment (Z) -> Employee Performance (Y)	0.001	0.004	0.016	0.088	0.930	Hypothesis rejected

(Source: data processing, 2025)

The results of the mediation test show that organizational commitment (Z) does not act as a mediating variable in the relationship between leadership (X2) and employee performance (Y). With an Original Sample (O) value of 0.014, T-Statistics 0.158, and P-Value 0.874 ( $>0.05$ ), the influence of leadership on employee performance through organizational commitment is not significant, so the hypothesis is rejected. This indicates that although leadership has a significant effect on organizational commitment, increasing organizational commitment does not significantly improve employee performance in this study.

organizational commitment (Z) does not mediate the relationship between work environment (X1) and employee performance (Y). With an Original Sample (O) value of 0.001, T-Statistics 0.088, and P-Value 0.930 ( $>0.05$ ), this influence is not significant, so the hypothesis is rejected. This indicates that the work environment does not have a significant impact on employee performance through increasing organizational commitment. Thus, in this study, organizational commitment cannot be considered as a mediating variable that plays a role in improving employee performance either through leadership or the work environment.

### 3. Simultaneous Test

At the simultaneous test stage, an analysis is conducted to evaluate the relationship between constructs simultaneously in the research model. The results of the simultaneous test show the relationship between constructs analyzed in the overall model, to determine whether there is a significant interaction between these variables when viewed simultaneously.

Table4. Simultaneous Test

	Leadership (X2)	Employee Performance (Y)	Organizational Com- mitment (Z)	Work Environ- ment (X1)
Leadership (X2)		0.027	0.657	
Employee Performance (Y)				
Organizational Com- mitment (Z)		0.000		
Work Environment (X1)		0.146	0.007	



(Source: data processing, 2025)

The results of the simultaneous test show the relationship between variables in the research model. The significance value between leadership (X2) and employee performance (Y) is 0.027, which means that there is a significant, although small, influence between leadership and employee performance. Meanwhile, the relationship between leadership (X2) and organizational commitment (Z) has a significance value of 0.657, indicating that leadership does not have a significant influence on organizational commitment in this study.

Organizational commitment (Z) has a significance value of 0.000 on employee performance (Y), indicating a very significant influence between the two variables. This indicates that organizational commitment has a strong role in influencing employee performance.

The work environment (X1) has a significance value of 0.146 on employee performance (Y), which means its influence is not significant. However, the work environment has a significance value of 0.007 on organizational commitment (Z), indicating that the work environment has a significant influence on organizational commitment.

#### 4. Determination Test (R Square)

At the determination test stage, an analysis is carried out to measure how much the independent variables can explain the variability of the dependent variable in the research model. The two parameters used in this test are R Square and R Square Adjusted. The R Square value indicates the proportion of variance that can be explained by the model, while R Square Adjusted provides adjustments to the number of independent variables used in the model.

The results of the determination test show that the R Square value for employee performance (Y) is 0.178, which means that the independent variables in this study are only able to explain about 17.8% of the variation in employee performance. The rest, 82.2%, is influenced by other factors outside this model. Meanwhile, the Adjusted R Square value for employee performance (Y) is 0.157, which is slightly lower, indicating an adjustment to the number of independent variables used in the regression model.

Table5. Determination Test (R Square)

	R Square	R Square Adjusted
Customer Experience (Z)	0.440	0.436
Customer Decision (Y)	0.054	0.038

Source: data processing, 2025

Meanwhile, the R Square value for organizational commitment (Z) is 0.396, which means that the independent variables in this study are able to explain about 39.6% of the variation in organizational commitment. This indicates that the model has a better level of prediction of the organizational commitment variable compared to employee performance. The Adjusted R Square

value for organizational commitment (Z) is 0.386, which shows a slight decrease after adjusting the number of independent variables in the model, but still indicates that the independent variables have a significant contribution in explaining this variable.

The difference in R Square value between employee performance (Y) and organizational commitment (Z) shows that the independent variables in this study have a greater influence on organizational commitment compared to employee performance. The Adjusted R Square value which is lower than R Square in both variables indicates that there are some independent variables that may not contribute significantly in this model. However, overall, these results show that the model used still has relevance in explaining the relationship between the independent variables and the dependent variables in the study.

## **Discussion**

### **1. Work Environment Affects Employee Performance**

The work environment (X1) has a significant effect on employee performance (Y). With an Original Sample (O) value of -0.349, Sample Mean (M) -0.358, Standard Deviation (STDEV) 0.085, and T-Statistics of 4.107 with P-Values 0.000, this hypothesis is accepted. However, a negative value indicates that the worse the work environment, the lower the employee performance. Therefore, strategies that can be implemented to increase the positive impact of the work environment on employee performance are to create a comfortable workspace, improve the ergonomic aspects of the workplace, and ensure a balance between work and personal life for employees. Organizations can also implement a periodic employee feedback system to evaluate the condition of the work environment and immediately make necessary improvements in order to create a more conducive work atmosphere.

### **2. Leadership Influences Employee Performance**

Based on the analysis results, the Original Sample (O) value was obtained at 0.193, Sample Mean (M) 0.198, Standard Deviation (STDEV) 0.128, and T-Statistics of 1.506 with P-Values of 0.133. P-Values greater than 0.05 indicate that this hypothesis is rejected, so that leadership does not have a significant influence on employee performance. The strategy that can be applied to increase the influence of leadership on employee performance is to apply a transformational approach, where leaders can provide higher motivation to employees, improve effective communication, and create a more collaborative work environment. In addition, leadership training programs and periodic evaluations of leadership styles can help increase the effectiveness of leadership influence on employee performance.

### **3. Work Environment Influences Organizational Commitment**

Organizational commitment (Z) does not have a significant effect on employee performance (Y). With an Original Sample (O) value of 0.022, Sample Mean (M) of 0.026, Standard Deviation (STDEV) of 0.138, T-Statistics of 0.162, and P-Values of 0.872, this hypothesis is rejected. This

means that organizational commitment does not have a strong enough effect on employee performance. To improve the relationship between organizational commitment and employee performance, strategies that can be applied are providing performance-based incentives and creating a work environment that is more supportive of employee welfare. In addition, organizations can implement a clear and transparent career development approach to increase employee loyalty and strengthen their relationship with the organization. Individual achievement recognition programs can also be a strategic step in increasing employee engagement with the organization.

#### **4. Leadership Influences Organizational Commitment**

Leadership (X2) has a significant effect on organizational commitment (Z). With an Original Sample (O) value of 0.633, Sample Mean (M) of 0.640, Standard Deviation (STDEV) of 0.063, and T-Statistics of 9.985 with P-Values of 0.000, this hypothesis is accepted. This shows that the leadership style applied in the organization greatly determines the level of employee commitment to the organization. Strategies that can be applied to increase the effectiveness of the influence of leadership on organizational commitment are to build a work culture based on openness, active employee participation in decision making, and provide rewards for contributions that have been made. Leaders also need to create clarity in the organization's vision and mission, so that employees feel more emotionally and professionally attached to the organization where they work.

#### **5. Organizational Commitment Mediates the Influence of Work Environment on Employee Performance**

The work environment (X1) does not have a significant effect on organizational commitment (Z). With an Original Sample (O) value of 0.063, Sample Mean (M) of 0.069, Standard Deviation (STDEV) of 0.088, and T-Statistics of 0.718 with P-Values of 0.473, this hypothesis is rejected. This shows that the work environment does not always increase employee commitment to the organization. Strategies that can be applied to improve this relationship are to develop employee involvement programs, such as group discussions, leadership training, and improving employee welfare. A work environment that supports innovation and openness to new ideas can also help increase organizational commitment, so that employees feel more appreciated in their work environment.

#### **6. Organizational Commitment Mediates the Influence of Leadership on Employee Performance**

Organizational commitment (Z) does not mediate the influence of leadership (X2) on employee performance (Y). With an Original Sample (O) value of 0.014, Sample Mean (M) of 0.017, Standard Deviation (STDEV) of 0.089, and T-Statistics of 0.158 with P-Values of 0.874, this hypothesis is rejected. This shows that although leadership influences organizational

commitment, the commitment is not strong enough to improve employee performance. Strategies that can be applied are strengthening the competency-based performance appraisal system, increasing employee involvement in strategic decision making, and developing mentoring programs that aim to strengthen the relationship between leadership, organizational commitment, and employee performance more effectively.

### **7. Organizational Commitment Mediates the Influence of Work Environment and Leadership on Employee Performance**

Organizational commitment (Z) does not mediate the influence of the work environment (X1) on employee performance (Y). With an Original Sample (O) value of 0.001, Sample Mean (M) of 0.004, Standard Deviation (STDEV) of 0.016, T-Statistics of 0.088, and P-Values of 0.930, this hypothesis is rejected. This means that the work environment and employee performance are more direct and are not greatly influenced by the level of employee commitment to the organization. Strategies that can be applied to improve this relationship are to create a flexible work system, develop a more inclusive organizational culture, and ensure that every employee feels appreciated in their contribution to the organization. Improved work facilities and better welfare policies can also be important factors in strengthening employee engagement in the organization and their overall performance.

### **8. Managerial Recommendations for Performance Improvement**

Organizations need to improve leadership skills by providing competency-based training, mentoring, and a more structured evaluation system. Leaders who have good communication skills and adaptive leadership strategies can increase employee motivation and productivity. In addition, giving awards to leaders who succeed in creating a supportive work environment can also be implemented.

A comfortable and conducive work environment should be a priority for organizations. Improving work facilities, implementing work-life balance policies, and evaluating employee workloads can improve overall performance. In addition, organizations can also conduct regular job satisfaction surveys to understand aspects that need to be improved.

Organizational commitment can be enhanced by building an inclusive work culture and providing opportunities for employees to grow. Internal leadership development programs, employee involvement in decision-making, and performance-based reward systems can strengthen employee loyalty to the organization.

Finally, organizations must optimize collaboration between leadership and the work environment in creating performance improvement strategies. Implementing data-based policies and periodically evaluating the effectiveness of policies will help organizations adjust strategies to better suit employee needs.

## CONCLUSION

The results of the study indicate that leadership does not have a significant effect on employee performance in prisons (P-Values 0.133), but has a significant effect on organizational commitment (P-Values 0.000, T-Statistics 9.985). Organizational commitment itself does not have a significant effect on employee performance (P-Values 0.872). On the other hand, the work environment has a significant effect on employee performance (P-Values 0.000, T-Statistics 4.107), but not on organizational commitment (P-Values 0.473). In addition, organizational commitment does not mediate the relationship between leadership and employee performance (P-Values 0.874) or the work environment and employee performance (P-Values 0.930). This shows that other factors such as operational policies, incentive systems, and individual motivation play a greater role in improving employee performance in prisons.

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