

Analysis Of Leadership And Organizational Commitment On Employee Performance With Satisfaction As A Mediating Variable In Medan Tuntungan District Office

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ARTICLE HISTORY

Received [13 March 2026]

Revised [17 May 2026]

Accepted [20 May 2026]

KEYWORDS

Leadership, Organizational Commitment, Job Satisfaction, Employee Performance.

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ABSTRAK

Employee performance is a key factor in determining the quality of public services in government agencies, including the Medan Tuntungan Sub-District Office. Differences in work quality, timeliness of task completion, and employee initiative levels indicate that employee performance is not yet fully optimal. This study aims to analyze the influence of leadership and organizational commitment on employee performance with job satisfaction as a mediating variable at the Medan Tuntungan Sub-District Office. This study uses a quantitative approach with a survey method. The population in this study was all 67 civil servants (PNS) at the Medan Tuntungan Sub-District Office, with a sampling technique using the census method. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) method with the help of SmartPLS software. The results showed that leadership and organizational commitment had a positive and significant effect on employee performance and job satisfaction. Job satisfaction also has a positive and significant effect on employee performance. In addition, job satisfaction has been proven to play a significant mediating role in the relationship between leadership and organizational commitment to employee performance. These findings indicate that improved employee performance can be achieved through strengthening effective leadership, increasing organizational commitment, and creating better job satisfaction to support improved quality of public services

ABSTRACT

Employee performance is a key factor in determining the quality of public services in government agencies, including the Medan Tuntungan Sub-District Office. Differences in work quality, timeliness of task completion, and employee initiative levels indicate that employee performance is not yet fully optimal. This study aims to analyze the influence of leadership and organizational commitment on employee performance with job satisfaction as a mediating variable at the Medan Tuntungan Sub-District Office. This study uses a quantitative approach with a survey method. The population in this study was all 67 civil servants (PNS) at the Medan Tuntungan Sub-District Office, with a sampling technique using the census method. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) method with the help of SmartPLS software. The results showed that leadership and organizational commitment had a positive and significant effect on employee performance and job satisfaction. Job satisfaction also has a positive and significant effect on employee performance. In addition, job satisfaction has been proven to play a significant mediating role in the relationship between leadership and organizational commitment to employee performance. These findings indicate that improved employee performance can be achieved through strengthening effective leadership, increasing organizational commitment, and creating better job satisfaction to support improved quality of public services

INTRODUCTION

Employee performance is a very important aspect in determining the success of public service delivery, especially in government agencies at the sub-district level. Employees with high performance will be able to provide administrative services quickly, accurately, and in accordance with standards, thereby supporting the achievement of organizational goals. In the last five years, many experts have emphasized that employee performance is the measurable work achieved by individuals based on the standards and targets set by the organization (Ruhayat et al., 2022; Kurnia & Sitorus, 2022; Sumitra et al., 2023). Pelasula (2024) adds that employee performance must reflect the quality of output that is " " in completing tasks, while Ayuwangi (2025) emphasizes that performance is a key indicator of employee contribution to achieving the government's vision and mission. Thus, improving employee performance is a crucial requirement for the Medan Tuntungan Subdistrict Office in providing responsive and professional services to the community.

However, various field observations show that employee performance at the Medan Tuntungan Sub-District Office still faces a number of challenges, such as an imbalance in the workload between departments, inaccuracy in the completion of administrative tasks, low employee initiative, and variations in service quality. This condition indicates the need for an analysis of the factors that influence employee

performance, especially from the aspects of leadership, organizational commitment, and job satisfaction as internal factors that are closely related to employee behavior and motivation at work.

Leadership is one of the determining factors that greatly influences employee behavior and performance. Leaders who are able to provide direction, support, role models, and effective communication will create a conducive work environment and increase employee morale. Recent studies show that leadership style has a significant influence on improving employee performance through positive motivation and interpersonal relationships (Azhari, 2025). This shows that the quality of leadership in government organizations, including subdistricts, is crucial in determining the achievement of public service performance.

In addition to leadership, organizational commitment also plays an important role in shaping employee behavior and performance. Organizational commitment refers to the level of emotional attachment, loyalty, and willingness of employees to remain part of the organization and give their best contribution. Recent studies show that employees with high levels of commitment tend to be more productive, disciplined, and willing to exceed the minimum standards set (Sari et al., 2024; Kurnia & Sitorus, 2022). In government agencies such as the Medan Tuntungan Subdistrict Office, organizational commitment is a key factor because employees are required to demonstrate integrity, responsibility, and sincerity in providing services to the community.

On the other hand, job satisfaction is also a very strategic variable because it acts as a bridge connecting leadership and organizational commitment to employee performance. Employees who are satisfied with their jobs—in terms of working conditions, rewards, interpersonal relationships, and opportunities for self-development—will have higher work motivation and demonstrate good performance. Recent research in the last five years shows that job satisfaction has been proven to be a mediating variable that strengthens the influence of leadership and organizational commitment on employee performance (Pelasula, 2024; Sumitra et al., 2023). This means that even if leadership and organizational commitment are good, performance will not be optimal if employees are not satisfied with their work environment and conditions.

Based on this description, it is important to conduct more in-depth research on how leadership and organizational commitment affect employee performance, as well as the extent to which job satisfaction mediates this relationship at the Medan Tuntungan Sub-District Office. This study is expected to provide an empirical description of the factors that comprehensively affect employee performance, as well as serve as a reference for sub-district leaders in formulating policies to improve the quality of public services in a more effective and sustainable manner.

LITERATURE REVIEW

Employee Performance

According to Robbins & Judge (2020), employee performance is the level of work output of an individual in carrying out the tasks under their responsibility, which is assessed based on standards or criteria set by the organization.

Job Satisfaction

According to Atmaja (2022), job satisfaction is a pleasant emotional attitude and love for one's work.

Organizational Commitment

Robbins (2022) defines organizational commitment as a state in which an employee sides with a particular organization and its goals, and has a desire to maintain membership in that organization.

Leadership

Robbins & Judge (2020) define leadership as the ability to influence a group to achieve goals. In essence: focus on influence and the achievement of organizational goals.

Conceptual Framework

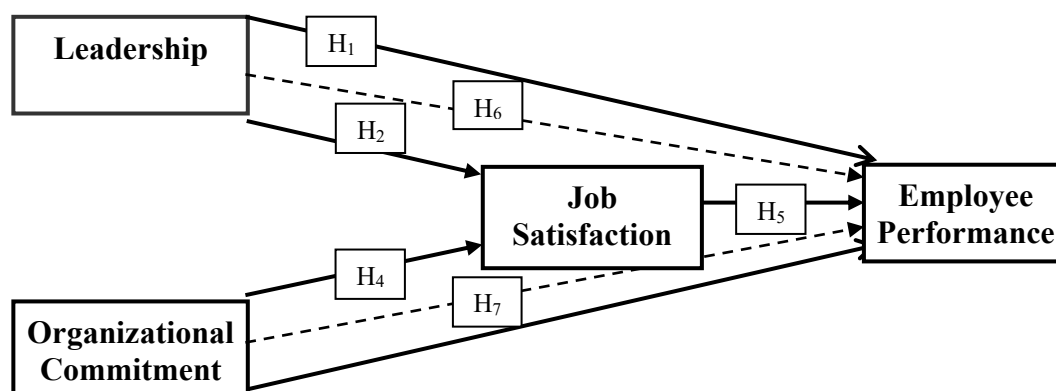


Figure 1. Conceptual Framework

Research Hypothesis

- H₁: Leadership has a positive and significant effect on employee performance at the Medan Tuntungan Subdistrict Office.
- H₂: Leadership has a positive and significant effect on job satisfaction at the Medan Tuntungan Subdistrict Office.
- H₃: Organizational commitment has a positive and significant effect on employee performance at the Medan Tuntungan Subdistrict Office.
- H₄: Organizational commitment has a positive and significant effect on job satisfaction at the Medan Tuntungan Subdistrict Office.
- H₅: Job satisfaction has a positive and significant effect on employee performance at the Medan Tuntungan Sub-District Office.
- H₆: Leadership has a positive and significant effect on employee performance through job satisfaction at the Medan Tuntungan Subdistrict Office.
- H₇: Organizational commitment has a positive and significant effect on employee performance through job satisfaction at the Medan Tuntungan Subdistrict Office.

RESEARCH METHOD

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing leadership and organizational commitment to employee performance with job satisfaction as a mediating variable at the Medan Tuntungan Sub-District Office.

Research Location and Time

The research location was at the Medan Tuntungan Sub-District Office, located at Jalan Bunga Melati No.1, Kemenangan Tani, Medan Tuntungan Sub-District, Medan City. The research was conducted over a period of 3 months, from October to December 2025.

Population and Sample

Sugiyono (2022) defines population as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then concluded. The population and sample in this study were all civil servants (PNS) at the Medan Tuntungan Sub-District Office, totaling 67 people.

RESULTS AND DISCUSSION

Validity Test

Table 1. Outer Loadings Values

	Employee Performance	Leadership	Organizational Commitment	Job Satisfaction
X1.1		0.816		
X1.2		0.741		
X1.3		0.885		
X1.4		0.809		
X1.5		0.824		
X1.6		0.795		
X2.1			0.867	
X2.2			0.840	
X2.3			0.903	
Y.1	0.724			
Y.2	0.827			
Y.3	0.805			
Y.4	0.902			
Y.5	0.759			
Z.1				0.727
Z.2				0.799
Z.3				0.900
Z.4				0.822
Z.5				0.866

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.60 . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

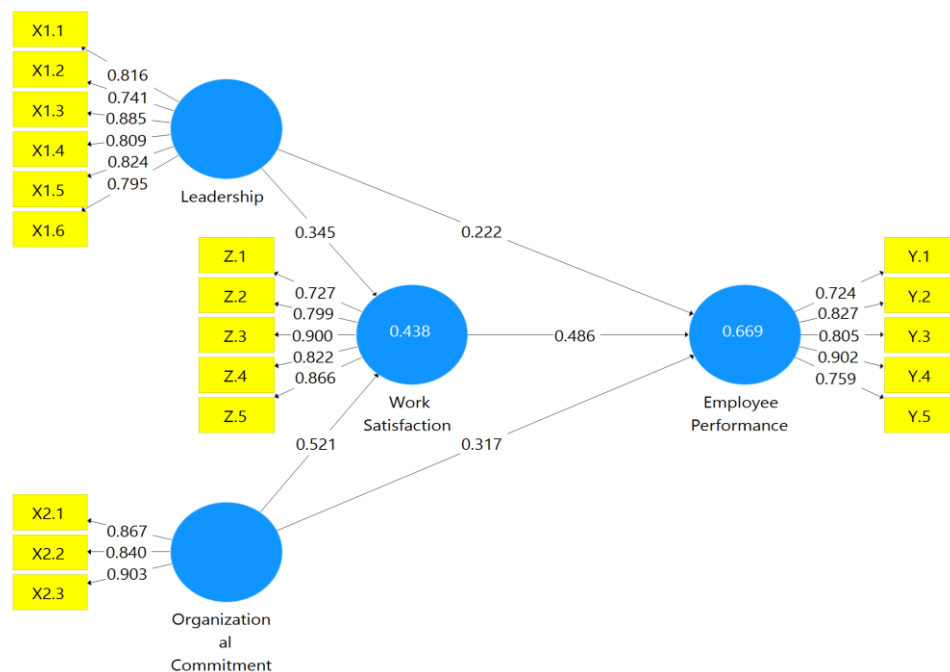


Figure 1. Outer Loading

In this study, there is an equation, and that equation consists of two substructures for substructure

1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.345X_1 + 0.521X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.222 X_1 + 0.317 X_2 + 0.486 Z + e_2$$

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.863	0.873	0.902	0.649
Leadership	0.898	0.909	0.921	0.661
Organizational Commitment	0.841	0.859	0.904	0.758
Job Satisfaction	0.881	0.893	0.914	0.680

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R^2)

In assessing the model with PLS, we begin by looking at the R-squared for each dependent latent variable. The table below shows the results of the R-squared estimation using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R Square
Job Satisfaction	0.438	0.421
Employee Performance	0.669	0.653

Source: Smart PLS, 2025

Table 3 shows the R-squared values for both dependent variables. For the job satisfaction variable, the R-squared value is 0.438, meaning that the influence of leadership and organizational commitment is 0.438 or 43.8%, with the remainder attributable to other variables outside the model. The R-square value for employee performance is 0.669, meaning that leadership, organizational commitment, and job satisfaction account for 0.669 or 66.9%, with the remainder attributable to other variables outside the model.

Direct Influence Between Variables

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Leadership -> Employee Performance	0.222	2.758	0.006	Accepted
Leadership -> Job Satisfaction	0.345	3.001	0.003	Accepted
Organizational Commitment -> Employee Performance	0.317	2.97	0.003	Accepted
Organizational Commitment -> Job Satisfaction	0.521	6.432	0.000	Accepted
Job Satisfaction -> Employee Performance	0.486	4.433	0.000	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Leadership has a positive and significant effect on employee performance with a t-statistic value of 2.758 above 1.96 and a significance of 0.006 below 0.05, meaning that leadership has a real effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that leadership has a positive and significant effect on employee performance (Rahman et al., 2023; Fadillah & Mesra, 2024; Arifin et al., 2025).
2. Leadership has a positive and significant effect on job satisfaction with a t-statistic value of 3.001 above 1.96 and a significance of 0.003 below 0.05, meaning that leadership has a real effect on job satisfaction because the significance value is below 0.05. The results of this study are in line with previous studies, namely that leadership has a positive and significant effect on job satisfaction (Pranoto & Mesra, 2024).
3. Organizational commitment has a positive and significant effect on employee performance with a t-statistic value of 2.970 above 1.96 and a significance of 0.003 below 0.05, meaning that organizational commitment has a real effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that organizational commitment has a positive and significant effect on employee performance (Istiroah et al., 2024).
4. Organizational commitment has a positive and significant effect on job satisfaction with a t-statistic value of 6.432 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational commitment has a real effect on job satisfaction because the significance value is above 0.05. The results of this study are in line with previous studies, namely that organizational commitment has a positive and significant effect on job satisfaction (Kurniadi & Ferine, 2024).
5. Job satisfaction has a positive and significant effect on employee performance, with a t-statistic value of 4.433 above 1.96 and a significance of 0.000 below 0.05, meaning that job satisfaction has a significant effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that job satisfaction has a positive and significant effect on employee performance (Pohan & Rizky, 2024; Yanti et al., 2025; Rahman et al., 2023; Budiarto et al, 2023).

Indirect Effects Between Variables

The indirect effect between variables can be seen in the *specific indirect effect* values. The data analysis results show the indirect effect values in Table 5 below.

Table 5. Specific Indirect Effects

	Original Sample	T Statistics	P Values	Conclusion
Leadership -> Job Satisfaction -> Employee Performance	0.168	2.356	0.019	Accepted
Organizational Commitment -> Job Satisfaction -> Employee Performance	0.253	3.571	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Leadership has a positive and significant effect on employee performance through job satisfaction with a t-statistic value of 2.356 above 1.96 and a significance value of 0.019 below 0.05, meaning that job satisfaction acts as an intervening variable between leadership and employee performance.
2. Organizational commitment has a positive and significant effect on employee performance through job satisfaction with a t-statistic value of 3.571 above 1.96 and a significance value of 0.000 below 0.05, meaning that job satisfaction acts as an intervening variable between organizational commitment and employee performance.

CONCLUSION

1. Leadership has a positive and significant effect on employee performance at the Medan Tuntungan Sub-District Office.
2. Leadership has a positive and significant effect on job satisfaction at the Medan Tuntungan Sub-District Office.

3. Organizational commitment has a positive and significant effect on employee performance at the Medan Tuntungan Sub-District Office.
4. Organizational commitment has a positive and significant effect on job satisfaction at the Medan Tuntungan Subdistrict Office.
5. Job satisfaction has a positive and significant effect on employee performance at the Medan Tuntungan Subdistrict Office.
6. Leadership has a positive and significant effect on employee performance through job satisfaction at the Medan Tuntungan Subdistrict Office.
7. Organizational commitment has a positive and significant influence on employee performance through job satisfaction at the Medan Tuntungan Subdistrict Office.

RECOMMENDATIONS

1. Employee performance with the lowest score was "I carry out my main duties in accordance with my job responsibilities." Therefore, the recommendation is to maintain and strengthen the division of tasks and clarity of job descriptions through consistent socialization and supervision, so that each employee better understands their responsibilities and is able to carry out their main duties optimally in accordance with their respective roles.
2. Job satisfaction with the lowest score was "I am satisfied with my current job." The office is advised to improve employee job satisfaction through fair rewards, career development opportunities, and the creation of a supportive work environment, so that employees feel valued and satisfied with their work.
3. Organizational commitment with the lowest score being "I remain in this organization because I consider the benefits and consequences." The office needs to increase employee commitment not only based on considerations of benefits and consequences, but also through strengthening emotional attachment, clarity of career paths, and a fair and supportive work climate, so that employees remain because of their sense of belonging and loyalty to the organization.
4. Leadership with the lowest value statement: "Leaders provide support to employees in completing tasks." Leaders need to continue to increase their support for employees through clear guidance, availability of assistance when facing work obstacles, and open communication, so that employees feel supported and motivated to complete tasks effectively and on time.

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