

THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT CV. TERUS JAYA, EAST LOMBOK REGENCY



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Abstract

This research aims to analyze the influence of leadership and organizational culture on employee performance through organizational commitment as an intervening variable at CV. Terus Jaya, East Lombok Regency. The study was motivated by the importance of leadership and a strong organizational culture in improving employee performance within a staple goods distribution company. The research problems focus on determining both the direct and indirect effects of leadership and organizational culture on employee performance mediated by organizational commitment. The study employed a quantitative survey method by distributing questionnaires to all employees, with a sample of 59 respondents selected from a total population of 134 employees. Data were analyzed using path analysis through SmartPLS 4.0 software. The results showed that leadership and organizational culture had a positive and significant influence on employee performance, both directly and indirectly, through organizational commitment. Furthermore, organizational commitment served as a significant mediating variable that strengthened the relationship between leadership, organizational culture, and employee performance. The findings emphasize the strategic role of leadership and cultural values in enhancing employee commitment and overall organizational effectiveness.

Keywords: Leadership, Organizational Culture, Organizational Commitment, Employee Performance

INTRODUCTION

CV. Terus Jaya, located on Jl. TGH. Zainuddin Abdul Majid No.3, Dasan Lekong, Sukamulia District, East Lombok Regency, West Nusa Tenggara, is a company engaged in the distribution and sale of basic commodities such as rice, sugar, and cooking oil. As a commanditaire vennootschap (CV), this company has a flexible leadership structure where limited partners play roles in directing operational activities. CV. Terus Jaya has a significant role in maintaining the availability and affordability of staple goods for the local community through procurement, storage management, distribution, and customer service activities. The sustainability of this function is highly dependent on the quality of human resources who manage operational efficiency and maintain service excellence.

Human resources (HR) are key assets in every organization, serving not only as labor but also as strategic drivers of organizational performance. According to Werther & Davis (1996), HR represents employees who are prepared and responsive in achieving organizational goals. No matter how advanced technology or capital availability may be, organizational success cannot be achieved without competent human resources (Ogedengbe et al., 2023). Thus, managing HR through effective human resource management (HRM) practices is essential in planning, directing, developing, and maintaining employees to optimize both individual and organizational objectives (Halsa et al., 2022).

Employee performance is a measurable outcome of work results achieved by individuals or groups within a specific time frame based on predetermined criteria (Linda, 2025). Effective performance depends on both internal and external organizational factors, including leadership and organizational culture (Jufrizen & Hutasuhut, 2022). Leadership plays a critical role in motivating employees, fostering direction, and ensuring alignment between individual and organizational goals (Oliveira et al., 2022). Leadership is the ability to persuade and mobilize others to enthusiastically pursue shared objectives. A leader's competence in communication, decision-making, and motivation significantly determines the work spirit and productivity of subordinates (Suhardi et al., 2024).

Beyond leadership, organizational culture also contributes significantly to employee performance. Robbins & Coulter (2009) define organizational culture as shared values, principles, and traditions that shape members' behavior within an organization. Ivancevich et al. (2007) reinforce that organizational culture reflects employees' perceptions, beliefs, and expectations that influence their daily actions. A strong and consistent culture creates behavioral standards and norms that promote responsibility, teamwork, and discipline, all of which enhance performance outcomes.

Furthermore, organizational commitment acts as an intervening factor linking leadership and culture to employee performance. According to Meyer & Allen (1997), organizational commitment consists of three dimensions: affective, continuance, and normative commitment. Employees who are emotionally attached to the organization and committed to its values are more likely to demonstrate loyalty and optimal performance. Therefore, leadership and culture not only influence performance directly but also indirectly through the strengthening of organizational commitment.

Preliminary observations at CV. Terus Jaya indicate that effective leadership practices are already in place, yet certain performance fluctuations persist, particularly among new employees adjusting to new roles and work environments. Similarly, issues related to organizational culture, such as attendance discipline and self-awareness, suggest the need for

strengthening internalized values and behavioral consistency (Liao et al., 2022). These conditions highlight the relevance of examining how leadership and culture affect employee performance through the mediating role of organizational commitment (. et al., 2018; Alsheikh et al., 2018; Sutra et al., 2019).

Based on this background, the research aims to analyze the influence of leadership and organizational culture on employee performance through organizational commitment as an intervening variable at CV. Terus Jaya, East Lombok Regency. The study seeks to determine both the direct and indirect effects among these variables to understand how managerial practices and cultural alignment contribute to organizational effectiveness. Theoretically, this research enriches the study of human resource management and organizational behavior, particularly in explaining the mediating function of organizational commitment. Practically, the findings are expected to serve as a reference for CV. Terus Jaya's management in formulating leadership development programs, strengthening cultural values, and designing strategies to enhance employee commitment and performance.

REVIEW OF LITERATURE

Employee performance represents the extent to which an individual successfully fulfills assigned tasks according to organizational expectations in terms of both quality and quantity. Performance reflects the alignment between an employee's abilities, motivation, and the organization's operational systems. According to (Mangkunegara, 2016), performance refers to the quality and quantity of work achieved by an employee in carrying out their duties based on given responsibilities. (Dayag & Trinidad, 2019) add that performance is the product of an employee's ability, interest, and motivation, together with their understanding of job roles and expectations. (Nurfitrianti, 2021) emphasizes that effective performance management directly affects not only individual output but also collective organizational achievement. Continuous improvement, therefore, becomes essential to sustain productivity and competitiveness across all organizational levels.

Organizational success largely depends on the contribution of competent and committed human resources. Regardless of technological advancement or capital availability, no organization can achieve its goals without employees who demonstrate capability and dedication (Zaman et al., 2019). Werther & Davis (1996) explain that human resources embody employees who are ready and capable of achieving organizational objectives. Thus, effective human resource management requires systematic efforts to develop, motivate, and retain employees so that their skills and aspirations align with the organization's strategic direction (Halsa et al., 2022). Employee performance is shaped by multiple interacting factors within the organization. (Nguyen et al., 2023) identify leadership, organizational culture, structure, job design, teamwork, and employee development as critical determinants.

A strong culture that fosters innovation, collaboration, and accountability encourages employees to work efficiently and align their personal goals with organizational objectives (Ghaleb, 2024; Makalesi et al., 2024). Effective leadership enhances confidence and professional growth by empowering employees and promoting a sense of ownership (Jiang et al., 2019a). Flexible structures and well designed job roles provide learning opportunities and minimize monotony, while a supportive physical and psychological work environment promotes engagement and reduces stress (Shahidan et al., 2016). In addition, well-

functioning teams with open communication and shared objectives can foster synergy and improve collective productivity (Jiang et al., 2019b).

To evaluate employee performance, propose five major indicators: quality of work, quantity of work, timeliness, effectiveness, and independence (Robbins et al., 2009). Quality concerns the accuracy and completeness of task execution, while quantity measures the volume of output. Timeliness refers to how efficiently tasks are completed within the planned schedule, and effectiveness assesses the optimal use of organizational resources (Rajiv D & Chris F., 1991). Independence indicates the employee's capacity to perform responsibilities with minimal supervision. These criteria provide a comprehensive framework for assessing both individual and organizational performance outcomes (Sudiryo et al., 2024).

Leadership plays a vital role in influencing employee behavior and determining overall organizational success. Terry, as cited in Ashadi & Widodo (2020), defines leadership as the activity of influencing people to voluntarily work toward shared goals. Weshler and Massarik conceptualize leadership as interpersonal influence directed through communication to achieve specific objectives. Julianto & Carnarez (2021) views leadership as a form of dominance derived from personal qualities that enable leaders to motivate and guide others toward organizational success. In organizations such as CV. Terus Jaya, leadership often manifests in transformational forms where leaders inspire, motivate, and empower employees to achieve shared visions and adapt to changing conditions.

Modern perspectives on leadership highlight the importance of emotional intelligence as a foundation for effective management. (Goleman, 2017) explains that emotionally intelligent leaders those who demonstrate self-awareness, empathy, self-regulation, and social skills are more capable of managing relationships, resolving conflict, and fostering collaboration. Such leaders can better inspire employees, strengthen team cohesion, and build trust within the workplace. identifies four core competencies of leadership effectiveness: decision-making, motivation, communication, and control. The ability to make decisions reflects a leader's judgment in choosing the most appropriate solution, while motivational ability energizes employees to perform at their best. Effective communication ensures mutual understanding, and control demonstrates the leader's discipline and fairness in guiding subordinates toward shared goals.

Organizational culture represents the set of shared beliefs, values, and norms that influence how members behave and interact within an organization. (Mangkunegara, 2015) defines organizational culture as a system of assumptions and beliefs developed by members to cope with external adaptation and internal integration. (Sutrisno, 2019) describes it as an invisible social force that directs employees' actions and attitudes in achieving organizational objectives. Similarly, (Susanto, 2000) argues that culture provides behavioral guidelines that help employees interpret and respond to both internal and external challenges, fostering consistency and unity within the organization.

Robbins et al. (2009) identifies seven characteristics that define organizational culture: attention to detail, results orientation, people orientation, team orientation, aggressiveness, stability, and innovation. These attributes collectively shape how employees perceive their roles and organizational identity. Edison et al. (2016) further operationalize culture into measurable dimensions such as self-awareness, assertiveness, interpersonal harmony, performance orientation, and teamwork. When these elements are consistently

reinforced, they foster an environment of shared understanding, collaboration, and accountability that enhances performance and organizational effectiveness.

Organizational commitment serves as a psychological bond that connects employees with their organization. Meyer & Allen (1991b) conceptualize commitment as comprising three dimensions: affective, normative, and continuance. Affective commitment reflects emotional attachment and identification with organizational goals; normative commitment indicates a sense of moral obligation to remain; and continuance commitment concerns the perceived costs associated with leaving the organization. High levels of commitment are associated with stronger loyalty, higher motivation, and greater work persistence, ultimately improving performance.

Commitment also functions as a bridge linking leadership and culture to performance. Leaders who communicate openly, value employees, and provide recognition tend to strengthen affective commitment, while a cohesive culture reinforces normative commitment by embedding shared values and organizational identity. Rohman (2023) argues that strong commitment drives employees to work diligently and responsibly, leading to better outcomes. Similarly, highlights that committed employees consistently embody organizational values, making it easier for leaders to implement vision and strategy effectively. Therefore, leadership and organizational culture do not only influence performance directly but also indirectly through the mediating role of commitment (Schein, 2004).

Integrating these perspectives, it can be concluded that leadership and organizational culture are strategic determinants of employee performance, both directly and through organizational commitment. Transformational leaders motivate and inspire, culture provides behavioral norms and collective identity, and commitment translates these influences into consistent performance behaviors. Although prior studies generally affirm these relationships, empirical evidence in small and medium-sized enterprises within Indonesia, particularly in Lombok Timur, remains limited. Investigating these dynamics at CV. Terus Jaya offers valuable insights into how leadership and cultural alignment enhance employee commitment and performance, contributing to both theoretical understanding and practical improvement in human resource management.

RESEARCH METHOD

This study employs a causal-associative quantitative approach aimed at determining the causal relationship between leadership, organizational culture, organizational commitment, and employee performance at CV. Terus Jaya, East Lombok. The causal-associative method is appropriate for identifying cause-and-effect relationships and measuring the magnitude of influence among variables using quantitative data. The research was conducted at CV. Terus Jaya, located on Jl. TGH. Zainuddin Abdul Majid No. 3, Dasan Lekong, Sukamulia, East Lombok, West Nusa Tenggara. The site was selected because the company operates in the basic commodities sector and exhibits observable variations in leadership, culture, commitment, and performance that align with the study's objectives.

The population of this study consists of 134 employees of CV. Terus Jaya, including warehouse, sales, and administrative staff. Due to accessibility and the manageable size of the company, the entire population was considered for sampling, and 59 valid responses were collected through purposive sampling, ensuring proportional representation of each division.

Primary data were collected through a structured questionnaire using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The instrument was adapted from established constructs in organizational behavior literature. Leadership was measured using indicators of decision-making, motivation, communication, and supervision. Organizational culture included self-awareness, aggressiveness, personality, performance, and team orientation Edison et al. (2016). Organizational commitment was measured using affective, normative, and continuance commitment dimensions (Meyer & Allen, 1991a). Employee performance was measured through quality, quantity, timeliness, effectiveness, and independence (Robbins et al., 2009).

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.3.9 software (Hair et al., 2021). This analytical technique is suitable for examining complex models with mediation effects and relatively small samples. The analysis consisted of two main stages: (1) testing the outer model to assess convergent and discriminant validity, and (2) testing the inner model to evaluate structural relationships, path coefficients, and mediation effects. Reliability was verified through Cronbach's Alpha (> 0.60) and Composite Reliability (> 0.70), while the predictive power of the model was determined by R^2 and Q^2 values.

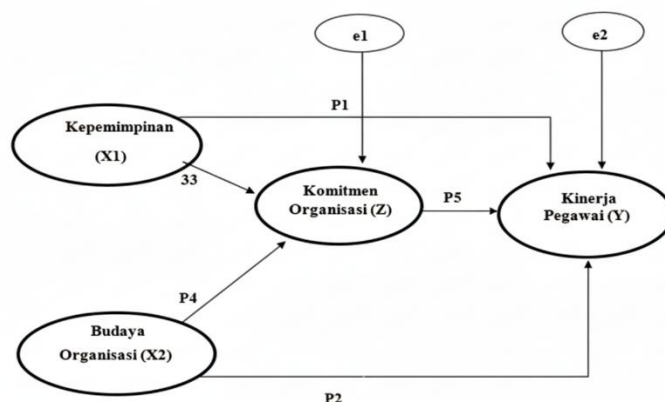
Research Hypothesis

This study aims to examine the influence of leadership and organizational culture on employee performance, both directly and indirectly through organizational commitment. Based on the literature review and previous empirical findings, the following hypotheses were proposed:

- H1: Leadership has a positive and significant effect on employee performance.
- H2: Organizational culture has a positive and significant effect on employee performance.
- H3: Leadership has a positive and significant effect on organizational commitment.
- H4: Organizational culture has a positive and significant effect on organizational commitment.
- H5: Organizational commitment has a positive and significant effect on employee performance.
- H6: Leadership has a positive and significant indirect effect on employee performance through organizational commitment.
- H7: Organizational culture has a positive and significant indirect effect on employee performance through organizational commitment.

Research Model

The conceptual framework of this study illustrates the causal relationship between leadership (X1) and organizational culture (X2) as independent variables, organizational commitment (Z) as the mediating variable, and employee performance (Y) as the dependent variable. The research model can be described as follows:



The model shows that leadership and organizational culture are expected to influence employee performance directly and indirectly through organizational commitment. This framework is tested using the PLS-SEM technique to determine both the direct and mediated effects among the variables.

RESULTS AND DISCUSSION

Table 1.
Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	53	89.83%
	Female	6	10.17%
Age	21-30 years	41	69.49%
	31-40 years	18	30.51%
Education	SMA/SMK	50	84.75%
	D3	5	8.47%
	S1	4	6.78%

Source: Primary data processed, 2025

Table 2.
Construct Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Leadership (X1)	0.949	0.955	0.640
Organizational Culture (X2)	0.973	0.976	0.758
Organizational Commitment (Z)	0.948	0.957	0.735

Employee Performance (Y)	0.985	0.986	0.828
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Source: SmartPLS 4.0 output, 2025

Table 3.
Discriminant Validity Assessment

	Leadership	Organizational Culture	Employee Performance	Organizational Commitment
Leadership	0.871			
Organizational Culture	0.526	0.800		
Employee Performance	0.205	0.283	0.910	
Organizational Commitment	0.371	0.511	0.069	0.857

Source: SmartPLS 4.0 output, 2025

Table 4.
Variance Explained in Endogenous Variables

Endogenous Variable	R ²	R ² Adjusted
Organizational Commitment (Z)	0.477	0.448
Employee Performance (Y)	0.384	0.362

Source: SmartPLS 4.0 output, 2025

Table 5.
Effect Magnitude Assessment

Path	f ²	Interpretation
Organizational Culture → Employee Performance	0.093	Small
Organizational Culture → Organizational Commitment	0.161	Moderate
Leadership → Employee Performance	0.147	Small
Leadership → Organizational Commitment	0.470	Large
Organizational Commitment → Employee Performance	0.151	Moderate

Source: SmartPLS 4.0 output, 2025

Table 6.
Direct Path Coefficients and Significance

Path	Path Coefficient	Standard Error	t-statistic	p-value	Conclusion
Leadership → Employee Performance	0.238	0.096	2.483	0.013	Significant
Organizational Culture → Employee Performance	0.336	0.110	3.057	0.002	Significant
Leadership → Organizational Commitment	0.315	0.111	2.843	0.004	Significant
Organizational Culture → Organizational Commitment	0.538	0.109	4.938	0.000	Significant
Organizational Commitment → Employee Performance	0.359	0.109	3.282	0.001	Significant

Source: SmartPLS 4.0 output, 2025

Table 7.
Indirect Effects Through Organizational Commitment

Path	Indirect Effect	Standard Error	t-statistic	p-value	Conclusion
Leadership → Organizational Commitment → Employee Performance	0.113	0.053	2.128	0.033	Significant
Organizational Culture → Organizational Commitment → Employee Performance	0.193	0.069	2.799	0.005	Significant

Source: SmartPLS 4.0 output, 2025

This study examines the influence of leadership and organizational culture on employee performance through organizational commitment as an intervening variable at CV. Terus Jaya, East Lombok Regency. Data were collected from 59 employees using a five-point Likert scale questionnaire, and analysis was performed with Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0 software. The respondents were predominantly male, aged between 21 and 30 years, and most held a secondary education background, reflecting the operational nature of the wholesale distribution sector. Such demographics indicate that physical and practical competencies are prioritized over academic qualifications in this industry, while the gender imbalance reflects conventional recruitment patterns.

The measurement model results indicate that all constructs meet the required reliability and validity criteria, with Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values exceeding recommended thresholds. This demonstrates that indicators consistently and accurately measure leadership, organizational culture, organizational commitment, and employee performance. Leadership indicators capture aspects such as decision-making, communication, motivation, and control, while organizational culture represents shared values, performance orientation, and team cooperation. Organizational commitment measures affective, normative, and continuance attachment, and employee performance includes quality, quantity, timeliness, and effectiveness.

The structural model results reveal that both leadership and organizational culture significantly influence employee performance directly and indirectly through organizational commitment. Leadership affects performance by providing clear direction, maintaining team motivation, and supporting task execution, whereas organizational culture exerts a stronger direct influence by shaping shared norms and behavioral expectations that guide daily work practices. The variance explained for organizational commitment and employee performance, 47.7% and 38.4% respectively, indicates that leadership and culture contribute substantially to employee attitudes and behaviors, although other individual and contextual factors also play roles.

Leadership at CV. Terus Jaya has a significant positive impact on employee performance, demonstrating that effective leaders can enhance output quality, timeliness, and discipline. This finding aligns with transformational leadership theory, which emphasizes the importance of inspiring and motivating subordinates. In the perspective of sharia economics, such leadership embodies *amanah* (trustworthiness) and *ihsan* (excellence), where leaders act responsibly, communicate transparently, and ensure fairness in managing subordinates. Employees led by trustworthy and compassionate leaders are more likely to demonstrate sincerity (*ikhlas*) and responsibility in their work, turning performance into a moral as well as professional obligation.

Organizational culture also shows a strong positive relationship with employee performance, emphasizing the role of shared values and collective behavior. When culture promotes teamwork, respect, and continuous improvement, employees naturally align with these values. The cultural dimensions observed at CV. Terus Jaya, such as self-awareness, aggressiveness in achieving goals, and collaborative teamwork, create a productive and harmonious work environment. This condition resonates with Islamic work ethics that emphasize *ukhuwah* (brotherhood) and *maslahah* (collective welfare), encouraging

employees to perform not only for personal gain but also for the benefit of the organization and community. However, certain challenges, such as lack of punctuality and weak discipline, indicate the need for stronger internalization of cultural values through consistent leadership and reinforcement mechanisms.

Both leadership and organizational culture significantly influence organizational commitment, with culture showing a stronger effect. Leaders who demonstrate competence, support, and fairness foster emotional attachment and loyalty, while a strong organizational culture builds identification and shared values among employees. This is consistent with Meyer and Allen's commitment model, which identifies affective, normative, and continuance commitment as core dimensions. Within the framework of Islamic values, commitment is built through justice (*adl*), sincerity (*ikhlas*), and mutual respect, resulting in loyalty based on moral and spiritual attachment rather than mere transactional relations. Employees who experience alignment between personal and organizational values are more likely to remain loyal and contribute positively to the organization's goals.

Organizational commitment itself has a significant positive effect on employee performance, supporting social exchange theory which posits that employees reciprocate organizational support with increased dedication and effort. Committed employees maintain higher quality standards, show perseverance, and contribute discretionary efforts that go beyond formal job requirements. In Islamic terms, this reflects *ikhlas fi al-'amal* (sincerity in work), where commitment to the organization is seen as part of fulfilling one's moral and religious duties. Thus, performance becomes an expression of worship (*ibadah*), motivated by inner sincerity rather than external reward.

Mediation analysis shows that organizational commitment partially mediates the effects of leadership and organizational culture on employee performance. This means that while leadership and culture directly shape work behavior, they also operate indirectly by fostering psychological attachment that sustains intrinsic motivation. Leaders who are trustworthy and supportive, and cultures that emphasize unity and moral values, create environments where employees internalize organizational goals as personal responsibilities. In Islamic economic thought, this reflects the principle of *niyyah* (intention) and *ihsan* (doing one's best), transforming external supervision into self-driven excellence.

Overall, this study highlights that leadership and organizational culture are not merely managerial mechanisms but also moral systems shaping employee behavior and motivation. When integrated with Islamic ethical values such as *amanah*, *adl*, *ukhuwah*, and *maslahah*, these factors contribute to a holistic approach to human resource management that enhances both organizational performance and moral development. The findings provide theoretical and practical implications for Sharia economic development by demonstrating that ethical leadership and value-based culture can produce sustainable performance outcomes consistent with the principles of Islamic economics, combining efficiency, justice, and spiritual well-being.

CONCLUSION

This study concludes that leadership and organizational culture significantly influence employee performance both directly and indirectly through organizational commitment. Effective leadership characterized by integrity, motivation, and clear communication, along with a strong organizational culture that emphasizes teamwork and

discipline, contributes to improved employee performance. Organizational commitment functions as a mediating factor that transforms these influences into loyalty, responsibility, and sustained motivation. Theoretically, this research reinforces the mediating role of commitment in leadership and culture models while integrating Islamic ethical principles such as *amanah* (trust), *ihsan* (excellence), and *maslahah* (collective welfare) into organizational behavior perspectives, contributing to the advancement of sharia-based human resource management theory. Practically, the findings emphasize the need for strengthening leadership capacity and embedding shared cultural values to build organizational commitment and enhance performance. Future research is recommended to explore additional mediating or moderating variables, such as job satisfaction, work spirituality, or Sharia leadership, to deepen the understanding of employee performance dynamics within Islamic organizational contexts.

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