

Research.

The Influence of Leadership on Employee Performance through Organizational Commitment and Work Motivation: Evidence from a Local Government Human Resource Agency in South Konawe Regency

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Abstract. This study aims to analyze the influence of leadership on employee performance through organizational commitment and work motivation as mediating variables at the Civil Service and Human Resources Development Agency (BKPSDM) of South Konawe Regency. The study used a quantitative approach with a survey method of 41 State Civil Apparatus (ASN). Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS. The results showed that leadership had a positive and significant effect on work motivation ($\beta=0.102$; $t=5.670$; $p=0.000$), organizational commitment ($\beta=0.088$; $t=7.206$; $p=0.000$), and employee performance ($\beta=0.077$; $t=8.743$; $p=0.000$). Work motivation had a positive and significant effect on employee performance ($\beta=0.625$; $t=4.631$; $p=0.000$), while organizational commitment had a positive but insignificant effect on employee performance ($\beta=0.162$; $t=0.858$; $p=0.391$). The results of the mediation test indicated that work motivation significantly mediated the relationship between leadership and employee performance, while organizational commitment had a weaker mediating role. These findings suggest that improving employee performance at the South Konawe Regency Human Resources Development Agency (BKPSDM) is more effective through strengthening leadership, which can increase employee work motivation.

Key words: Leadership, Organizational Commitment, Work Motivation, Employee Performance.

INTRODUCTION

Background

Bureaucratic reform in Indonesia has become a necessity in strengthening good governance, particularly through the implementation of regional autonomy. The central government grants authority to local governments to manage their own governmental affairs in order to improve public services and bureaucratic efficiency. In this context, leadership plays a crucial role in driving organizational change and enhancing the quality of human resources, particularly in achieving effective and accountable governance.

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Leaders bear the responsibility of influencing their subordinates to achieve organizational goals collectively. Effective leadership requires strong capabilities, competencies, and personal characteristics. Various leadership theories define leadership as the ability to influence, direct, and motivate organizational members. Within public sector organizations, leadership that focuses on achieving high performance is essential for fostering strong organizational commitment and work motivation among employees.

Previous research on the relationship between leadership, organizational commitment, work motivation, and employee performance has yielded inconsistent results. Regarding the relationship between leadership and organizational commitment, Venty Dwi Putri et al. (2022) found that leadership had a positive and significant effect on organizational commitment, while Septian Dwi Cahyo (2024) found an insignificant effect. Regarding the relationship between leadership and work motivation, Puspita Arum et al. (2022) and Muhammad Saman et al. (2024) demonstrated a positive and significant effect, but Samsul Huda and Rahmat Abdullah (2022) found that leadership had no significant effect on work motivation.

Inconsistencies also exist in the relationship between organizational commitment and work motivation and employee performance. Some studies show that organizational commitment and work motivation have a positive and significant effect on employee performance, while others find an insignificant effect. These discrepancies in results indicate that the mechanism by which leadership influences employee performance remains unclear. Therefore, research is needed that not only examines the direct effect of leadership on employee performance but also examines the role of organizational commitment and work motivation as mediating variables.

This study fills this research gap by developing a mediation model that integrates leadership, organizational commitment, work motivation, and employee performance in the public sector, specifically the Regional Human Resources Development Agency (BKPSDM) of South Konawe Regency. Thus, this study is expected to provide an empirical contribution in explaining the mechanism of leadership's influence on employee performance through organizational commitment and work motivation.

Research Question

1. Does leadership influence organizational commitment at BKPSDM South Konawe Regency?
2. Does leadership influence work motivation at BKPSDM South Konawe Regency?
3. Does organizational commitment influence employee performance at BKPSDM South Konawe Regency?
4. Does work motivation influence employee performance at BKPSDM South Konawe Regency?
5. Does leadership influence employee performance at BKPSDM South Konawe Regency?
6. Does leadership influence employee performance through organizational commitment at BKPSDM South Konawe Regency?
7. Does leadership influence employee performance through work motivation at BKPSDM South Konawe Regency?

LITERATURE REVIEW

Human Resource Management Theory

Human Resource Management (HRM) is the process of planning, organizing, directing, and controlling human resources in order to achieve organizational, individual, and societal objectives in a balanced manner. HRM plays a strategic role within

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organizations because it focuses on the effective utilization of employees and the enhancement of individual performance to support overall organizational productivity (Flippo, 2002; Mathis & Jackson, 2004).

HRM is not merely concerned with personnel administration but is an integral component of organizational strategy. Modern HRM adopts a people-oriented approach that emphasizes employee development as a source of competitive advantage. In this regard, human resource management is directed toward motivating, retaining, and developing employees so that they can contribute optimally to the achievement of organizational strategic objectives (DeCenzo & Robbins, 2010).

The primary objective of HRM is to continuously improve employee productivity. This objective is achieved through effective management of activities ranging from workforce planning to employee separation. Effective HRM is also associated with strategic decision-making regarding employee development and maintenance, thereby creating long-term value for the organization (Mathis & Jackson, 2004).

HRM functions can be categorized into managerial and operational functions. Managerial functions include planning, organizing, directing, and controlling, whereas operational functions consist of recruitment, development, compensation, integration, maintenance, and separation. These functions collectively aim to create a work environment that supports optimal employee performance (Flippo, 2002).

Human resource development is essential for adapting to technological changes and evolving organizational demands. Through training, fair compensation systems, and career development opportunities, organizations can maintain a productive and loyal workforce. Therefore, effective HRM implementation serves as a key determinant of long-term organizational success (DeCenzo & Robbins, 2010; Flippo, 2002).

Leadership Concept

Leadership is derived from the term *to lead*, which refers to the ability of an individual to influence, direct, and motivate others toward the achievement of organizational goals. Scholars such as Sulistiyani (2008), Thoha (2003), and Rivai (2004) define leadership as a dynamic process closely associated with personal abilities, including technical competence, character, and experience, which enable individuals to mobilize others toward shared objectives.

Leadership plays a crucial role in organizational success. According to Rivai (2012), leadership encompasses five major functions: instructional, consultative, participative, delegative, and controlling functions. These functions enable leaders to manage teams effectively, establish two-way communication, empower organizational members, and ensure the achievement of organizational objectives through appropriate monitoring and evaluation mechanisms.

Various classical and contemporary theories have been developed to explain leadership. Trait theory suggests that leaders are born with distinctive characteristics. Behavioral theory emphasizes leadership styles and leader actions in managing subordinates. Situational and contingency theories, such as those developed by Hersey and Blanchard, highlight the importance of aligning leadership styles with subordinate readiness and situational factors. These theories collectively suggest that no single leadership style is universally effective; rather, leadership effectiveness depends on contextual circumstances.

One influential leadership perspective is the Path-Goal Theory developed by House (1971). This theory proposes that effective leaders clarify the path toward goal achievement and remove obstacles that hinder employee performance. Leadership styles identified within this theory include directive, supportive, participative, and achievement-oriented leadership. The theory is particularly relevant in public sector organizations because it emphasizes leadership support in facilitating employee success and performance improvement.

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Numerous studies indicate that leadership significantly influences organizational performance. Leaders not only serve as decision-makers but also act as role models, facilitators, and motivators. Leaders who are capable of adapting their leadership style to organizational circumstances are more likely to foster organizational commitment and enhance employee productivity.

Organizational Commitment Concept

Organizational commitment refers to an employee's emotional attachment, identification, and loyalty toward the organization in which they work. Mowday et al. (1982) define organizational commitment as the relative strength of an individual's involvement in a particular organization, whereas Robbins and Judge (2015) emphasize employees' sense of belonging and desire to remain members of the organization. Organizational commitment reflects employees' willingness to exert considerable effort on behalf of the organization and contribute to the achievement of organizational goals.

According to Allen and Meyer (1991), organizational commitment consists of three dimensions:

1. **Affective Commitment** – emotional attachment and identification with the organization.
2. **Continuance Commitment** – awareness of the costs associated with leaving the organization.
3. **Normative Commitment** – a sense of moral obligation to remain with the organization.

These dimensions influence the intensity and quality of employees' relationships with their organizations and determine their level of loyalty and participation in organizational activities.

Organizational commitment is influenced by various factors, including individual characteristics (age, gender, tenure), organizational characteristics (structure, culture, and policies), and work experiences (job satisfaction, organizational justice, and supervisor relationships). According to Allen and Meyer (2009), these internal and external factors shape employees' perceptions of organizational values and objectives.

High levels of organizational commitment enhance motivation, attendance, and employee performance. Employees with strong organizational commitment tend to exhibit positive organizational behaviors such as responsibility, initiative, and enthusiasm. Conversely, low commitment may result in absenteeism, turnover intentions, and reduced productivity. Therefore, organizational commitment is regarded as a critical indicator in public sector human resource management.

In this study, organizational commitment is measured through the dimensions of affective commitment, continuance commitment, and normative commitment, adapted from the framework developed by Meyer and Allen and supported by Luthans (2011) and Robbins and Judge (2015). These dimensions are used to assess the extent to which employees demonstrate loyalty, emotional attachment, and moral responsibility toward the organization in support of improved performance.

Work Motivation Concept

Work motivation refers to the psychological condition that encourages individuals to act and work toward the achievement of specific goals. Various scholars define motivation as both internal and external forces that activate work-related behavior. Motivation arises from individual needs that seek fulfillment, whether physiological or psychological, as described in Maslow's Hierarchy of Needs Theory and other

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contemporary motivational theories (Winardi, 2007; Simamora, 2006; Colquitt et al., 2015).

Motivation is considered a psychological energy that directs employee behavior. Luthans (2011) argues that motivation originates from unmet needs that create drives toward goal attainment. Similarly, Kreitner and Kinicki (2014) emphasize that motivation determines the direction, intensity, and persistence of employees' efforts in performing their work voluntarily and consistently.

Motivation is influenced by factors such as rewards, recognition, working conditions, and career development opportunities. It is also closely associated with job satisfaction and employee performance. According to Newstrom (2015), work motivation is a combination of internal and external forces that influence employees' choices of action and their persistence in carrying out those actions.

Several classical and contemporary theories underpin the concept of work motivation, including Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, and McClelland's Theory of Needs. McClelland identifies three dominant needs that influence employee motivation:

- Need for Achievement
- Need for Affiliation
- Need for Power

Within public sector organizations, these needs serve as a foundation for developing indicators of work motivation.

Work motivation is a critical determinant of employee performance. Highly motivated employees demonstrate responsibility, perseverance, and enthusiasm in carrying out their duties. Therefore, organizations such as BKPSDM should pay close attention to factors that enhance employee motivation, including fair reward systems, relevant training programs, and inspirational leadership practices. Without adequate motivation, efforts to improve organizational performance are unlikely to succeed.

Employee Performance Concept

Employee performance refers to the work outcomes achieved by an individual in carrying out assigned duties and responsibilities in accordance with organizational standards. According to Mangkunegara (2009), employee performance is the quality and quantity of work accomplished by employees in performing their duties and responsibilities. Employee performance serves as a crucial indicator for evaluating organizational effectiveness, particularly within public sector institutions.

Employee performance is influenced by several key factors, including ability, motivation, and the work environment. Ability encompasses the knowledge and skills possessed by employees, while motivation represents the internal and external forces that encourage employees to perform optimally. Furthermore, a supportive work environment, including positive interpersonal relationships and managerial support, significantly contributes to high levels of performance (Gomes, 2003; Sutrisno, 2010).

In the public sector, employee performance is generally assessed based on public service standards, including service orientation, accountability, competence, harmony, loyalty, adaptability, and collaboration. According to the Regulation of the Minister of Administrative and Bureaucratic Reform (PermenPAN-RB No. 8 of 2021), these dimensions serve as benchmarks for evaluating the contribution of civil servants to public service delivery and governmental functions.

The primary objective of performance evaluation is to assess employee effectiveness and efficiency while providing constructive feedback for competency development. Performance evaluation also serves as a basis for decisions related to

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promotion, rotation, transfer, training, and incentive allocation. Therefore, performance assessment systems must be objective, measurable, and transparent to support human resource development.

Within the context of bureaucratic reform, employee performance is not solely evaluated based on outputs but also on work behaviors that reflect integrity, professionalism, and accountability. Optimal employee performance contributes to greater public trust in governmental institutions. Consequently, improving employee performance constitutes an integral component of bureaucratic reform aimed at creating effective, efficient, and responsive governance.

RESEARCH METHODS

Research Object

This study was conducted at the Personnel and Human Resources Development Agency (BKPSDM) of South Konawe Regency, Southeast Sulawesi, Indonesia.

Population and Respondents

According to Sugiyono (2018), a population is a generalized area consisting of objects or subjects possessing specific characteristics determined by the researcher for investigation and conclusion drawing.

Based on this definition, the population of this study comprised all employees of the Personnel and Human Resources Development Agency (BKPSDM) of South Konawe Regency. The total number of respondents involved in the study was 41 employees.

Data Collection and Analysis Methods

Data were collected using questionnaires and documentation techniques.

The collected data were analyzed using:

- SmartPLS software for Structural Equation Modeling (SEM-PLS) analysis.
- Microsoft Excel for data processing and tabulation.

RESULTS AND DISCUSSION

Measurement Model (Outer Model)

The outer model was evaluated using indicator loading, Average Variance Extracted (AVE), composite reliability, and Cronbach's alpha. The results show that all constructs meet the minimum AVE and reliability criteria. One work motivation indicator had a loading below 0.50 and should be reviewed in the final SmartPLS output.

Table 1. Outer Model Evaluation

Construct	Loading Factor	AVE	Composite Reliability	Cronbach's Alpha	Decision
Leadership	0.720-0.866	0.657	0.884	0.830	Reliable and valid
Organizational Commitment	0.591-0.816	0.529	0.768	0.771	Reliable and valid
Work Motivation	0.370-0.900	0.586	0.840	0.735	Reliable; review low loading

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					indicator
Employee Performance	0.560-0.858	0.527	0.885	0.849	Reliable and valid

Note: AVE > 0.50, composite reliability > 0.70, and Cronbach's alpha > 0.70 indicate acceptable construct validity and reliability.

Structural Model (Inner Model)

The inner model was assessed through R-square values, path coefficients, t-statistics, p-values, and hypothesis decisions. The R-square values indicate that leadership explains 40.0% of organizational commitment and 32.2% of work motivation. Leadership, organizational commitment, and work motivation jointly explain 78.6% of employee performance.

Table 2. Inner Model and Direct Hypothesis Testing

Hypothesis	Structural Path	Path Coefficient	R-square	t-statistic	p-value	Decision
H1	Leadership -> Organizational Commitment	0.633	0.400	7.206	0.000	Supported
H2	Leadership -> Work Motivation	0.577	0.322	5.670	0.000	Supported
H3	Organizational Commitment -> Employee Performance	0.139	0.786	0.858	0.391	Not supported
H4	Work Motivation -> Employee Performance	0.621	0.786	4.631	0.000	Supported
H5	Leadership -> Employee Performance	0.676	0.786	8.743	0.000	Supported

Note: The hypothesis is supported when t-statistic > 1.96 and p-value < 0.05.

Mediation Test

The mediation test was conducted using the specific indirect effect. Work motivation significantly mediates the effect of leadership on employee performance. Organizational commitment does not mediate the effect because the indirect effect is not significant.

Table 3. Mediation Test

Mediation Path	Indirect Effect	Specific Indirect Effect	t-statistic	p-value	Type of Mediation	Conclusion
Leadership -> Organizational Commitment -> Employee Performance	0.088	Leadership -> Organizational Commitment -> Employee Performance	0.798	0.425	No mediation	Not supported
Leadership -> Work Motivation -> Employee Performance	0.358	Leadership -> Work Motivation -> Employee Performance	3.005	0.003	Partial mediation	Supported

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Note: Partial mediation is concluded because the direct effect of leadership on employee performance and the indirect effect through work motivation are both significant.

Effect of Leadership on Employee Performance

Research shows that leadership has a positive and significant impact on employee performance at the South Konawe Regency Human Resources Development Agency (BKPSDM). Leadership styles such as directive, supportive, participatory, and achievement-oriented have been shown to improve employee performance indicators, such as service orientation, accountability, competence, harmony, loyalty, adaptability, and collaboration. This means that leaders who are able to direct, support, and involve employees in achieving organizational targets successfully create a tangible positive impact on their work outcomes.

In addition to its direct influence, leadership also has an indirect influence on performance through work motivation. Research shows that work motivation significantly mediates the relationship between leadership and performance. Leaders who create a supportive and challenging work environment are able to increase employee intrinsic motivation, which in turn impacts employee morale, productivity, and loyalty.

Organizational commitment was found to only partially mediate the influence of leadership on employee performance. The commitment formed is not strong enough to translate the influence of leadership into a significant boost to performance. This may occur due to the low internalization of organizational values, or because incentives and reward systems do not optimally support employee engagement.

These findings align with House's (1971) Path-Goal theory, which emphasizes the role of leaders in facilitating goal achievement, and Herzberg's two-factor theory, which explains that motivators such as recognition and achievement enhance performance. This research also aligns with a study by Ahmad et al. (2023), which confirmed that a transformational leadership style significantly contributes to work efficiency, loyalty, and organizational target achievement.

Effect of Organizational Commitment on Employee Performance

This study shows that Organizational Commitment has a positive but insignificant effect on Employee Performance at the South Konawe Regency Human Resources Development Agency (BKPSDM). This means that although employees demonstrate attachment to the organization through affective, continuance, and normative commitment, this has not significantly driven improved performance. These results illustrate a mismatch between employee loyalty and productive contributions to achieving organizational goals.

According to Meyer and Allen's (1991) theory, commitment consists of three dimensions: affective (emotional), continuance (need-based), and normative (sense of obligation). In the context of the BKPSDM (National Human Resources Development Agency), although all three factors are present in employee perceptions, especially normative commitment, this does not guarantee improved work performance. High normative commitment may reflect loyalty driven by obligation, rather than by work passion or intrinsic involvement.

This finding also aligns with Herzberg's two-factor theory, which distinguishes between motivators and hygiene factors. Organizational commitment, particularly normative commitment, can be categorized as a hygiene factor—its presence does not necessarily improve performance, but its absence can decrease job satisfaction.

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Therefore, even if employees remain loyal, they are not necessarily motivated to perform better.

Empirically, it has been found that many employees demonstrate loyalty through punctuality and attendance, but are less proactive in completing tasks without direct supervision. This suggests that passive commitment is not a driver of optimal performance. The lack of incentives and space for self-actualization also weakens the performance contribution that should result from such commitment.

The implication of these results is that organizations need to improve the quality of the work environment and reward systems so that employee commitment can be converted into tangible performance. Efforts to build commitment must be accompanied by managerial strategies that address the personal and emotional aspects of employees and create meaning in their work. Without adequate systemic support, organizational commitment is not strong enough to be a primary driver of performance improvement..

Effect of Work Motivation on Employee Performance

The results of this study indicate that leadership has a positive and significant influence on organizational commitment. This means that the more effective the leadership implemented at BKPSDM, the higher the level of organizational commitment perceived by its employees. A participatory, fair, communicative, and exemplary leadership style has encouraged employees to be more loyal and emotionally attached to the institution.

This finding is supported by direct observations, which indicate that employees feel more valued and motivated when led by a superior with vision and integrity. This is reflected in increased employee participation in organizational activities, willingness to accept additional responsibilities, and enthusiasm for achieving work targets. Harmonious interpersonal relationships are also an important factor in strengthening commitment.

Transformational leadership, which includes providing inspiration, individual attention, and intellectual stimulation, has been shown to strengthen employees' emotional engagement with the organization. Research by Herminingsih (2020) and Adiwijaya et al. (2023) confirmed that the effect of leadership on commitment is often indirect through increased job satisfaction and engagement.

Organizational commitment is influenced not only by leadership but also by work culture. A study by Wibowo et al. (2023) showed that good leadership needs to be supported by an inclusive and appreciative organizational culture to sustainably increase employee commitment. At the Human Resources Development Agency (BKPSDM), this combination is crucial for creating a work climate that motivates and supports organizational change.

Based on these results, it is recommended that BKPSDM strengthen its leadership style, which is not only structure-oriented but also focuses on affective aspects and employee development. Leaders need to build emotional connections with employees, provide space for aspirations, and foster a healthy and transparent work culture to ensure strong and consistent organizational commitment.

Based on observation and interview data, employees with high levels of motivation demonstrate better productivity and optimal public service delivery. Therefore, the Regional Human Resources Development Agency (BKPSDM) needs to strengthen performance-based reward programs, provide ongoing training, and create a supportive work climate to maintain employee motivation.

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Work motivation has been proven to be a crucial variable in improving performance. Therefore, strengthening work motivation must be a strategic organizational priority, both through internal policies that support employee self-actualization and through a participatory leadership approach that values individual contributions. This step will have a direct impact on the effectiveness and quality of public services.

Effect of Leadership on Work Motivation

Research results show that leadership has a positive and significant effect on employee work motivation at the South Konawe Regency Human Resources Development Agency (BKPSDM). The leadership styles applied include directive, supportive, participative, and achievement-oriented leadership, which collectively increase work motivation. The more effective the leadership, the higher the internal motivation of employees to perform optimally.

Empirical evidence from observations and interviews indicates that a directive leadership approach provides clear structure and direction. This makes employees feel more confident. Supportive leadership has also been shown to increase work morale because leaders are perceived as caring and concerned about the well-being of their subordinates. This supportive work environment creates a comfortable atmosphere that stimulates intrinsic motivation without the need for constant supervision.

Participative and achievement-oriented leadership styles strengthen work motivation by involving employees in decision-making and setting challenging work targets. Employees feel valued, responsible for their work results, and proud of their contributions. This fosters a sense of ownership and greater self-confidence in their work.

These findings are consistent with House's (1971) Path-Goal theory, which states that effective leaders are able to direct, support, and remove obstacles to goal achievement. Furthermore, Herzberg, through his Two-Factor Theory, explains that motivating factors such as recognition and achievement significantly influence employee work motivation. Both theories support research findings that a good leadership style increases work motivation.

The study concludes that quality leadership can be a strategic instrument for increasing work motivation. The Human Resources Development Agency (BKPSDM) needs to maintain and develop a participatory, supportive, and achievement-oriented leadership style to create a more productive work climate. This not only impacts motivation but also employee efficiency and loyalty to the organization.

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This finding is supported by direct observations, which indicate that employees feel more valued and motivated when led by a superior with vision and integrity. This is reflected in increased employee participation in organizational activities, willingness to accept additional responsibilities, and enthusiasm for achieving work targets. Harmonious interpersonal relationships are also an important factor in strengthening commitment.

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Mediating Role of Work Motivation

This study demonstrates that leadership has a positive and significant influence on employee performance at the BKPSDM of South Konawe Regency. However, this influence is not direct; it is significantly mediated by work motivation. This suggests that work motivation is key in strengthening the influence of leadership on employee performance.

This finding aligns with House's (1971) Path-Goal theory, which states that effective leaders facilitate goal achievement by providing direction, support, and incentives. In the context of the BKPSDM (National Human Resources Development Agency), the transformational leadership style implemented has successfully influenced employee enthusiasm and loyalty to the organization, thus improving their performance.

Work motivation, in this case, acts as a perfect mediator. This means that leadership will not have an optimal impact on performance if it is not accompanied by high work motivation. Herzberg's Two-Factor Theory supports this, stating that motivators such as achievement and recognition will encourage employees to perform better. Leaders who are able to create a motivating work climate will strengthen the impact of leadership on performance.

Based on observations and interviews, it was found that directive and supportive leadership styles significantly influence the work morale of civil servants at BKPSDM. When leaders provide clear direction and demonstrate concern for employee well-being, employees feel valued and motivated to work harder. Involvement in decision-making also increases a sense of ownership and responsibility.

These findings have important implications for BKPSDM management: to improve employee performance, a leadership development strategy is needed that can stimulate intrinsic work motivation. In addition to leadership training, organizations must also create a fair reward and recognition system and support employee career development. Thus, leadership and motivation can be two strategic forces in improving organizational performance.

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Mediating Role of Organizational Commitment

Research shows that leadership has a positive but insignificant influence on employee performance when mediated by organizational commitment. This means that although leadership at the South Konawe Human Resources Development Agency (BKPSDM) has shown positive direction, organizational commitment has not yet become a strong bridge that can transform leadership into higher performance. This indicates the need for a more in-depth evaluation of the quality and dimensions of commitment that develop within the organization.

Organizational commitment within the BKPSDM has not yet demonstrated a strong mediating role. One reason could be that the commitment formed is normative, based on moral obligations and structural rules, rather than emotional involvement or affective commitment, which are more influential in improving performance. This aligns with Meyer & Allen's (1991) theory, which distinguishes commitment into affective, normative, and ongoing commitment.

The leadership implemented at the BKPSDM has not optimally addressed the personal and emotional aspects of employees. Even if leaders provide direction and lead by example, this is not enough to motivate employees to feel deeply committed to the organization's vision and values. Therefore, performance improvements cannot be fully achieved through strengthening the command structure alone; a more humanistic and empowering approach is needed.

A previous study by Suwanti & Arief (2022) stated that organizational commitment has a significant impact on performance only if supported by meaningful work and an appropriate reward system. Without this, employee loyalty remains merely a formal attachment without any performance incentives. Therefore, the success of mediating organizational commitment depends heavily on the combination of inspirational leadership and a supportive organizational culture.

To improve leadership effectiveness through organizational commitment, the Human Resources Development Agency (BKPSDM) needs to create a work environment that supports active participation, provides fair rewards, and strengthens a collaborative work culture. Furthermore, it is crucial to encourage transformational leadership that can inspire work enthusiasm, self-confidence, and a sense of belonging to the organization. Only then can organizational commitment become a real driving force for improved performance..

CONCLUSIONS AND SUGGESTIONS

Based on the findings of this study, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on employee performance.
2. Organizational commitment has a positive but insignificant effect on employee performance.
3. Leadership has a positive and significant effect on work motivation.
4. Leadership has a positive and significant effect on organizational commitment.
5. Work motivation has a positive and significant effect on employee performance.
6. Work motivation acts as a significant mediator in the relationship between leadership and employee performance.
7. Organizational commitment provides a partial but insignificant mediating effect in the relationship between leadership and employee performance.

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