

---

**THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING  
LEADERSHIP AND WORK CLIMATE ON EMPLOYEE PERFORMANCE AT PT  
PLN NUSA DAYA UL KETAPANG**

**Putu Marenda Dina Ashita Putri<sup>1</sup>**  
Universitas Pendidikan Ganesha, Bali, Indonesia  
[marendadina@gmail.com](mailto:marendadina@gmail.com)



**M. Rudi Irwansyah<sup>2</sup>**  
Universitas Pendidikan Ganesha, Bali, Indonesia  
[rudi.irwansyah@undiksha.ac.id](mailto:rudi.irwansyah@undiksha.ac.id)

**Made Ary Meitriana<sup>3</sup>**  
Universitas Pendidikan Ganesha, Bali, Indonesia  
[ary.meitriana@undiksha.ac.id](mailto:ary.meitriana@undiksha.ac.id)

---

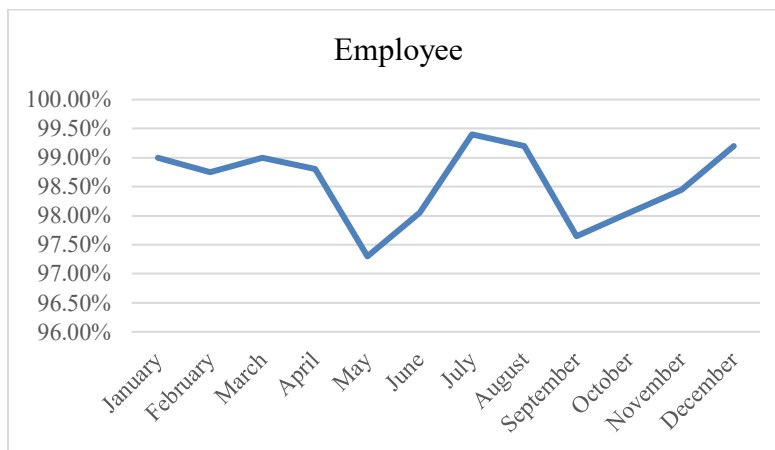
**Abstract**

This study aims to examine the effect of leadership and work climate on employee performance, with organizational commitment acting as a mediating variable. A quantitative approach was employed, and data were collected through a survey using questionnaires. The population of this study consisted of all 395 employees of PT PLN Nusa Daya UL Ketapang. The sample was determined using a probability sampling method with a simple random sampling technique, resulting in 199 respondents based on Slovin's formula. Prior to data collection, the research instrument was tested on 30 respondents outside the sample to ensure its validity and reliability. The results of the testing indicated that all questionnaire items were valid and reliable, making them suitable for use in this study. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of SmartPLS 3 software. Model evaluation was performed through outer model and inner model assessments, as well as mediation testing using the Variance Accounted For (VAF) approach. The results of the study indicate that leadership and work climate have a positive and significant effect on employee performance. In addition, leadership and work climate also have a positive and significant effect on organizational commitment. Furthermore, organizational commitment has a positive and significant effect on employee performance and is able to mediate the relationship between leadership, work climate, and employee performance.

**Keywords:** Leadership, Work Climate, Organizational Commitment, Employee Performance

**INTRODUCTION**

Customer satisfaction is the primary goal of companies operating in the consumer services and products sector. In 2024, in Ketapang, West Kalimantan, reports from ketapang.suarakalbar.co.id indicated frequent power outages that disrupted residents’ daily activities. Many complaints were submitted regarding sudden and recurring electricity blackouts, highlighting the need for PT PLN to evaluate the underlying causes thoroughly. To prevent similar issues in the future, the company must consider various factors, both external and internal, including the performance of its human resources. Performance is defined as the contribution provided by supervisors to assist employees in achieving organizational goals, as well as measurable work results and achievements (Yanti & Suarmanayasa, 2022). Employee performance plays a crucial role in directly affecting an organization’s success, competitiveness, and long-term sustainability, especially in today’s globalized and competitive environment (Santihari et al., 2026). Employees, as the human resources of an organization, must meet company qualifications and be able to perform assigned tasks to support organizational objectives (Pradnyana & Widiastini, 2023). Therefore, every organization needs to develop competent human resources capable of competing with other organizations (Nurlaela & Trianasari, 2021). Optimal employee performance helps the company achieve its goals, while declines in performance can negatively impact organizational progress. This study was conducted at PT Pelayanan Listrik Nasional (PLN) Nusa Daya Unit Layanan (UL) Ketapang. The choice of this company as the research location is based on the fact that it is responsible for the maintenance of power generation, distribution, and customer service in the region.



**Figure 1.**  
**Employee Performance Chart for the 2024 Period**

**Table 1.**  
**Company Revenue Loss Data for the 2024 Period**

Months	Achievements	Fine	Job Value	Monthly Losses
January	99.00%	1.00%	IDR 2,685,834,636	IDR 26,858,346
February	98.75%	1.25%	IDR 2,685,834,636	IDR 33,572,933
March	99.00%	1.00%	IDR 2,685,834,636	IDR 26,858,346

April	98.80%	1.20%	IDR 2,685,834,636	IDR 32,230,016
May	97.30%	2.70%	IDR 2,685,834,636	IDR 72,517,535
June	98.05%	1.95%	IDR 2,685,834,636	IDR 52,373,775
July	99.40%	0.60%	IDR 2,685,834,636	IDR 16,115,008
August	99.20%	0.80%	IDR 2,685,834,636	IDR 21,486,677
September	97.65%	2.35%	IDR 2,685,834,636	IDR 63,117,114
October	98.05%	1.95%	IDR 2,685,834,636	IDR 52,373,775
November	98.45%	1.55%	IDR 2,685,834,636	IDR 41,630,437
December	99.20%	0.80%	IDR 2,685,834,636	IDR 21,486,677
<b>Total</b>			<b>IDR 460,620,640</b>	

Source: Company Data, 2024

Based on the chart above, it can be observed that employee performance at PT PLN Nusa Daya UL Ketapang fluctuated monthly throughout 2024. These fluctuations indicate periods of both improvement and decline in performance, and the chart shows that employees have not yet consistently achieved maximum performance (100%). The table above highlights that in May, a penalty of 2.70% was recorded due to unmet performance indicators in terms of both quantity and quality. This demonstrates that even a 1% shortfall can result in a company loss of IDR 26,858,346, which can accumulate to IDR 460,620,640 over the course of a year. As a subsidiary responsible for implementing the plans set by PT PLN Persero, PT PLN Nusa Daya UL Ketapang plays a critical role in operational execution. Failure to achieve these performance targets directly affects the success of work plans, the quality of service received by the public, and the company's ability to utilize its budget effectively. Consequently, this leads to financial losses and suboptimal service delivery. Therefore, it is essential to conduct a detailed analysis of the factors influencing employee performance at PT PLN Nusa Daya UL Ketapang to improve outcomes, minimize financial losses, and ensure service reliability for the community.

In the context of achieving optimal employee performance, several factors play a significant role, including organizational leadership, organizational culture, compensation, motivation, work climate, and others (Robbins, 2006). Key factors influencing employee performance include skills, knowledge, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir, 2016). This is supported by Goal-Setting Theory proposed by Locke (1968), which states that employees are motivated when they have clear goals and receive regular feedback. Clear objectives provide direction and purpose, while feedback allows employees to adjust their efforts and improve performance, ultimately contributing to the achievement of organizational goals.

Organizational commitment is a critical aspect in maintaining the continuity and success of a company. According to Yusuf & Syarif (2018), organizational commitment refers to an employee's loyal attitude or behavior toward the organization, demonstrated by remaining with the organization, supporting its goals, and staying dedicated without external reasons. Chikmiyyah et al. (2021) argued that organizational commitment has a positive and significant impact on employee performance. However, contrasting findings by Sholikhah & Prastiwi (2020) suggest that organizational commitment does not significantly affect employee performance. These differing results indicate that employee performance is influenced by multiple factors, not just a single variable. In addition to organizational

commitment, leadership is another key factor that plays a significant role in shaping and enhancing employee performance within the work environment. Leadership provides guidance, motivation, and support, which can directly or indirectly affect how employees perform their tasks.

Leadership is one of the most crucial factors affecting employee performance within a company. It can be defined as the process by which an individual influences, directs, and inspires others to achieve shared goals. Effective leadership plays a vital role in realizing organizational objectives, enhancing competitiveness, and ensuring alignment between resources and human capital (Qalati et al., 2022). Leadership is also described as an interpersonal process that affects the activities of others in choosing and achieving goals (Billah et al., 2022). Supporting this view, research by Herlambang et al. (2022) and Wibawa & Yudiatmaja (2024) found that leadership has a positive and significant impact on employee performance. Furthermore, Sing & Edalmen (2023) emphasized that leaders who excel in decision-making, motivation, communication, subordinate management, emotional control, and accountability positively influence employee performance and other organizational outcomes. However, contrasting findings by Randy (2022) suggest that leadership may not always have a significant effect on employee performance, indicating that other contextual or organizational factors can moderate or mediate this relationship. This highlights that while leadership is a key driver of performance, its impact may vary depending on organizational dynamics, employee characteristics, and the work environment.

Another factor that significantly impacts employee performance is the work climate. Work climate refers to the conditions or environment formed through interactions among employees and between employees and their leaders, which are directly perceived by employees and can influence their motivation and performance. Stringer (2002) describes work climate in an organization as everything present in the work environment, perceived either directly or indirectly by different individuals, which in turn affects how they perform their tasks. Supporting this perspective, Yuningsih et al. (2024) found that a positive work climate has a significant and positive effect on employee performance. Similarly, Adiastra et al. (2023) emphasized that a good and harmonious work climate creates a conducive work environment, which in turn enhances employee performance. However, contrasting findings by Darlina et al. (2025) indicate that work climate may not always have a significant effect on employee performance, suggesting that other factors such as organizational structure, leadership, or individual employee characteristics may mediate or moderate this relationship. This demonstrates that while a supportive work climate generally promotes better performance, its influence can vary depending on the broader organizational context and employee perceptions.

The differences in previous research findings regarding the influence of leadership on employee performance highlight the need to incorporate a mediating variable, namely organizational commitment. Organizational commitment as a mediating variable has been shown to have a significant effect. Donkor et al. (2021) reported that organizational commitment mediates the relationship between leadership style and employee performance, showing a significant linkage. Similarly, variations in past research on the influence of work climate on employee performance also indicate the necessity of using organizational commitment as a mediator. This is supported by Risambessy et al. (2022), who found that organizational commitment mediates the relationship between organizational climate and

employee performance. In this study, work climate which is part of organizational climate is treated as an independent variable influencing employee performance.

Based on the background outlined above, this study focuses on selected factors of employee performance that are relevant to the issues faced by PT PLN Nusa Daya UL Ketapang, as well as inconsistencies in findings from previous studies. This forms the basis for the present study entitled “The Role of Organizational Commitment In Mediating Leadership and Work Climate on Employee Performance at PT PLN Nusa Daya UL Ketapang”

## REVIEW OF LITERATURE

Performance is the work achievement produced by members of an organization, whether in profit-oriented or non-profit-oriented organizations, within a certain period (Damayanti & Irwansyah, 2024). Employee performance refers to the achievements accomplished by an individual or a group within an organization in order to attain the organization’s objectives (Wirya, K et al., 2020). Employee performance has been defined in various ways, but in general, it refers to actions, behaviors, and measurable results carried out or produced by employees, which are related to and contribute to organizational goals (Cao et al., 2024). Performance can be interpreted as the level of achievement or work results of employees in carrying out and completing the tasks and responsibilities assigned by the company within a certain period. Performance indicators include: 1) quality, 2) quantity, 3) responsibility, 4) cooperation, 5) initiative (Mangkunegara, 2017).

According to Robbins & Judge (2015), Leadership is the ability to mutually influence leaders, followers, and groups toward the achievement of common goals. Leadership is the ability to influence, direct, and supervise people in an organization so that they can voluntarily carry out what is expected and planned to realize organizational targets (Awan et al., 2024). Leadership plays a very important role in realizing goals as well as increasing organizational competitiveness, while also ensuring alignment between resources and human capital. Leadership can be interpreted as the ability possessed by an individual or leader in an organization or company to influence, direct, guide, inspire, and motivate other individuals or groups to achieve the desired goals. Leadership indicators include: 1) traits, 2) habits, 3) temperament, 4) character, 5) personality (Kartono, 2008).

Work Climate is defined as the perception of policies, practices, and organizational procedures that are felt and accepted by individuals in the organization, or an individual’s perception of their workplace (Siswanto, 2012). Work climate is a psychological atmosphere that can influence the behavior of organization members, formed as a result of organizational actions and interactions among members of the organization (Agustini, 2011). Work climate can be interpreted as the perception of individuals or groups toward the organizational or company environment, which consists of policies, practices, procedures, work environment, and organizational culture within a company that influences performance or individual behavior. Work climate indicators include: 1) placing trust and being open, 2) being sympathetic and supportive, 3) clarity of objectives, 4) risky work, 5) personal growth, 6) autonomy and flexibility (Siswanto, 2012).

Organizational commitment is a measure of an individual’s desire or willingness to continue working for the company in the future (Maranata et al., 2022). Organizational commitment can be understood as the level of employee loyalty to the organization where

they work, as well as their acceptance of the rules and values that apply within it (Srimulyani et al., 2023). Organizational commitment is the loyalty of employees to the company, which can be observed through their ways of achieving the company's goals (Baiti et al., 2020). Organizational commitment represents the level of attachment, loyalty, and contribution of employees to the organization or company, which encourages an individual to actively align with the values and objectives of the organization or company. Indicators of organizational commitment include: 1) affective commitment, 2) continuance commitment, 3) normative commitment (Busro, 2018).

## **RESEARCH METHOD**

A quantitative approach is research based on the philosophy of positivism to study a specific population or sample, with sampling conducted randomly and data collected using instruments, while data analysis is statistical in nature (Sugiyono, 2023). The population in this study consists of employees working at PLN Nusa Daya UL Ketapang, totaling 395 people. The sampling technique used in this study is probability sampling with the simple random sampling method, and the sample size from the population is determined using Slovin's formula, resulting in a sample of 199 respondents. Data collection for this study was conducted at PLN Nusa Daya UL Ketapang. The data collection method employed in this research was a survey using a distributed questionnaire. Before the questionnaire was used as the primary data collection instrument, an instrument test was conducted with 30 respondents outside the research sample, and the results showed that all items were valid and reliable. Data analysis in this study was performed using path analysis through Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The structural model analysis was conducted using SmartPLS version 3 for Windows.

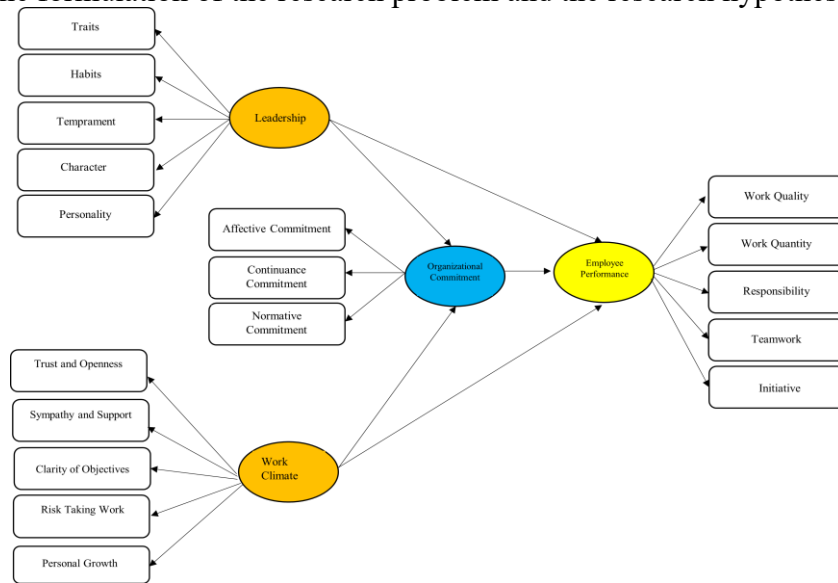
### **Research Hypothesis**

This study aims to analyze the influence of leadership and work climate on employee performance, with organizational commitment as a mediating variable, at PT PLN Nusa Daya UL Ketapang. The hypotheses proposed in this study are as follows:

- H1: Leadership has a positive effect on employee performance at PT PLN Nusa Daya UL Ketapang.
- H2: Work climate has a positive effect on employee performance at PT PLN Nusa Daya UL Ketapang.
- H3: Organizational commitment has a positive effect on employee performance at PT PLN Nusa Daya UL Ketapang.
- H4: Leadership has a positive effect on organizational commitment at PT PLN Nusa Daya UL Ketapang.
- H5: Work climate has a positive effect on organizational commitment at PT PLN Nusa Daya UL Ketapang.
- H6: Organizational commitment mediates the influence of leadership on employee performance at PT PLN Nusa Daya UL Ketapang.
- H7: Organizational commitment mediates the influence of work climate on employee performance at PT PLN Nusa Daya UL Ketapang.

### Research Model

The design of the structural model of the relationships among latent variables in PLS is based on the formulation of the research problem and the research hypotheses.



**Figure 2.**  
**PLS Structural Model**

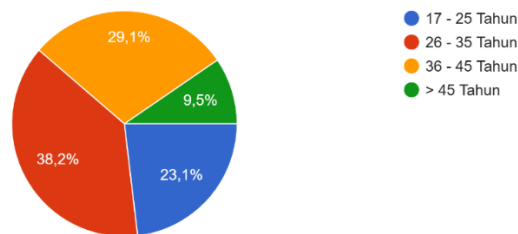
Based on the design of the structural model, the next stage of analysis in this study involves the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model). This is carried out through testing for validity, reliability, and the strength of relationships among variables, including hypothesis testing and the examination of the mediating role through the Variance Accounted For (VAF) value.

### RESULTS AND DISCUSSION

The characteristics of the respondents in this study consist of age, gender, last education level, and length of service. A total of 199 respondents completed the research questionnaire. The distribution of these characteristics provides an overview of the profiles of the individuals participating in the study, which can help in understanding how the factors being investigated contribute to employee performance.

#### Respondents by Age

Usia  
199 jawaban



**Figure 3. Number of Respondents by Age**

Respondent data based on age shows that employees at PT PLN Nusa Daya UL Ketapang are predominantly between 26 and 35 years old. This dominance in that age range is due to the recruitment process, which includes academic tests, psychological tests, and interviews before prospective employees are accepted. The results of this selection indicate that individuals aged 26–35 generally have better readiness in terms of knowledge and mental preparedness.

### Respondents by Gender

Jenis Kelamin  
199 jawaban

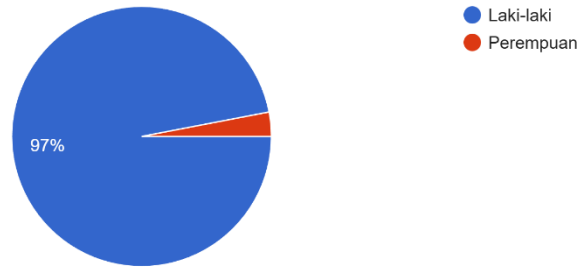


Figure 4.

### Number of Respondents by Gender

Employees at PT PLN Nusa Daya UL Ketapang are predominantly male. This is due to the scope of work, most of which is carried out in the field. Meanwhile, office-based tasks generally involve administrative and operator positions. Therefore, the job qualifications at this company tend to recruit more male employees, as fieldwork requires relatively greater physical strength.

### Respondents Based on Last Education

Pendidikan Terakhir  
199 jawaban

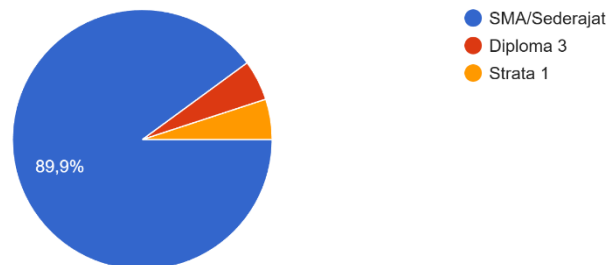


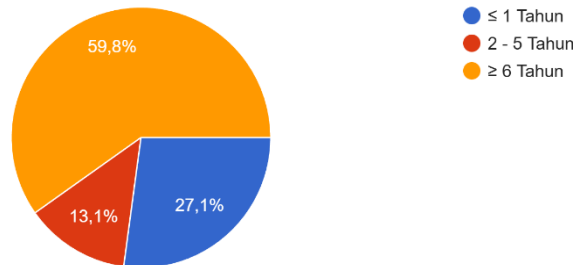
Figure 5.

### Number of Respondents Based on Last Education

Employees at PT PLN Nusa Daya UL Ketapang are predominantly high school or vocational school (SMA/SMK) graduates because the company sets this as the standard qualification, particularly for vocational school graduates in technical majors. In addition, the availability of diploma (D3) or bachelor's (S1) graduates in Ketapang Regency is still limited, making it relatively difficult to recruit employees with these higher educational levels.

### Respondents Based on Length of Service

Lama Bekerja  
 199 jawaban



**Figure 6.**  
**Number of Respondents Based on Length of Service**

The high number of employees with a tenure of  $\geq 6$  years can be attributed to several factors, including comfort in the workplace, welfare guarantees, company loyalty, and the career development opportunities provided by the company.

### Description of Respondents' Assessment of Research Variables Respondents' Perceptions of Leadership Variables

**Table 2.**  
**Respondents' Perceptions of Leadership Variables**

Indicator	Answer Score (%)					Total score	Mean	Perception Score	Criteria
	Employee Assessment Level								
	1	2	3	4	5				
X1.1	4	11	44	65	75	793	3.98	79.70%	High
X1.2	2	12	45	74	66	787	3.95	79.10%	High
X1.3	0	11	51	65	72	795	3.99	79.90%	High
X1.4	2	7	49	76	65	792	3.98	79.60%	High
X1.5	3	11	41	67	77	801	4.03	80.50%	High
Mean	2.2	10.4	46	69.4	71	793.6	3.99	79.76%	High

Source: Processed Primary Data, 2025

The perception of employees at PT PLN Nusa Daya UL Ketapang regarding the leadership variable reached 79.76% with an average score of 3.99, which falls into the high category. Overall, all indicators show a high level of perception. The highest perception was found in indicator X1.5, which reached 80.50%. This indicates that, in general, leadership in the company has been implemented well, and the leaders possess the personality traits suitable to be effective leaders.

**Respondents' Perceptions of Work Climate Variables**

**Table 3.**  
**Respondents' Perceptions of the Work Climate Variable**

Indicator	Answer Score (%)					Total score	Mean	Perception Score	Criteria
	Employee Assessment Level								
	1	2	3	4	5				
X2.1	2	8	48	72	69	795	3.99	79.90%	High
X2.2	0	11	42	82	64	796	4.00	80.00%	High
X2.3	2	11	49	70	67	786	3.95	78.99%	High
X2.4	2	8	36	75	78	816	4.10	82.01%	High
X2.5	1	8	47	78	65	795	3.99	79.90%	High
Mean	1.4	9,.	44.4	75.4	68.6	797.6	4.01	80.16%	High

Source: Processed Primary Data, 2025

The perception of employees at PT PLN Nusa Daya UL Ketapang regarding the work climate variable reached 80.16% with an average score of 4.01, which falls into the high category. Overall, all indicators show a high level of perception. The highest perception was found in indicator X2.4, which reached 82.01%. This indicates that the work climate in the company has generally been well-established and is optimally perceived by the employees.

**Employee Perceptions of Organizational Commitment Variables**

**Table 4.**  
**Respondents' Perceptions of Organizational Commitment Variables**

Indicator	Answer Score (%)					Total score	Mean	Perception Score	Criteria
	Employee Assessment Level								
	1	2	3	4	5				
Z.1	2	12	45	64	76	797	4.01	80.10%	High
Z.2	2	6	49	65	77	806	4.05	81.01%	High
Z.3	4	13	40	65	77	795	3.99	79.90%	High
Mean	2.67	10.33	44.67	64.67	76.67	800.4	4.02	80.34%	High

Source: Processed Primary Data, 2025

The perception of employees at PT PLN Nusa Daya UL Ketapang regarding the organizational commitment variable reached 80.34% with an average score of 4.02, which falls into the high category. Overall, all indicators show a high level of perception. The highest perception was found in indicator Z.2, which reached 81.01%. This indicates that organizational commitment in the company generally provides significant impact and benefits to the employees. As a result, commitment is manifested in forms such as loyalty, responsibility, and the willingness of employees to contribute more for the company.

**Employee Perception of Employee Performance**

**Table 5.**  
**Respondents' Perceptions of Performance Variables**

Indicator	Answer Score (%)					Total score	Mean	Perception Score	Criteria
	Employee Assessment Level								
	1	2	3	4	5				
Y.1	3	10	42	73	71	796	4.00	80.00%	High
Y.2	2	11	40	73	73	801	4.03	80.50%	High
Y.3	2	13	42	69	73	795	3.99	79.90%	High
Y.4	3	15	33	75	73	797	4.01	80.10%	High
Y.5	0	13	48	72	66	788	3.96	79.20%	High
Mean	2.00	12.4	41	72.4	71.2	795.4	4.00	79.94%	High

Source: Processed Primary Data, 2025

The perception of employees at PT PLN Nusa Daya UL Ketapang regarding the performance variable reached 79.94% with an average score of 4.00, which falls into the high category. Overall, all indicators show a high level of perception. The highest perception was found in indicator Y.2, which reached 80.50%. This indicates that the majority of employees in the company are able to complete their work according to the targets that have been set.

**Outer Model Testing**

**Convergent Validity**

**Table 6.**  
**Convergent Validity Test of Research Variable Indicators**

Variable	Indicator	Outer Loading	AVE	Description
Leadership (X1)	X1.1	0.811	0.630	Valid
	X1.2	0.745		Valid
	X1.3	0.769		Valid
	X1.4	0.810		Valid
	X1.5	0.831		Valid
Work Climate (X2)	X2.1	0.761	0.649	Valid
	X2.2	0.788		Valid
	X2.3	0.835		Valid
	X2.4	0.831		Valid
	X2.5	0.812		Valid
Organizational Commitment (Z)	Z.1	0.810	0.663	Valid
	Z.2	0.839		Valid
	Z.3	0.792		Valid
Employee Performance (Y)	Y.1	0.806	0.671	Valid
	Y.2	0.812		Valid
	Y.3	0.854		Valid
	Y.4	0.842		Valid

	Y.5	0.778		Valid
--	-----	-------	--	-------

Source: Processed Primary Data, 2025

Table 6 shows that all indicators for each variable are valid, as the outer loading values are greater than 0.7 and the AVE values are above 0.5.

**Discriminant Validity**

**Table 7.**  
**Cross Loading of Research Variable Indicators**

	Leadership (X1)	Work Climate (X2)	Organizational Commitment (Z)	Employee Performance (Y)
X1.1	0.811	0.470	0.439	0.565
X1.2	0.745	0.421	0.440	0.446
X1.3	0.769	0.436	0.458	0.551
X1.4	0.810	0.488	0.443	0.562
X1.5	0.831	0.442	0.461	0.622
X2.1	0.438	0.761	0.368	0.482
X2.2	0.408	0.788	0.326	0.520
X2.3	0.534	0.835	0.467	0.509
X2.4	0.410	0.831	0.418	0.498
X2.5	0.493	0.812	0.356	0.538
Z.1	0.450	0.380	0.810	0.528
Z.2	0.507	0.392	0.839	0.574
Z.3	0.420	0.406	0.792	0.564
Y.1	0.541	0.532	0.556	0.806
Y.2	0.602	0.521	0.577	0.812
Y.3	0.590	0.526	0.556	0.854
Y.4	0.556	0.517	0.577	0.842
Y.5	0.559	0.491	0.528	0.778

Source: Processed Primary Data, 2025

Table 7 shows that the cross-loading values of each indicator for their respective variables are greater than 0,7, and each indicator’s cross-loading value is higher than its cross-loading values on other variables.

**Reliability Test**

**Table 8.**  
**Reliability Test**

	Cronbach's Alpha	Composite Reliability	Description
Leadership	0.853	0.895	Reliable
Work Climate	0.864	0.902	Reliable
Organizational Commitment	0.746	0.855	Reliable
Employee Performance	0.877	0.911	Reliable

Source: Processed Primary Data, 2025

Table 8 shows that all variables have Cronbach's alpha and composite reliability values above 0.7, indicating that they are reliable.

**Inner Model Testing**

**R-Square (R<sup>2</sup>)**

**Table 9.**  
**Results of R-Square Testing**

	R-Square	R-Square Adjusted
Organizational Commitment	0.357	0.351
Employee Performance	0.652	0.646

Source: Processed Primary Data, 2025

Table 9 shows that the R<sup>2</sup> value for the organizational commitment variable is 0.357. This R<sup>2</sup> value is considered moderate, as it falls above 0.33 and below 0.67. It can be interpreted that 35.7% of the variability in the organizational commitment construct is explained by the leadership and work climate variables, while the remaining 64,3% is explained by other variables outside the model. Meanwhile, the R<sup>2</sup> value for the employee performance variable is 0,652. This R<sup>2</sup> value is also considered moderate, as it is above 0,33 and below 0,67. It can be interpreted that 65,2% of the variability in the employee performance construct is explained by the leadership, work climate, and organizational commitment variables, while the remaining 34,8% is explained by other variables outside the model.

**Effect Size (f-square)**

**Table 10.**  
**F-Square (F<sup>2</sup>) Values**

	Organizational Commitment	Employee Performance
Leadership	0.194	0.190
Work Climate	0.060	0.126

Organizational Commitment		0.243
---------------------------	--	-------

Source: Processed Primary Data, 2025

The explanation of Table 10 is as follows:

- a. Leadership has an F-square value of 0.190, indicating that leadership has a “moderate” effect on employee performance.
- b. Work climate has an F-square value of 0.126, indicating that work climate has a “small” effect on employee performance.
- c. Organizational commitment has an F-square value of 0.243, indicating that organizational commitment has a “moderate” effect on employee performance.
- d. Leadership has an F-square value of 0.194, indicating that leadership has a “moderate” effect on organizational commitment.
- e. Work climate has an F-square value of 0.060, indicating that work climate has a “small” effect on organizational commitment.

These results show that organizational commitment has the greatest impact on employee performance, while leadership has the greatest influence on organizational commitment.

**Stone-Geisser Q-Square Test (Predictive Relevance)**

**Table 11.**  
**Q-Square (Q<sup>2</sup>) Values**

	SSO	SSE	Q2(=1-SSE/SSO)
Leadership	995	995	
Work Climate	995	995	
Organizational Commitment	597	461.672	0.227
Employee Performance	995	570.883	0.426

Source: Processed Primary Data, 2025

Table 11 shows that organizational commitment (Z) has a Q<sup>2</sup> value greater than 0, specifically 0.227, indicating that the model has good predictive relevance with a “moderate” level, as it falls above 0.15 and below 0.35. Employee performance (Y) has a Q<sup>2</sup> value greater than 0, specifically 0.426, indicating that the model has good predictive relevance with a “strong” level, as it is above 0.35.

**Hypothesis Testing (Bootstrapping)**

In bootstrap resampling, the significance values used (two-tailed) include t-values of 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.58 (significance level = 1%).

**Table 12.**  
**Direct Effect Test**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Leadership (X1) -> Employee Performance (Y)	0.342	0.337	0.048	7.149	0.000
Work Climate (X2) -> Employee Performance (Y)	0.262	0.266	0.053	4.977	0.000
Commitment Organization (Z) -> Employee Performance (Y)	0.363	0.364	0.050	7.231	0.000
Leadership (X1) -> Organizational Commitment (Z)	0.429	0.428	0.074	5.831	0.000
Work Climate (X2) -> Organizational Commitment (Z)	0.239	0.241	0.067	3.558	0.000

Source: Processed Primary Data, 2025

The results of the direct effect test presented in Table 12 are as follows:

1. Effect of Leadership (X1) on Employee Performance (Y)  
 The direct effect of leadership on employee performance shows a coefficient value of 0.342, with a t-statistic of 7.149 and a p-value of 0.000 ( $< 0.05$ ). This indicates that leadership has a positive and significant effect on employee performance, so the first hypothesis is accepted.
2. Effect of Work Climate (X2) on Employee Performance (Y)  
 The direct effect of work climate on employee performance shows a coefficient value of 0.262, with a t-statistic of 4.977 and a p-value of 0.000 ( $< 0.05$ ). This indicates that work climate has a positive and significant effect on employee performance, so the second hypothesis is accepted.
3. Effect of Organizational Commitment (Z) on Employee Performance (Y)  
 The direct effect of organizational commitment on employee performance shows a coefficient value of 0.363 with a t-statistic of 7,231 and a p-value of 0,000 ( $< 0,05$ ). This indicates that organizational commitment has a positive and significant effect on employee performance, so the third hypothesis is accepted.
4. Effect of Leadership (X1) on Organizational Commitment (Z)  
 The direct effect of leadership on organizational commitment shows a coefficient value of 0.429, with a t-statistic of 5.831 and a p-value of 0.000 ( $< 0.05$ ). This indicates that leadership has a positive and significant effect on organizational commitment, so the fourth hypothesis is accepted.

5. Effect of Work Climate (X2) on Organizational Commitment (Z)  
 The direct effect of work climate on organizational commitment shows a coefficient value of 0.239, with a t-statistic of 3.558 and a p-value of 0.000 ( $< 0.05$ ). This indicates that work climate has a positive and significant effect on organizational commitment, so the fifth hypothesis is accepted.

**Table 13.**  
**Indirect Effect Test**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Leadership (X1) -> Organizational Commitment (Z) -> Performance Employee (Y)	0.156	0.155	0.033	4.732	0.000
Work Climate (X2) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.087	0.088	0.028	3.064	0.002

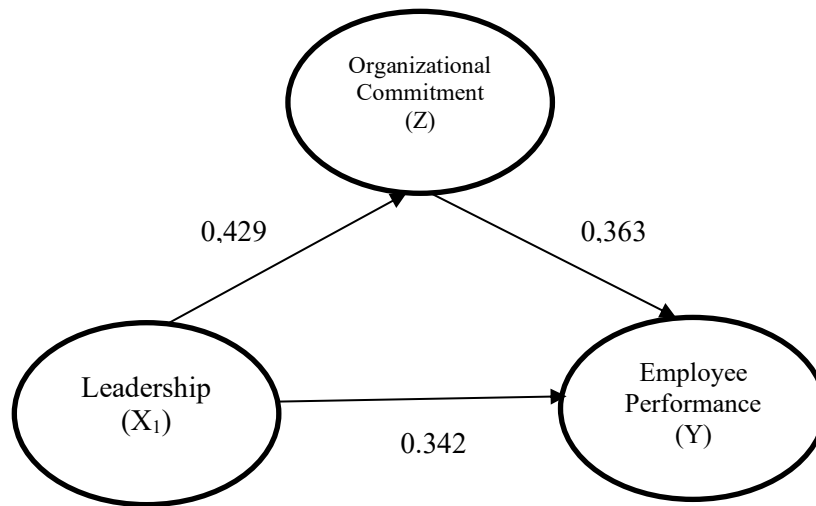
Source: Processed Primary Data, 2025

The results of the indirect effect test presented in Table 13 are as follows:

1. Effect of Leadership (X1) on Employee Performance (Y) through Organizational Commitment (Z)  
 The indirect effect of leadership on employee performance through organizational commitment shows a coefficient value of 0.156, with a t-statistic of 4.732 and a p-value of 0.000 ( $< 0.05$ ). This indicates a positive and significant effect of leadership on employee performance through organizational commitment, meaning that organizational commitment mediates the effect of leadership on employee performance. Therefore, the sixth hypothesis is accepted.
2. Effect of Work Climate (X2) on Employee Performance (Y) through Organizational Commitment (Z). The indirect effect of work climate on employee performance through organizational commitment shows a coefficient value of 0.087, with a t-statistic of 3.064 and a p-value of 0.002 ( $< 0.05$ ). This indicates a positive and significant effect of work climate on employee performance through organizational commitment, meaning that organizational commitment mediates the effect of work climate on employee performance. Therefore, the seventh hypothesis is accepted.

**Mediation Test VAF (Variance Accounted For)**

Results of the Mediation Effect of Leadership on Employee Performance through Organizational Commitment



**Figure 7.**  
**Direct and Indirect Effect Model of the Leadership Variable**

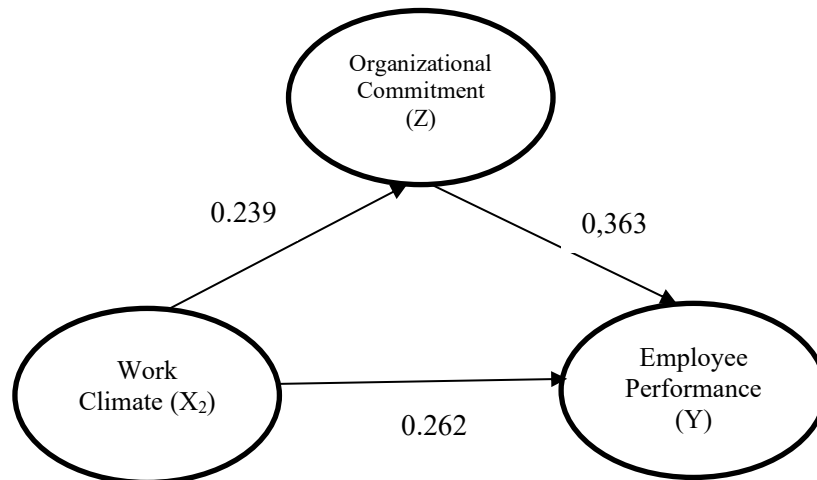
$$VAF = \frac{0.156}{(0.342 + 0.156)}$$

$$VAF = \frac{0.156}{0.498}$$

$$VAF = 0.313 \text{ or } 31.3\%$$

Based on the VAF calculation above, the effect of leadership on employee performance through organizational commitment is 31,3%. Since this value falls within the range of 20%–80%, it can be concluded that a partial mediation occurs in the relationship between these variables.

Results of the Mediation Effect of Work Climate on Employee Performance through Organizational Commitment



**Figure 8.**  
**Direct and Indirect Effect Model of the Work Climate Variable**

$$\begin{aligned} \text{VAF} &= \frac{0.087}{(0.262 + 0.087)} \\ \text{VAF} &= \frac{0.087}{0.349} \\ \text{VAF} &= 0.249 \text{ or } 24.9\% \end{aligned}$$

Based on the VAF calculation above, the effect of work climate on employee performance through organizational commitment is 24.9%. Since this value falls within the range of 20%–80%, it can be concluded that a partial mediation occurs in the relationship between these variables.

### **Effect of Leadership on Employee Performance**

Leadership has a positive effect on employee performance at PT PLN Nusa Daya UL Ketapang. This indicates that the better the leadership practices in the company, the higher the performance achieved by employees. According to employee feedback, leadership during this period has been excellent and supportive. Managers regularly monitor activities directly in the field or through WhatsApp messages, openly accept employee input and complaints, and provide rewards or incentives to top-performing employees. These practices motivate employees and encourage them to improve their performance continuously. This positive relationship fosters trust between employees and leaders, facilitating coordination and communication in completing assigned tasks. When a leader maintains strong personal relationships with employees, it indirectly motivates them, leading to increased effectiveness in their performance.

These findings are consistent with research by Herlambang et al. (2022) and Wibawa & Yudiaatmaja (2024), which also reported that leadership has a significant positive influence on employee performance.

### **Effect of Work Climate on Employee Performance**

Work climate has a positive and significant effect on employee performance. This indicates that the work environment at PT PLN Nusa Daya UL Ketapang provides positive support for employees, helping to enhance their performance. According to employee feedback, the current work climate is already quite good and supportive. Management consistently strives to create a comfortable and enjoyable atmosphere, such as providing spaces for employees to rest and socialize after fieldwork, and allowing flexible rest periods once tasks are completed. A supportive work environment contributes to employee stability and satisfaction, which in turn motivates employees to perform at their best. These findings are consistent with research by Adiastra et al. (2023) and Yuningsih et al. (2024), which also reported that work climate has a significant positive effect on employee performance.

### **Effect of Organizational Commitment on Employee Performance**

Organizational commitment has a positive and significant effect on employee performance. This indicates that the higher an employee's commitment to the company, the greater their loyalty, support, and motivation to deliver optimal performance. According to information from employees at PT PLN Nusa Daya UL Ketapang, management consistently provides support and rewards for performance achievements. Additionally, management conducts objective performance evaluations daily, weekly, and monthly to foster a sense of fairness, while also listening to employee input and involving them in decision-making processes.

These practices enhance employees' comfort, loyalty, and trust, thereby strengthening their organizational commitment. Employees with strong commitment

demonstrate care for the company's success and are more capable of effective teamwork. These findings are consistent with studies by Kartono et al. (2020) and Chikmiyyah et al. (2021), which also found that organizational commitment has a significant positive effect on employee performance.

### **Effect of Leadership on Organizational Commitment**

Leadership has a positive and significant effect on organizational commitment at PT PLN Nusa Daya UL Ketapang. This means that effective and optimal leadership positively influences the organizational commitment of employees in the company. Field observations show that leadership during this period plays an important role in enhancing employee commitment. Company leaders provide clear work goals and directions, routinely monitor performance both directly and online (e.g., via WhatsApp), and clarify career paths and rewards for employees who complete tasks effectively and perform optimally. Transparency regarding career opportunities serves as additional motivation, strengthening employees' commitment to the organization. These findings align with research by Hardi et al. (2020) and Q et al. (2021), which report that leadership has a significant impact on organizational commitment. This perspective is further supported by Ditlopo et al. (2024), who emphasize that leadership plays a crucial role in motivating employees to work innovatively and generate new ideas and solutions.

### **Effect of Work Climate on Organizational Commitment**

Work climate has a positive and significant effect on organizational commitment at PT PLN Nusa Daya UL Ketapang. This means that a conducive work climate encourages employees to continue contributing and remain committed to the company.

At PT PLN Nusa Daya UL Ketapang, the work climate is well-established and consistent. Field observations and employee feedback indicate that management strives to create a transparent and supportive work environment. Transparency is reflected in how management provides information regarding task assignments, work procedures, and current policies. The company also ensures employee comfort and safety at work, such as providing proper equipment to prevent workplace accidents. Additionally, management addresses issues or conflicts promptly to prevent disruption to the workplace atmosphere.

These measures lead employees to prefer staying and building their careers within the company. The findings are consistent with research by Pradana et al. (2021) and Nataly (2025), which concluded that work climate has a significant positive effect on organizational commitment.

### **Effect of Leadership on Employee Performance through Organizational Commitment**

This study found that organizational commitment partially mediates the effect of leadership on employee performance at PT PLN Nusa Daya UL Ketapang. Positive leadership is reflected in employees' perceptions of their leaders. Leaders continuously strive to enhance and sustain organizational commitment, which in turn positively influences employee performance. For example, leaders conduct daily morning briefings to provide clear work directions and routinely offer guidance and training every three months by involving competent external parties. A good leader acts as a role model, encouraging employees to emulate positive behaviors. When these practices are implemented effectively, they build employee trust and a sense of security through organizational commitment, which supports improved performance. These findings are consistent with Donkor et al. (2021),

who also concluded that organizational commitment can mediate the effect of leadership on employee performance.

### **Effect of Work Climate on Employee Performance through Organizational Commitment**

This study found that organizational commitment partially mediates the effect of work climate on employee performance at PT PLN Nusa Daya UL Ketapang. This means that a positive and conducive work climate influences employees' organizational commitment, which in turn helps improve their performance. Field observations indicate that the company consistently strives to ensure employee comfort at work. First, they provide adequate and appropriate work facilities. Additionally, to foster camaraderie and maintain employee fitness, the company organizes weekly activities on Fridays, such as morning exercise or cycling together. In task assignments, management ensures fairness and alignment with each employee's job description to prevent social envy and potential conflicts. The company also implements a work culture called PS4 (Appearance, Attitude, Smile, Greeting, and Interaction) which promotes harmonious relationships and a positive work environment. These conditions encourage employees to remain committed to the company. When organizational commitment is strong, employees feel greater responsibility for their work, ultimately leading to improved performance. These findings align with research by Obenk (2020) and Risambessy et al. (2022), which reported that organizational commitment partially mediates the relationship between work climate and employee performance.

### **CONCLUSION**

Based on the results of the research and the discussion, the conclusions drawn are as follows:

1. Leadership positively and significantly affects employee performance at PT PLN Nusa Daya UL Ketapang. This shows that effective and positive leadership motivates, encourages, and drives employees to improve their performance.
2. Work climate positively and significantly affects employee performance. A positive and conducive work climate provides a sense of security and comfort, supporting employees in carrying out their tasks optimally.
3. Organizational commitment positively and significantly affects employee performance. High levels of employee commitment contribute to achieving optimal performance outcomes.
4. Leadership positively and significantly affects organizational commitment. Effective leadership plays a crucial role in strengthening employees' organizational commitment to the company.
5. Work climate positively and significantly affects organizational commitment. A supportive work climate not only provides security and comfort but also enhances employee loyalty, thereby reinforcing organizational commitment.
6. Organizational commitment mediates the effect of leadership on employee performance. This indicates that organizational commitment serves as a link between leadership and employee performance.
7. Organizational commitment mediates the effect of work climate on employee performance. This shows that organizational commitment acts as a bridge between work climate and employee performance.

## REFERENCES

- Adiastra, N. T., Rahmawati, P. I., & Telagawathi, N. L. W. S. (2023). Pengaruh Kepemimpinan Pelayanan, Manajemen Perubahan, dan Iklim Kerja Terhadap Kinerja Pegawai Keuangan Universitas Pendidikan Ganesha di Masa Covid-19. *Bisma: Jurnal Manajemen*, 9(2), 190–199. <https://doi.org/10.23887/bjm.v9i2.62064>
- Agustini, F. (2011). Manajemen Sumber Daya Manusia Lanjutan. In *Madenatera*.
- Aktar, A., & Pangil, F. (2018). *Mediating Role Of Organizational Commitment In The Relationship Between Human Resource Management Practices And Employee Engagement. International Journal of Sociology and Social Policy*. 38(3), 606-636. <https://doi.org/10.1108/IJSSP-08-2017-0097>
- Armstrong, M., & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management Practice* (13th ed.). Kogan Page Limited.
- Asmike, M., & Sari, P. O. (2022). Manajemen Kinerja: Meningkatkan Keunggulan Bersaing. In *UNIPMA Press*.
- Aulia, K. C., & Abadiyah, R. (2024). *Meningkatkan Partisipasi Komitmen Organisasional Syariah Global Melalui*. 2, 1–24. <https://doi.org/10.47134/jpem.v1i2.254>
- Awan, A. J., Heryanda, K. K., & Rahmawati, P. I. (2024). Pengaruh Kepemimpinan, Lingkungan Kerja, dan Komunikasi Terhadap Kepuasan Kerja Pegawai pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Buleleng. *Management Studies and Entrepreneurship Journal*, 5(2), 3616–3624. <http://journal.yrpiaku.com/index.php/msej>
- Baiti, K. N., Djumali, D., & Kustiyah, E. (2020). Produktivitas Kerja Karyawan ditinjau Motivasi, Disiplin Kerja dan Lingkungan Kerja pada PT. Iskandar Indah Printing Textile Surakarta. *Jurnal Ilmiah Edunomika*, 4(01), 69–87. <https://doi.org/https://doi.org/10.29040/jie.v4i01.812>
- Billah, A., Suci, N. M., & Suarmanayasa, I. N. (2022). Harmony Leadership and Personality on Employee Performance at Ganesha University of Education. *International Journal of Social Science and Business*, 6(3), 326–334. <https://doi.org/10.23887/ijssb.v6i3.45543>
- Busro, M. (2018). *Teori-teori Manajemen Sumber Daya Manusia*. Prenada Media.
- Cao, T. H. V., Chai, D. S., Nguyen, L. P., Nguyen, H. T. H., Han, C. S. hyun, & Park, S. (2024). *Learning Organization and Employee Performance: The Mediating Role of Job Satisfaction in The Vietnamese Context. Learning Organization*, 32(7), 53–73. <https://doi.org/10.1108/TLO-09-2023-0177>
- Chikmiyyah, D., Chadhiq, U., & Yusroni, N. (2021). Analisis Pengaruh Komitmen Organisasi dan Pengalaman Kerja terhadap Kinerja Karyawan (Studi PD . BPR BKK Demak Kantor Pusat Operasional). *Journal of Management and Business Review*, 18(2), 140–151. <https://doi.org/https://doi.org/10.34149/jmbr.v18i2.270>
- Damayanti, N. L. R., & Irwansyah, M. R. (2024). Peranan Kompetensi dalam Meningkatkan Kinerja Guru pada Proses Belajar Siswa di SMK N 1 Singaraja. *Ekuitas: Jurnal Pendidikan Ekonomi*, 11(2), 194–201. <https://doi.org/10.23887/ekuitas.v11i2.60093>
- Darlina, W., Restu, R., & Darwin, D. (2025). Analisis Pengaruh Iklim Kerja terhadap Kinerja Guru Sekolah Menengah Pertama di Kabupaten Labuhanbatu Utara. *JAMP: Jurnal Administrasi Dan Manajemen Pendidikan*, 8(2), 204–215. <https://journal-fip.um.ac.id/index.php/jamp/article/view/3237>

- Ditlopo, P., Rispel, L. C., Van Bogaert, P., & Blaauw, D. (2024). The Impact of The Nurse Practice Environment, Workload, and Professional Support on Job Outcomes and Standards of Care at Primary Health Care Clinics in South Africa: A Structural Equation Model Approach. *International Journal of Nursing Studies Advances*, 7(August), 100241. <https://doi.org/10.1016/j.ijnsa.2024.100241>
- Donkor, F., Dongmei, Z., & Sekyere, I. (2021). *The Mediating Effects of Organizational Commitment on Leadership Styles and Employee Performance in SOEs in Ghana: A Structural Equation Modeling Analysis*. *SAGE Open*, 11(2). <https://doi.org/10.1177/21582440211008894>
- Edison, E., Anwar, Y., & Komariyah, I. (2017). *Manajemen Sumber Daya Manusia: Strategi dan Perubahan dalam Rangka Meningkatkan Kinerja dan Organisasi* (2nd ed.). Alfabeta.
- Ekwen, T. V., & George, P. F. E. (2018). *Human Resources Management and School Effectiveness in Government Technical Secondary and High Schools in Cameroon*. *International Journal of Trend in Scientific Research and Development*, Volume-2(Issue-6), 721–733. <https://doi.org/10.31142/ijtsrd18728>
- Ghozali, I. (2018). *Analisis Multivariate dengan Program IBM SPSS 25* (9th ed.). Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). SAGE Publications.
- Hardi, S. F., Machasin, & Rosyetti. (2020). *Pengaruh Kepemimpinan dan Etos Kerja Terhadap Komitmen serta Kinerja Pegawai dengan Budaya Organisasi sebagai Variabel Moderasi pada Dinas Energi dan Sumber Daya Mineral Provinsi Riau*. 31(2), 46–55. [https://doi.org/10.25299/kiat.2020.vol31\(2\).2788](https://doi.org/10.25299/kiat.2020.vol31(2).2788)
- Herlambang, W., Indrayani, & Khaddafi, M. (2022). The Influence of Leadership, Organizational Culture, Motivation and Compensation on Employee Performance in Regional Apparatus Organizations (OPD) At Baperlitbang Karimun Regency. *Morfai Journal*, 2(1), 143–150. <https://doi.org/10.54443/morfai.v2i1.213>
- Isbahi, M. B., Zuana, M. M. M., & Toha, M. (2024). The Multi-Social Relation of the Cattle Industry in the Plaosan Subdistrict Animal Market of Magetan Regency. *Malacca: Journal of Management and Business Development*, 1(1), 31–46. <https://doi.org/10.69965/malacca.v1i1.51>
- Kartono, K. (2008). *Pemimpin dan Kepemimpinan: Apakah Kepemimpinan Abnormal Itu?* Rajawali Pers.
- Kartono, Syifa, K. N., & Astuti, R. P. (2020). *The Knowledge Sharing, Individual Innovation Capability dan Komitmen Organisasi Terhadap Kinerja Pegawai*. *Matrik: Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 14(2), 143–157. <https://doi.org/10.24843/matrik:jmbk.2020.v14.i02.p02>
- Kasmir. (2016). *Manajemen Sumber Daya Manusia* (1st ed.). Rajawali Press.
- Latan, H., & Ghozali, I. (2015). *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0* (2nd ed.). Badan Penerbit Universitas Diponegoro.
- Luthans, F. (2011). *Perilaku Organisasi* (10th ed.). Andi. <https://mylibrary.umy.ac.id/koleksi/view/55670/Perilaku-organisasi>
- Mangkunegara, A. A. A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan* (14th

- ed.). Remaja Rosdakarya.
- Maranata, B. H., Widyaningtyas, D. P., & Istiqomah, A. N. (2022). Pengaruh Komitmen Organisasi terhadap Kinerja Karyawan pada PT. Bank BUMN Kota Semarang. *2(2)*, 1–10. <https://doi.org/10.53416/arimbi.v22i2.120>.
- Nataly, J. G. (2025). *Pengaruh Iklim Kerja Organisasi terhadap Komitmen Kerja Karyawan*. 6, 7081–7092. <https://doi.org/10.31004/jkt.v6i2.45464>
- Nurlaela, A., & Trianasari, T. (2021). Pengaruh Lingkungan Kerja dan Kepuasan Kerja Terhadap Kinerja Pegawai Pada Dinas Sosial Kabupaten Karangasem. *Bisma: Jurnal Manajemen*, *7(1)*, 62–70. <https://doi.org/10.23887/bjm.v7i1.29308>
- Obenk, A. F. (2020). *Organizational Climate and Employee Performance : Examining the Mediating Role of Organizational Commitment and Moderating Role of Perceived Organizational Support*. *10(3)*, 223–247. <https://doi.org/10.5296/ijhrs.v10i3.17395>
- Pradana, P. A. A., Gunadi, I. G. N. B., & Suarjana, I. W. (2021). Pengaruh Iklim Kerja, Budaya Organisasi, dan Kepemimpinan Terhadap Komitmen Organisasi Karyawan pada Grand Balisani Suites. *Values*, *2(2)*, 20–33.
- Pradnyana, N. S., & Widiastini, N. M. A. (2023). Pengaruh Komunikasi, Beban Kerja, dan Kompensasi terhadap Kinerja Karyawan. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, *10(2)*, 469–479. <https://doi.org/10.37606/publik.v10i2.654>
- Prasetya, K. K., Suwena, K. R., & Trianasari. (2024). *The Influence of Leadership, Social Competence, and Work Motivation on Employee Performance at PERUMDA Pasar Argha Nayottama, Buleleng Regency. Indonesia Interdisciplinary Journal of Sharia Economics (IIJSE)*, *7(3)*, 8903–8925. <https://e-journal.uac.ac.id/index.php/ijse/article/view/7731%0A>
- Q, M. Y., Risal, M., & Srisapta. (2021). *The Effect of Leadership , Motivation and Job Satisfaction on Organizational Commitment*. *7(1)*, 101–110. <https://doi.org/10.26858/jo.v7i1.22596>
- Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). *Employee Performance under Transformational Leadership and Organizational Citizenship Behavior: A Mediated Model*. *Heliyon*, *8(11)*. <https://doi.org/10.1016/j.heliyon.2022.e11374>
- Randy, F. A. (2022). Pengaruh *Servant Leadership*, Motivasi dan Komitmen Organisasi terhadap Kinerja Karyawan dengan Burn Out sebagai Variabel *Intervening* di Swiss-Bel Hotel Kota Jambi. *Jurnal Manajemen Terapan Dan Keuangan*, *11(2)*, 511–525. <https://doi.org/10.22437/jmk.v11i2.17976>
- Risambessy, A., Latupapua, C. V., Chandra, K., & Chandra, F. (2022). Mediasi Komitmen Organisasional dan Kepuasan Kerja Karyawan, Iklim Organisasi dan Kinerja Karyawan. *JKBM (Jurnal Konsep Bisnis Dan Manajemen)*, *8(2)*, 191–202. <https://doi.org/10.31289/jkbm.v8i2.7275>
- Robbins, S. P. (2006). *Perilaku Organisasi* (10th ed.). PT Indeks.
- Robbins, S. P., & Judge, T. (2015). *Organizational Behavior* (16th ed.). Pearson.
- Samsuddin, H. (2018). *Kinerja Karyawan: Tinjauan dari Dimensi Gaya Kepemimpinan* (Pertama). Indomedia Pustaka.
- Santihari Luh Putu Asti, Meitriana Made Ary, Rahmawati Putu Indah. (2026). *The Influence of Work Environment and Workload on Employee Performance with Job Satisfaction*

- as a Mediating Variable at Siloam Bali Group. Jurnal Manajemen Motivasi*, 22, 219-229. <https://doi.org/10.29406/jmm.v22i1.8419A>
- Sholikhah, E. I., & Prastiwi, S. K. (2020). *The Impact Of Leadership to Serve and Organizational Commitments to Employee Performance with Behavior Organizational Citizenship as Mediation Variable. Journal of Business and Management Review*, 1(1), 28–41. <https://profesionalmudacendekia.com/index.php/jbmr/article/view/8>
- Sing, R., & Edalmen. (2023). Pengaruh Kepemimpinan, Motivasi dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Serina Ekonomi Dan Bisnis*, 1(1), 142–152. <https://doi.org/10.24912/jseb.v1i1.24940>
- Siswanto. (2012). *Pengantar Manajemen* (1st ed.). PT. Bumi Aksara.
- Srimulyani, V. A., Rustiyaningsih, S., Farida, F. A., & Hermanto, Y. B. (2023). Mediation of “AKHLAK” Corporate Culture and Affective Commitment on The Effect of Inclusive Leadership on Employee Performance. *Sustainable Futures*, 6(October), 100138. <https://doi.org/10.1016/j.sftr.2023.100138>
- Stringer, R. A. (2002). *Leadership and Organizational Climate: The Cloud Chamber Effect* (1st editio). Prentice Hall.
- Sugiyono. (2017). *Metode Penelitian Administrasi Dilengkapi Metode R&D* (Edisi 3). Alfabeta.
- Sugiyono. (2023). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (5th ed.). Alfabeta.
- Sunyoto, A. (1994). *Manajemen Sumber Daya Manusia*. Badan Penerbit IPWI.
- Terry, G. R., & Rue, L. W. (2015). *Dasar-dasar Manajemen* (Cetakan ke). PT Bumi Aksara.
- Wibawa, K. D. S., & Yudiaatmaja, F. (2024). Pengaruh Kepemimpinan dan Disiplin Kerja Terhadap Kinerja Pegawai Dinas Pemadam Kebakaran Kabupaten Buleleng. *Bisma: Jurnal Manajemen*, 10(3), 704–711. <https://doi.org/https://doi.org/10.23887/bjm.v10i3.83423>
- Wirawan. (2007). *Budaya dan Iklim Organisasi: Teori, Aplikasi, dan Penelitian*. Salemba Empat.
- Wirya, K. S., Andiani, & Telagawathi, N, L, W, S. (2020). Pengaruh Stres Kerja dan Kepuasan Kerja Terhadap Kinerja PT. BPR Senada Murni. *Jurnal Manajemen dan Bisnis*, 2(1), 50–60. <https://doi.org/https://doi.org/10.23887/pjmb.v2i1.26190>
- Yanti, G. A. E., & Suarmanayasa, I. N. (2022). Pengaruh Kepemimpinan dan Kompetensi Terhadap Kinerja Pegawai Lembaga Perkreditan Desa Kecamatan Sukasada. *Bisma: Jurnal Manajemen*, 8(1), 69. <https://ejournal.undiksha.ac.id/index.php/BISMA-JM/article/view/34758>
- Yuningsih et al. (2024). Pengaruh Kompensasi dan Iklim Kerja Terhadap Kinerja Karyawan Dyehouse Department PT. Coats Rejo Indonesia. *Jurnal Ilmiah Global Education*, 5(3), 2079–2088. <https://doi.org/https://doi.org/10.55681/jige.v5i3.3340>
- Yusuf, D., & Adriansyah, T. M. (2022). Pengaruh Kepemimpinan dan Kedisiplinan terhadap Produktivitas Kerja PT Cipta Chemical Medan Oil. *Jurnal Insitusi Politeknik Ganesha Medan*, 5, 366–378. <https://doi.org/10.33395/juripol.v5i2.11742>
- Yusuf, R. M., & Syarif, D. (2018). *Komitmen Organisasi*. Nas Media Pustaka.