

The Effect of Leadership Style and Organizational Commitment on Employee Performance at CV. Maju Sejahtera Inti

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ABSTRACT

PURPOSE - This study aims to analyze the influence of leadership style and organizational commitment on employee performance at CV. Maju Sejahtera Inti.

METHODOLOGY - The study used a quantitative survey design with all 34 employees as census sampling. Data were collected through a structured questionnaire and analyzed using SPSS version 27, including data quality testing and multiple linear regression.

FINDING - The results showed that leadership style has a positive and significant effect on employee performance, indicating that the leadership's ability to provide clear direction, motivation, role model, and effective communication can improve employee performance. Organizational commitment also has a positive and significant effect, indicating that employees sense of belonging and willingness to contribute improve their performance. Simultaneously, leadership style and organizational commitment have a significant effect on employee performance, emphasizing the importance of an integrated approach.

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INTRODUCTION

Human resources (HR) are strategic assets that play a key role in determining an organization success in achieving its goals (Armstrong & Taylor, 2020). HR not only acts as a policy implementer but also as a key driver of organizational strategy. In an increasingly competitive and dynamic business environment, the quality of employee performance is a key factor influencing a company competitiveness. Therefore, efforts to improve organizational performance will not be effective without planned HR management, including competency development, work motivation, and the creation of a supportive work environment. Competent and motivated employees are able to deliver optimal performance and add value to the organization sustainability.

Employee performance reflects the effectiveness of human resource management within an organization. In addition to demonstrating an individual's ability to complete tasks according to standards, performance also indicates an employee's contribution to achieving company goals. According to Mangkunegara (2019), employee skills and motivation mutually

influence the quality of work results. Therefore, sound human resource management through training, rewards, and the creation of a conducive work environment positively impacts performance, ultimately strengthening organizational productivity and competitiveness.

Employee performance is significantly influenced by leadership style and organizational commitment. Leadership style reflects a leader's behavioral patterns in influencing, directing, and controlling subordinates to achieve organizational goals (Robbins & Judge, 2018). This aspect includes communication, decision-making, motivation, and human resource management (Siagian, 2018). Effective leaders can create a conducive work climate and increase employee morale. Meanwhile, organizational commitment indicates employees' emotional attachment and loyalty to their workplace (Choeriyah & Utami, 2023). Highly committed employees are more disciplined, responsible, and dedicated, thus improving performance.

Several studies support the positive influence of leadership style on employee performance. Dunan & Arisma (2023) found a positive relationship between leadership style and performance, while Sultan et al. (2021) showed that leadership style increases employee work effectiveness in the service sector. Irwanto (2023) proved that transformational leadership significantly impacts employee performance, while Choirunnisa & Ali Alam (2023) emphasized the positive influence of leadership on employee performance. These findings confirm that implementing the right leadership style can boost motivation and work commitment.

Besides leadership style, organizational commitment also plays a crucial role in improving performance. Organizational commitment reflects employees' emotional attachment, identification, and involvement with the company, thus encouraging them to contribute maximally (Prameswari & Suwandana, 2017). Highly committed employees demonstrate loyalty, responsibility, and a willingness to work beyond expectations (Luthans, 2018). Research by Choeriyah & Utami (2023), Karlinda et al. (2022), and Sultan et al. (2021) shows that organizational commitment significantly improves performance by increasing employee discipline, loyalty, and work morale.

Based on this description, it can be concluded that employee performance is significantly influenced by leadership style and organizational commitment. An effective leadership style creates a conducive work environment, while organizational commitment encourages high employee dedication to achieving shared goals. The application of these two factors is highly relevant for organizations, particularly in strategic sectors like agriculture.

The agricultural sector in Lampung Province is a leading sector that contributed 27.34% to the Gross Regional Domestic Product (GRDP) in the third quarter of 2024 and remains the largest contributor in 2025 with a proportion of 24.37% (Nurkhomeiyah, 2026). With the large role of the agricultural sector in the regional economy, the effectiveness of employee performance at CV. Maju Sejahtera Inti is a crucial factor in maintaining the smooth distribution of agricultural inputs and supporting the sustainability of this sector in Lampung.

CV. Maju Sejahtera Inti is a company engaged in the distribution of herbicides and agricultural inputs, located in Mojopahit Village, Punggur District, Central Lampung Regency. Established in 2011, the company employs 34 individuals across several divisions, including management, administration, warehouse, field, and operations. In recent years, the company has experienced a decline in performance, indicated by a decrease in herbicide sales and an increase in customer complaints regarding late deliveries. Internal data shows that sales levels fluctuated, particularly during the second planting season of 2024, which saw a decline of approximately 15% compared to the previous period. This condition is suspected to be

associated with internal factors such as suboptimal coordination between departments, inconsistent leadership styles, and low employee commitment in achieving sales targets.

Sales data in 2024 reflects fluctuations influenced by seasonal conditions, distribution, and marketing strategies. Sales were relatively stable at the beginning of the year, reaching 1,250 units in January, but declined in February due to extreme weather and stock delays. An increase occurred in March, May, July, and October, aligned with planting seasons and supported by promotional programs, with the highest sales recorded in July at 1,220 units. In contrast, sales declined in April, June, August, November, and December due to rising fertilizer prices, distribution constraints, increased competition, and reduced agricultural activity at the end of the year. These patterns indicate that sales performance is highly sensitive to both internal and external factors.

Observations of leadership styles revealed several issues affecting employee effectiveness. Around 35% of employees reported unclear work directions, while 25% indicated a lack of motivation from leaders. Additionally, decision-making processes that did not involve subordinates and limited transparency in communication reduced employee participation. Inconsistent performance evaluations further weakened feedback mechanisms. Employee commitment in 2024 was also relatively low. This is reflected in the lack of responsibility toward sales targets (30%), high absenteeism and lateness (25%), and low initiative in seeking new customers (20%). The absence of an attractive reward system also contributed to reduced motivation and a weak sense of belonging among employees.

Based on the above, the fluctuation in sales indicates internal issues affecting employee performance. Low organizational commitment and ineffective leadership styles are key factors that need to be improved to support optimal employee performance and the achievement of company objectives.

LITERATURE REVIEW

Leadership Style

Leadership is a crucial element in organizational management because it influences the direction, culture, and effectiveness of human resource performance. According to Robbins & Judge (2018), leadership is the ability of an individual to influence a group in achieving predetermined goals. Leaders not only act as directors but also act as motivators and facilitators in realizing the organization's vision. Luthans (2018) adds that leadership style reflects a leader's typical behavioral patterns in influencing subordinates, which are influenced by the situation, organizational culture, and individual employee characteristics. Robbins and Judge (2018) explain that leadership style can be understood through five primary indicators. First, the ability to direct reflects the extent to which leaders provide clear guidance, instructions, and objectives so that employees understand their roles and work standards. Second, the ability to motivate refers to how leaders encourage enthusiasm, build confidence, and stimulate employees to achieve organizational goals. Third, the ability to control and evaluate emphasizes the effectiveness of supervision, performance monitoring, and the provision of constructive feedback. Fourth, the ability to make joint decisions highlights the degree to which leaders involve subordinates in decision-making processes, thereby fostering a sense of ownership and responsibility toward the organization. Finally, communication skills represent the leader's capacity to deliver information clearly, listen to employee input, and establish effective two-way communication within the organization.

Organizational Commitment

Organizational commitment refers to the level of emotional, normative, and rational attachment of individuals to the organization where they work, reflecting loyalty and a sense of attachment to the organization's goals, values, and sustainability (Asriani et al., 2023). This form of commitment encourages employees to make decisions not only based on direct rewards, but also on a desire to support the organization's sustainability. Prameswari & Suwandana (2017) found that the higher the employee's commitment to the organization's values and mission, the lower the turnover rate and the higher the work productivity, indicating that commitment influences actual behavior and performance outcomes. Luthans (2018) confirms that high commitment results in low turnover, increased motivation, and long-term loyalty. The organizational commitment indicators in this study were adapted from Meyer & Allen (1991) and developed based on a study by Rizky & Sari (2023). Organizational commitment is reflected through five key dimensions. First, affective commitment refers to employees' emotional attachment to and involvement in the organization. Second, normative commitment describes a sense of obligation or moral responsibility to remain with the organization. Third, continuance commitment relates to employees' consideration of the costs associated with leaving the organization. Fourth, organizational loyalty emphasizes long-term dedication to the organization's vision and mission. Finally, employee identification with the organization's vision and mission reflects the extent to which employees feel integrated into the organizational culture and aligned with its goals.

Employee performance

Employee performance is the result of work behavior that can be measured through target achievement, efficiency, and output quality. Armstrong & Taylor (2020) stated that performance arises from the interaction between ability, motivation, and opportunity to achieve organizational goals. Mangkunegara (2019) added that performance encompasses both the quality and quantity of work results achieved in accordance with each individual's responsibilities. Factors influencing performance include individual ability, motivation, leadership, work environment, and reward systems (Dessler, 2020). Reiley & Jacobs (2022) showed that organizational commitment plays a role in improving performance, because loyal employees tend to work with high dedication. Choirunnisa & Ali Alam (2023) emphasized that an effective leadership style can significantly improve employee discipline, responsibility, and productivity. According to Armstrong & Taylor (2020), employee performance can be assessed through five main indicators. First, quality of work reflects the extent to which the results produced meet organizational standards in terms of accuracy, neatness, and precision. Second, quantity of work relates to the amount of output generated within a specific period in accordance with predetermined targets or workloads. Third, timeliness evaluates the employee's ability to complete tasks within established deadlines without compromising quality. Fourth, initiative and responsibility describe how far employees demonstrate proactiveness in performing tasks, solving problems, and showing ownership of their work. Finally, teamwork and cooperation measure the individual's ability to collaborate effectively, communicate well, and contribute to the achievement of collective organizational goals.

METHODOLOGY

This study uses a quantitative approach with a causal associative research type, aiming to analyze the influence of leadership style and organizational commitment on employee performance at CV. Maju Sejahtera Inti. The study population includes all 34 employees, but the

sample used is 32 people through a saturated sampling technique, with the exception of the president director and managers because they play a role as strategic decision makers. The research data is in the form of quantitative data collected through a Likert scale questionnaire, observation, supporting interviews, and documentation. Primary data is obtained directly from respondents, while secondary data is sourced from company documents and scientific literature. The research variables consist of leadership style (X_1), organizational commitment (X_2), and employee performance (Y), which are operationalized into measurable indicators to ensure clarity and objectivity of measurement.

Data analysis was conducted quantitatively using statistical software, including data quality testing and hypothesis testing (Sugiyono, 2021). The data quality test consisted of a validity test using Product Moment correlation and a reliability test using Cronbach's Alpha to ensure the research instrument was valid and reliable. Hypothesis testing was conducted using multiple linear regression analysis to determine the direction and magnitude of the influence of the independent variables on the dependent variable, and was supplemented with a coefficient of determination (R^2) test, a partial test (t-test), and a simultaneous test (F-test) at a significance level of 0.05. This analysis stage is expected to produce objective and accurate findings regarding the influence of leadership style and organizational commitment on employee performance at CV. Maju Sejahtera Inti.

RESULTS AND DISCUSSION

Data Quality Test

The data quality test in this study included validity and reliability testing to confirm that the research instrument was appropriate for usage. The validity test with a significance level of 0,05 and a r table value of 0,349 declared all statement items in the variables of Leadership Style (X_1), Organizational Commitment (X_2), and Employee Performance (Y) valid. The calculated r value of each item was greater than the r table, with a correlation that was classified as strong to very strong against the total score of the variable. Furthermore, the reliability test revealed that all variables had Cronbach's Alpha values greater than 0.60, including Leadership Style (0,982), Organizational Commitment (0,983), and Employee Performance (0,957). As a result, this research instrument has satisfied the validity and reliability standards, therefore the data obtained may be accepted and utilized as a basis for future study.

Descriptive Test

Table 1. Summary of Average Respondent Responses per Variable

No	Variables	Maximum Score	Average Real Score	Percentage (%)	Criteria
1	Leadership Style (X_1)	160	108	67.50	Neutral
2	Organizational Commitment (X_2)	160	109.2	68.25	Good
3	Employee Performance (Y)	160	98.3	61.44	Neutral

Source: Processed data, 2025

Table 1 summarizes average respondent responses and shows that the Leadership Style variable (X_1) received an average score of 108, which is 67,50% of the maximum score and meets neutral requirements. This suggests that the leadership style at CV. Maju Sejahtera Inti is not yet entirely successful, but it is also not in bad shape. The Organizational Commitment variable (X_2)

has the highest average score, 109,2 or 68,25%, with strong criteria, suggesting that employees demonstrate loyalty and a fairly favorable attachment to the organization. Meanwhile, the Employee Performance variable (Y) had an average score of 98,3 (61,44%) with neutral criteria, indicating that employee performance remains moderate and not ideal. Overall, this situation shows the need for improved leadership styles to better drive staff performance, which is consistent with the relatively high level of organizational commitment.

Multiple Linear Regression

Multiple linear regression is a statistical method used to examine the relationship between one dependent variable and two or more independent variables. It aims to determine how each independent variable influences the dependent variable, both individually and simultaneously, and is commonly used for prediction and hypothesis testing in quantitative research.

Table 2. Multiple Linear Test Results

Variables	B (Coefficient)	Result Description
Leadership Style (X ₁)	0.381	Has a positive and significant influence on employee performance (t=3.134; p=0.004)
Organizational Commitment (X ₂)	0.363	Has a positive and significant influence on employee performance (t=2.922; p=0.007)
Constant (Intercept)	5,454	Initial value of Employee Performance without the influence of independent variables

Source: Data Processed with SPSS 27, 2025.

Based on the results of the multiple linear regression analysis in Table X, the following regression equation was obtained:

$$Y = 5,454 + 0,381X_1 + 0,363X_2$$

The constant value of 5.454 indicates that if Leadership Style and Organizational Commitment are considered constant, Employee Performance still has a positive baseline value. The Leadership Style variable (X₁) has a regression coefficient of 0,381 with a significance of 0.004 (<0,05), indicating a positive and significant influence on employee performance. Meanwhile, Organizational Commitment (X₂) has a coefficient of 0,363 with a significance of 0,007 (<0,05), indicating that this variable also has a positive and significant influence. The standardized beta value shows that Leadership Style has a relatively more dominant contribution than Organizational Commitment in improving employee performance. This finding confirms that efforts to improve leadership quality while strengthening organizational commitment are important factors in driving sustainable employee performance.

Coefficient of Determination

Table 3. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.911 ^a	.830	.819	4,064

a. Predictors: (Constant), Organizational Commitment, Leadership Style

Source: Data Processed with SPSS 27, 2025.

The results of the regression analysis show that the correlation value (R) is 0,911, indicating a very strong relationship between the variables of Leadership Style and Organizational Commitment with Employee Performance. The coefficient of determination (R²) of 0,830 indicates that 83% of the variation in employee performance can be explained by the two independent variables, while the remaining 17% is influenced by other factors outside the model. The Adjusted R² of 0,819 confirms that the regression model is quite good and can be used to predict employee performance accurately.

Partial Hypothesis Test or t-Test

Table 4. Results of Partial Hypothesis Testing (t-Test)

Influence	t _{count}	t _{table} (n-2;α0.05)	Condition	Conclusion
X ₁ to Y	3,134	2,042	t _{count} > t _{table} (0.004 < 0.05)	Ho is rejected and H1 is accepted
X ₂ to Y	2,922	2,042	t _{count} > t _{table} (0.007 < 0.05)	Ho is rejected and H2 is accepted

Source: Data Processed with SPSS 27, 2025

Based on the partial test results (t-test) in Table 4, the Leadership Style variable (X₁) has a positive and significant effect on Employee Performance (Y) at CV. Maju Sejahtera Inti, with a t-count value of 3,134 which is greater than the t-table of 2,042 and a significance of 0,004 (<0,05), so that the H₁ hypothesis is accepted. This finding indicates that increasing effective leadership, including the ability to provide clear direction, motivation, and support, can directly improve employee performance, in line with previous research on transformational and participatory leadership.

Meanwhile, the Organizational Commitment variable (X₂) also has a positive and significant effect on employee performance, with a t-count of 2,922 > t-table of 2,042 and a significance level of 0,007 (<0,05), thus H₂ is accepted. This indicates that employee loyalty, responsibility, and emotional attachment to the organization contribute to improved performance, encourage employees to work more optimally, minimize absenteeism or disengagement, and support the achievement of company goals. This finding is consistent with previous studies showing a positive relationship between organizational commitment and employee performance in various sectors.

ANOVA Hypothesis Test or F Test

Table 5. ANOVA Test Results (F Test)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2341,592	2	1170,796	70,902	.000 ^b
	Residual	478,877	29	16,513		
	Total	2820.469	31			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Commitment, Leadership Style

Source: Data Processed with SPSS 27, 2025

The ANOVA test results show an F-count value of 70,902, greater than the F-table of 3,33, with a significance level of 0.000 ($<0,05$). This indicates that Leadership Style and Organizational Commitment simultaneously have a significant effect on Employee Performance. Thus, the third hypothesis stating that the two independent variables jointly influence employee performance at CV. Maju Sejahtera Inti is accepted.

DISCUSSIONS

Leadership style has a positive and significant influence on employee performance.

The results of the study revealed that Leadership Style has a positive and significant effect on Employee Performance at CV. Maju Sejahtera Inti, as evidenced by the calculated t-value of 3.134, which is greater than the t-table of 2.042 with a significance of 0.004 (<0.05). This indicates that the more effective the leadership style is implemented by leaders, the higher the employee performance. Leader behavior that is able to provide clear direction, support, and build effective communication has been proven to directly improve employee performance. This positive influence emphasizes the important role of leadership in encouraging employees to work more optimally. Clear instructions, consistent feedback, and open working relationships make employees more motivated, responsible, and productive. Thus, leadership style contributes to increased employee confidence as well as the quality and quantity of work results. These findings are in line with research by Reiley & Jacobs (2022), which shows that empowering leadership improves performance through employee commitment and trust. These results are also consistent with Donkor et al (2021), Sultan et al (2021), and Choirunnisa & Ali Alam (2023), which emphasize that leadership style is a determining factor in improving employee performance.

Organizational Commitment has a positive and significant effect on Employee Performance

The results of the study indicate that Organizational Commitment has a positive and significant effect on Employee Performance, as evidenced by the t-value of 2.922, which is greater than the t-table of 2.042 with a significance of 0.007 (<0.05). This indicates that the higher the level of employee commitment to the company, the better their performance will be. A strong level of loyalty, sense of belonging, and responsibility towards the organization has been proven to directly improve employee work performance. High organizational commitment encourages employees to carry out their duties diligently, maintain the company's reputation, and strive to achieve organizational goals. Employees with strong emotional bonds tend to be more motivated to work effectively, maintain work quality, and contribute optimally. This finding is consistent with research by Reiley & Jacobs (2022), which states that organizational

commitment plays an important role in improving employee performance, both directly and through mediation mechanisms. These results are also in line with studies by Donkor et al. (2021) and Sultan et al. (2021), which confirm that emotional attachment and employee loyalty significantly support improved performance in various industrial sectors.

Leadership Style and Organizational Commitment together have a significant influence on Employee Performance

The results of the study indicate that Leadership Style and Organizational Commitment simultaneously have a significant influence on Employee Performance. This is indicated by the coefficient of determination (R^2) value of 0.830, which means that both variables are able to explain 83% of the variation in Employee Performance, while the remaining 17% is influenced by other factors outside the research model. This finding confirms that the combination of effective leadership and strong organizational commitment is a key factor in determining the level of employee performance at CV. Maju Sejahtera Inti. Collectively, a communicative and supportive leadership style synergizes with high employee commitment to create a conducive and productive work environment. Leaders who are able to guide, provide clear direction, and build support encourage a sense of belonging, loyalty, and dedication from employees. When these two factors work in harmony, employees become more motivated, responsible, and focused on achieving work targets, thereby increasing organizational effectiveness and productivity. This finding is in line with research by Donkor et al. (2021), which shows that leadership style and organizational commitment simultaneously improve performance by increasing job satisfaction and motivation. A study by Sultan et al. (2021) also found a significant influence of these two variables on employee performance in the industrial sector. Furthermore, research by Dunan & Arisma (2023) emphasized that good leadership can increase employee engagement and commitment, which ultimately has a positive impact on performance.

CONCLUSION

Based on the analysis, it can be concluded that leadership style and organizational commitment have a positive and significant effect on employee performance at CV. Maju Sejahtera Inti, both partially and simultaneously. This means that the implementation of a good leadership style, which includes the ability to provide direction, motivation, role models, and effective communication, as well as a high level of employee commitment, such as a sense of belonging, willingness to contribute, and the desire to persist, can together increase employee productivity and work quality in achieving company goals.

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