

The Role of Leadership, Organizational Commitment, and Motivation on Employee Performance

Herty Ramayanti Sinaga¹, Yuviani Kusumawardhani², Rahayu Sri Purnami³

¹ Universitas STEKOM

² Program Studi S1 Manajemen Bisnis Telekomunikasi dan Informatika, Fakultas Ekonomi dan Bisnis
Universitas Telkom

³ S2 PJJ Manajemen Universitas Telkom

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ABSTRAK

Penelitian ini mengkaji pengaruh kepemimpinan, komitmen organisasi, dan motivasi kerja terhadap kinerja karyawan. Penelitian menggunakan pendekatan kuantitatif eksplanatori dengan melibatkan 120 karyawan sebagai responden. Data primer dikumpulkan melalui kuesioner terstruktur dan dianalisis menggunakan IBM SPSS Statistics. Sebelum pengujian regresi, instrumen diuji melalui validitas, reliabilitas, dan uji asumsi klasik. Hasil menunjukkan bahwa kepemimpinan, komitmen organisasi, dan motivasi berpengaruh positif serta signifikan terhadap kinerja karyawan, baik secara parsial maupun simultan. Motivasi menjadi prediktor terkuat dalam model. Temuan ini menegaskan pentingnya kepemimpinan yang efektif, keterikatan karyawan terhadap organisasi, dan kondisi motivasional yang mendukung pencapaian kinerja.

ABSTRACT

This study examines the effects of leadership, organizational commitment, and work motivation on employee performance. An explanatory quantitative approach was employed, involving 120 employees as respondents. Primary data were collected through a structured questionnaire and analyzed using IBM SPSS Statistics. Prior to regression analysis, the research instrument was assessed through validity and reliability testing, followed by classical assumption tests. The results indicate that leadership, organizational commitment, and work motivation have positive and significant effects on employee performance, both partially and simultaneously. Work motivation emerged as the strongest predictor in the model. These findings underscore the importance of effective leadership, employees' attachment to the organization, and motivational conditions that support performance achievement.

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Corresponding Author:

Name: Herty Ramayanti Sinaga
Institution: Universitas STEKOM
Email: hertyramayanti@stekom.ac.id

1. PENDAHULUAN

In the current highly dynamic business world where there is stiff competition, there is an increased need for organizations to enhance their performance and productivity. Employee performance plays a very critical role in determining whether an organization will thrive or collapse. The term employee performance can be defined as the ability of employees to achieve organizational objectives and goals effectively and efficiently through task completion (Pandey et al., 2022). Productive employees make huge contributions towards enhancing the performance and productivity of organizations. As a result, there is a continuous search by organizations to adopt strategies to increase employee performance through several organizational and behavioral factors (Truss et al., 2011). Some of these factors include leadership, organizational commitment, and motivation (Sugiarti, 2022). The reason why much research has been conducted on these three factors is the fact that they have been found to directly affect how employees perform at their workplaces. According to (Judge & Robbins, 2017), effective organizational behavior requires leadership excellence, organizational commitment, and work motivation.

In this regard, leadership becomes important in guiding and inspiring workers towards achieving organizational goals and objectives. As part of their functions, leaders are tasked with the responsibilities of guiding workers, instilling vision among workers, motivating employees and ensuring there is a good working environment (Agussugiyardiuniraacid, n.d.; Efferi et al., 2005). Good leadership practices will enable employees to be productive in their operations and also be responsible in carrying out the tasks assigned to them. On the other hand, poor leadership practices may cause poor productivity among employees. It should also be noted that leadership is not just a matter of guiding; rather, it involves inspiring and motivating the worker towards achieving his/her best (Juniawati, 2017). The theory of transformational leadership advanced by Bernard M. Bass explains how leaders who inspire, encourage, and stimulate intellectually the performance of workers enhance productivity among workers. Several empirical studies have proved that leadership styles influence employee performance and organizational success (Abdul-Azeez et al., 2024; Donkor et al., 2022; Notununu, 2024).

Besides leadership, organizational commitment is yet another important factor that determines the performance of employees in an organization. Organizational commitment is the psychological attachment and loyalty of employees to the organization. Committed employees have the ability to identify with the goals of the organization, maintain organizational loyalty, and put in additional efforts in order to ensure success (Nguni et al., 2006; Pandey et al., 2022). The three types of organizational commitment include affective commitment, continuance commitment, and normative commitment as stated by (Meyer & Allen, 1991). Together, these three forms of commitment have the ability to determine the attitudes and behavior of employees within the organization. The level of organizational commitment among employees leads to high levels of discipline, responsibility, and productivity. However, low organizational commitment might lead to absenteeism and intention to leave the organization. In today's business world, organizations are faced with a challenge of retaining their talented employees owing to the mobile nature of the workforce. As a result, organizational commitment has become crucial.

Motivation is another aspect known to affect worker performance. Motivation can be described as the internal and external factors that motivate the workers to act and accomplish specific objectives. Workers who are motivated usually put in more effort and display persistence in their duties. There are different theories of motivation such as Maslow's theory of needs, Herzberg's two-factor theory, and McClelland's needs theory that explain how the employees' performance is affected by motivational factors. According to Maslow (1943), people are motivated by different factors, including physiological needs, security, and self-actualization. On his side, Herzberg (1966) argued that job satisfaction and dissatisfaction depend on certain motivational factors. In order for the employees to be motivated in performing their duties, the organizations

should consider providing fair compensations, proper working environment, and chances for growth. Research has indicated that motivation has positive effects on employees' performance, therefore, organizations should design ways through which they can motivate their employees.

While previous studies have explored the impact of each of these elements individually, there is still a need for research that focuses on how all three of them interact to affect performance in the workplace setting. Employee performance issues in many cases arise due to poor leadership, as well as low levels of commitment and motivation. When leaders do not guide and help their employees sufficiently, they run the risk of having employees who are dissatisfied and less engaged at work. In addition, employees who are not committed to organizational objectives will be unlikely to contribute significantly to these goals, while lower motivation levels will lead to poorer employee performance. It is critical to understand how these three factors – leadership, organizational commitment, and motivation – impact employee performance and to learn about how to manage the relationships between them effectively. This study, therefore, is highly significant, as it will allow researchers to determine the impact of leadership, organizational commitment, and motivation on employee performance.

The topic of employee performance is highly relevant for numerous organizations as it directly influences their productivity and ability to provide high-quality service as well as their competitiveness. Even though employee performance is one of the most crucial components that determine organizational success, many companies experience various problems concerning ineffective leadership, weak organizational commitment, and the lack of employee motivation. Poorly functioning leadership may negatively affect workers' morale and productivity, while weak organizational commitment may contribute to increased absenteeism and turnover. Besides, demotivated employees tend to show low performance and little interest in completing organizational tasks. Many empirical studies have been conducted to establish relationships between leadership, organizational commitment, motivation, and employee performance; however, inconsistencies in results were found, and further research of the combined effects of these factors is needed. This is why the goal of the current study is to explore the influence of leadership, organizational commitment, and motivation on employee performance.

2. TINJAUAN PUSTAKA

Employee performance emerges as an extremely critical factor of organizational success since it depicts the efficiency of employees in executing their duties and responsibilities. Organizations require employees who are able to work in an efficient manner and contribute positively towards organizational objectives. Among other psychological and management factors in organizational behavior theory, the impact of leadership, organizational commitment, and motivation emerges as one of the key factors that affect employee performance. The choice of these factors as independent variables is informed by the belief that they determine the attitudes and behaviors of employees that lead to performance.

2.1 *Leadership and Employee Performance*

Leadership can be defined as the skill to guide, direct, and inspire the employees towards achieving the goals of the organization. Efficient leadership is crucial for ensuring a conducive environment for the employees, motivating them, and inspiring them to work hard (Efferi et al., 2005; Kompetensi & Dan, 2012). Leadership is critical since employees look up to leaders for direction, communication, support, and decisions. When leaders communicate well, act fairly, and care for their employees, they motivate the employees through positive attitudes and performance (Mahmood et al., 2025; Noroozi et al., 2024). As per the transformational leadership theory, which was put forward by (Bass & Bass Bernard, 1985), leaders that can stimulate and inspire their employees have the potential to boost employee commitment, creativity, and performance. The transformational leader stimulates employees to surpass

expectations through intellectual stimulation, individual consideration, and inspiration through vision. Employees that are appreciated and stimulated by their leaders are able to perform better since they have more dedication.

Many studies in the past have highlighted the strong connection between leadership and performance among employees. As reported by (Langat, 2025), leadership can make a great impact on employee performance and organizational success. Likewise, Roth et al. (2021) reported the positive impact of transformational leadership on employee performance and satisfaction. Employees perform well with leaders who provide directions, motivation, and learning opportunities to them. In addition, effective leadership also facilitates teamwork and organizational stability, which enhances performance among employees. It is important to note that leadership plays an important role since leaders become role models that influence attitudes and behaviors among employees. Effective communication by leaders regarding the organizational objectives and involving employees in the decision-making process help increase employee accountability and involvement. Therefore, after taking into consideration all the above discussions, the following hypothesis will be developed:

H1: Leadership has a positive and significant effect on employee performance.

2.2 Organizational Commitment and Employee Performance

Organizational commitment is defined as the psychological loyalty and devotion of employees to their organization. Employees who are highly committed towards the organization have the tendency to be identified with the organizational goals and values and work harder for the success of the organization. This becomes significant due to the fact that committed employees are generally more disciplined, show more job involvement and remain loyal to the organization. According to the model proposed by Meyer & Allen (1991), there exist three components that constitute organizational commitment, namely affective commitment, continuance commitment, and normative commitment. In affective commitment, employees have an emotional commitment to the organization; in continuance commitment, the cost involved when leaving the organization is a factor, while in normative commitment, employees feel obligated towards the organization. It should be noted that affective commitment tends to motivate individuals more to help the organization achieve its goals since they cherish the relationship they have formed with the organization (E-Vahdati et al., 2023; Sinaga et al., 2024).

Earlier research has established that organizational commitment has positive influences on the performance of employees. Highly committed employees are more hardworking, responsible, and productive. On the contrary, poorly committed employees suffer from dissatisfaction, absenteeism, and lack of involvement in work, which impacts their organizations adversely (Arif, 2025; Nguni et al., 2006). According to Jawaad et al. (2019), organizational commitment is highly correlated with job performance, organizational commitment behavior, and employee turnover intentions. Likewise, other research concluded that committed employees are much willing to embrace organizational change for organizational success in the future.

Commitment within an organization leads to a feeling of belongingness amongst the employees. If there is an emotional attachment of employees towards the organization, it will enable them to show good attitude regarding their work and collaborate efficiently with fellow workers. Organizations which build trust, fairness, and employee participation are more successful at building organizational commitment and improving employee performance (Hasyim & Wirjawan, 2024). For this reason, organizations today try to create employee commitment by providing supportive leadership, career growth, and organizational practices. From all the theoretical and empirical studies cited above, we may say that organizational commitment will have a positive impact on employee performance. Hence, the following hypothesis is stated:

H2: Organizational commitment has a positive and significant effect on employee performance.

2.3 Motivation and Employee Performance

In simple terms, motivation can be described as the factors which stimulate individuals into doing certain things to realize the objectives of an organization. Motivation is viewed as an important driver of employee behavior since it affects the level of willingness to work, perseverance, and performance levels of an individual. Theories on motivation, including the Hierarchy of Needs developed by Abraham Maslow and the Two-Factor Theory developed by F. Herzberg (2015), can explain the behaviors exhibited by employees. According to Maslow (1943), an individual has a number of needs, which include physiological, safety, belonging, esteem, and self-actualization, and they are motivated to achieve these needs in order of priority. When an individual believes his or her needs have been satisfied, he or she will become more productive in the organization. Similarly, according to Herzberg et al. (2011), there are motivators, which lead to satisfaction, and hygiene factors, which lead to dissatisfaction.

Motivation is essential for enhancing the efficiency of employees since motivated workers will always work effectively towards the achievement of organizational goals. Organizational practices that are common in motivating and thus enhancing the efficiency of employees include monetary incentives, motivational schemes, promotions, and employee training (Agussugiyardiuniraacid, n.d.; Sugiarti, 2022). Various studies have demonstrated that there is a positive correlation between motivation and employee productivity, job satisfaction, and organizational commitment. When employees feel appreciated and supported by the organization, their level of efficiency improves (Mutmainah et al., 2024; Sugiarti, 2022). Motivation acts as an incentive for workers to face problems and persist in doing their tasks. Workers who have intrinsic motivation are more likely to derive pleasure from their activities, while extrinsic motivation in terms of bonuses and incentives motivates workers to meet organizational goals. Organizations which provide a positive working environment along with rewards will be able to motivate employees effectively and increase organizational efficiency. According to past researches and the theoretical model, it is predicted that motivation will positively affect performance (Chien et al., 2020; Rizal, 2024). Hence, the following hypothesis is formulated:

H3: Motivation has a positive and significant effect on employee performance.

2.4 Simultaneous Effect of Leadership, Organizational Commitment, and Motivation on Employee Performance

Leadership, commitment, and motivation are related elements which have a cumulative effect on job performance. Good leadership can enhance both commitment and motivation among employees, who are then capable of exhibiting superior performance. An organization that ensures good leadership, develops commitment, and sustains motivation among its employees can establish efficient workplaces. The previous findings have established that the relationship between leadership, commitment, and motivation has made substantial contribution to organizational effectiveness and efficiency. Employees who are provided with proper leadership, have emotional attachment with their organizations, and stay motivated tend to be efficient and make contributions to organizational objectives. This is because of this that the current study also considers the joint effect of leadership, organizational commitment, and motivation on employee performance. Based on the discussion above, the following hypothesis is proposed:

H4: Leadership, organizational commitment, and motivation simultaneously have a positive and significant effect on employee performance.

3. METODE PENELITIAN

3.1 *Research Design*

This research adopts a quantitative approach and applies an explanatory design to examine the influence of leadership, organizational commitment, and motivation on employee performance. The quantitative approach was selected because the proposed relationships are assessed through numerical measurements, statistical procedures, and hypothesis testing. Creswell (2019) explains that quantitative inquiry is appropriate for evaluating theoretical relationships among variables using data expressed in numerical form. An explanatory design enables the researcher to estimate the extent to which the independent variables account for variations in the dependent variable. Data were gathered through a cross-sectional survey, in which information was obtained from respondents during a single period of observation. Through this procedure, employees' perceptions of leadership, organizational commitment, work motivation, and performance were recorded systematically. The resulting data were then analyzed statistically to determine the direction and magnitude of the effects of the predictor variables on employee performance.

3.2 *Population and Sample*

The participants in this research are the employees of the organization or company that is selected as the site for this research study. Population refers to a bigger group of people who possess some particular traits that are of interest to the researcher. This statement is supported by the definition provided by (Sekaran & Bougie, 2016).

Due to time constraints and the limited availability of resources, it would be impossible to gather information from all members of the target group. For this reason, this study will employ a sample that constitutes the target population. The method of sampling used in this study is known as purposive sampling, where the subjects are chosen depending on certain criteria set by the researcher. These criteria consist of workers who have been employed in the organization for a certain period of time, such as six months or one year.

The sample size will be determined using an appropriate sampling formula like Slovin's formula. In quantitative research, there should be enough respondents to get accurate results. A total sample needed for this study will be approximately 100 to 150.

3.3 *Data Collection Method*

The main source of data for this research involves the use of questionnaires to be administered to employees. Questionnaire is regarded as one of the most reliable data collection methods due to its ability to capture data from a large sample size within a short period of time. Questions on the questionnaire are structured around such variables as leadership, organizational commitment, motivation, and performance. The data obtained from the questionnaire will involve a Likert scale of 1 to 5.

3.4 *Operational Definition of Variables*

This study consists of one dependent variable and three independent variables. Leadership can be defined as the capacity of leaders to influence, direct, inspire, and guide their subordinates to work towards the realization of organizational objectives. Measures used to measure leadership include the following factors: communication ability, decision-making skills, employee support, motivation, and leadership accountability. In this paper, leadership was derived from Transformational Leadership Theory by (Bass & Bass Bernard, 1985). Organizational commitment is defined as the psychological bond that links employees to the organization. Highly committed organizational employees identify themselves with organizational values and are ready to make contributions towards organizational success. Commitment to organizations is determined through three main measures namely affective commitment, continuance commitment, and normative commitment as described in the model proposed by (Meyer & Allen, 1991).

The term motivation describes the factors that internally or externally motivate an individual to perform effectively in order to fulfill organizational goals. The level of motivation can be assessed using various parameters like recognition, rewards, career advancement, satisfaction, and employee enthusiasm. This theory was introduced by theorists like (F. Herzberg, 2015; Maslow, 1943). Performance of an employee implies how successfully and effectively the employees perform their job duties within the organization. The performance of employees can be determined by measures like quality and quantity of work done, being punctual, responsibility, and cooperation.

3.5 *Validity and Reliability Test*

Prior to the main statistical analysis, the measurement instrument will be assessed to confirm that each questionnaire item is suitable for representing the variables under investigation. Item validity will be evaluated through the Pearson Product-Moment correlation procedure by comparing each item score with the total score of its respective construct. An item will be retained when its calculated correlation coefficient exceeds the corresponding critical value and its probability value is lower than 0.05. Instrument consistency will subsequently be examined through a reliability test using Cronbach's Alpha. The resulting coefficient will indicate whether the items within each construct provide stable and internally consistent measurements.

3.6 *Data Analysis Technique*

The research data will be processed using IBM SPSS Statistics to evaluate the effects of leadership, organizational commitment, and motivation on employee performance. The analysis will begin with descriptive statistics to present the respondents' characteristics and summarize their responses to the variables examined. The descriptive measures will consist of frequency distributions, percentages, mean scores, and standard deviations.

Before hypothesis testing is conducted, the quality of the measurement instrument will be assessed through validity and reliability procedures. Classical assumption testing will subsequently be performed to determine whether the dataset meets the requirements of the regression model. The assessment will cover normality, multicollinearity, heteroscedasticity, and linearity.

Once the statistical assumptions have been fulfilled, multiple linear regression will be applied to estimate the individual and collective contributions of the independent variables to employee performance. The regression equation is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

where Y = Employee performance; a = constant; b_1 , b_2 , b_3 are regression coefficients; X_1 = Leadership; X_2 = Organizational Commitment; X_3 = Motivation; and e = Error term. Testing for the hypotheses is done using the t-test to test the partial effect of the independent variables on employee performance while F-test tests the simultaneous effect of the independent variables on employee performance. Besides, the coefficient of determination (R^2) will be used to measure the percentage of employee performance explained by leadership, organizational commitment, and motivation. The hypotheses will be tested at a significance level of 5% (0.05).

4. HASIL DAN PEMBAHASAN

4.1 *Respondent Description*

This study involved 120 respondents who were employees of the organization/company selected as the research object. The characteristics of respondents were described based on gender, age, educational background, and length of employment.

Table 1. Respondent Characteristics Based on Gender

Characteristics	Frequency	Percentage
Gender		
Male	68	56.667
Female	52	43.333
Age		
20–30 Years	47	39.167
31–40 Years	51	42.500
> 40 Years	22	18.333
Educational Background		
Educational Background	Frequency	Percentage (%)
High School	29	24.167
Diploma	21	17.500
Bachelor's Degree	58	48.333
Postgraduate Degree	12	10.000

Source: Data Analyzed, 2026

From Table 1, it is observed that the dominant proportion of respondents to the questionnaire was made up of male employees, who accounted for 68 employees or 56.667% of the respondents, and female respondents made up 52 employees or 43.333% of the respondents. The age group of respondents is dominated by those who fall in the age bracket of 31-40 years, accounting for 51 or 42.500%, followed by those falling under the age bracket of 20-30 years with 47 or 39.167%, and those whose ages are more than 40 years with 22 or 18.333%. In relation to educational attainment, it is observed that majority of the respondents attained a Bachelor's degree level, making up 58 or 48.333%, followed by those with high school education at 29 or 24.167%, Diploma at 21 or 17.500%, and Postgraduate degree at 12 or 10.000%.

4.2 Validity and Reliability Test

Questionnaire validity was evaluated to verify that each statement adequately represented the variable it was intended to measure. The assessment employed the Pearson Product–Moment correlation procedure. Based on the number of respondents and the applied significance threshold, the critical correlation value was established at 0.179. An item was classified as valid when its calculated correlation coefficient exceeded 0.179 at the 5% significance level.

Table 2. Validity Test Result

Item	r-count	r-table	Description	Item	r-count	r-table	Description
X1.1	0.712	0.179	Valid	X3.1	0.734	0.179	Valid
X1.2	0.687	0.179	Valid	X3.2	0.698	0.179	Valid
X1.3	0.745	0.179	Valid	X3.3	0.771	0.179	Valid
X1.4	0.703	0.179	Valid	X3.4	0.745	0.179	Valid
X1.5	0.768	0.179	Valid	X3.5	0.723	0.179	Valid
X2.1	0.694	0.179	Valid	Y1	0.719	0.179	Valid
X2.2	0.731	0.179	Valid	Y2	0.738	0.179	Valid
X2.3	0.752	0.179	Valid	Y3	0.756	0.179	Valid
X2.4	0.688	0.179	Valid	Y4	0.704	0.179	Valid
X2.5	0.716	0.179	Valid	Y5	0.742	0.179	Valid

Source: Data Analyzed, 2026

As reported in Table 2, every questionnaire item fulfilled the required validity criterion. The assessment compared the calculated correlation coefficient for each item with the critical value of 0.179 at the 5% significance level. All statements measuring leadership

(X1), organizational commitment (X2), motivation (X3), and employee performance (Y) produced correlation coefficients above the specified threshold. The coefficients for leadership items ranged from 0.687 to 0.768, while the organizational commitment items recorded values between 0.688 and 0.752. Motivation items generated coefficients ranging from 0.698 to 0.771, whereas employee performance items obtained values from 0.704 to 0.756. These results confirm that all questionnaire statements adequately represent their respective constructs and may be retained for subsequent analysis.

The high values achieved through the correlation also show that the statements that have been incorporated in the questionnaire correlate highly with their variables. This demonstrates that the indicators used have been effective in representing the concepts of leadership, organizational commitment, motivation, and employee performance. In addition, based on the validity of the results, respondents understood the items in the questionnaire very well, giving consistent responses that represent the real state of affairs within the organization. The validity of an instrument is vital because it ensures that the data are appropriate for analysis.

Table 3. Reliability Test Result

Variable	Cronbach's Alpha	Reliability Standard	Description
Leadership (X1)	0.842	0.700	Reliable
Organizational Commitment (X2)	0.816	0.700	Reliable
Motivation (X3)	0.857	0.700	Reliable
Employee Performance (Y)	0.833	0.700	Reliable

Source: Data Analyzed, 2026

As displayed in Table 3, the Cronbach's Alpha coefficients for all variables surpassed the minimum reliability benchmark of 0.700. Leadership (X1) recorded a coefficient of 0.842, organizational commitment (X2) obtained 0.816, motivation (X3) reached 0.857, and employee performance (Y) achieved 0.833. These coefficients demonstrate strong internal consistency among the questionnaire items within each construct. Accordingly, the instrument can be regarded as reliable and suitable for use in the subsequent statistical analysis. This means that the questionnaire items for each variable have a high degree of consistency, implying that the items in each variable measure the construct consistently. Among the variables, motivation has the highest Cronbach's Alpha score, indicating that the items measuring motivation are the most consistent across respondents. Reliability is crucial in a research since it ensures that the responses provided by the respondents are stable and reliable, hence reducing measurement errors. Since all variables meet the reliability criteria set, the research instrument used in the study can be deemed suitable for further analyses including testing classical assumptions, multiple regression, and testing hypotheses.

4.3 Classical Assumption Test

A normality assessment was performed before estimating the multiple linear regression model to determine whether the residual data followed an approximately normal distribution. This requirement was examined because regression analysis assumes that the residuals are normally distributed. The assessment employed the Kolmogorov-Smirnov procedure in IBM SPSS Statistics at a 5% significance level. The residuals were considered normally distributed when the resulting significance value exceeded 0.050.

Table 4. Normality Test Result

Description	Value
N	120
Asymp. Sig. (2-tailed)	0.200

Source: Data Analyzed, 2026

According to Table 4, results from the normality test show that the total number of respondents used for this study was 120 people. The test gave an output Asymp. Sig. (2-tailed) value of 0.200, which is higher compared to the significance level of 0.050. Therefore, we can say that the residual data used for this study were normally distributed since the difference between their distribution and normal distribution is insignificant. This implies that the data meet the assumption of normality required by the regression model. It is significant to have normally distributed data since it increases the reliability and validity of the analysis done. This means that results obtained after the regression analysis will not be biased but rather generalized accurately. Also, it indicates that the distribution of the responses collected from the respondents was proportional.

The multicollinearity test was done to see if there is high correlation among the independent variables. High correlation among independent variables refers to multicollinearity which can impact negatively on the accuracy and reliability of regression analysis findings. Multicollinearity testing therefore helps ascertain that each independent variable will independently contribute its influence towards the dependent variable. In this research study, the multicollinearity test was done based on tolerance level and Variance Inflation Factor (VIF) in IBM SPSS Statistics. The regression model is not affected by multicollinearity if the tolerance level is above 0.100 while the Variance Inflation Factor (VIF) is below 10.000. Findings from the multicollinearity test are given in Table 5.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Leadership (X1)	0.621	1.611	No multicollinearity
Organizational Commitment (X2)	0.587	1.704	No multicollinearity
Motivation (X3)	0.653	1.531	No multicollinearity

Source: Data Analyzed, 2026

Referring to Table 5, it can be seen that the tolerance value of the leadership variable (X1) is 0.621 and the VIF value is 1.611. The organizational commitment variable (X2) has a tolerance value of 0.587 and a VIF value of 1.704. Meanwhile, the tolerance value of the motivation variable (X3) is 0.653 and the VIF value is 1.531. The value of the tolerance for all independent variables used in the regression analysis is more than 0.100, whereas the VIF is less than 10.000. Thus, the issue of multicollinearity does not exist since the independent variables do not exhibit a very high correlation to each other. It is crucial to have no multicollinearity in this regression since this will ensure that the coefficients of the regression can be interpreted as being stable, reliable, and precise. Otherwise, it would be difficult to interpret the effect of each of these variables on the regression model and get unbiased estimates of this analysis. Nevertheless, the findings of this paper demonstrate that each of these variables makes its unique contribution to the explanation of employee performance. It is important to mention that low VIF coefficients prove that these variables are quite distinct from one another.

Test for heteroscedasticity is used to measure inequality in variance of residual in the regression model. Goodness of a regression model requires absence of heteroscedasticity since heteroscedasticity occurs when there is a change in variance of residual at different values of independent variables. Heteroscedasticity causes inefficiency of the regression result, hence causing inaccurate results. It is therefore important to check heteroscedasticity in order to be sure that regression analysis can be done efficiently. For the purpose of checking heteroscedasticity in this research study, Glejser test was used in IBM SPSS Statistics software at significance level of 5% (0.050). Where the significance value is above 0.050, then the model is said to lack heteroscedasticity. Results of heteroscedasticity test are shown in Table 6.

Table 6. Heteroscedasticity Test Results

Variable	Sig.	Description
Leadership (X1)	0.381	No heteroscedasticity
Organizational Commitment (X2)	0.462	No heteroscedasticity
Motivation (X3)	0.519	No heteroscedasticity

Source: Data Analyzed, 2026

From Table 6, it can be seen that the value for significance for the variable leadership (X1) is 0.381, the value for significance for the variable organizational commitment (X2) is 0.462, while the value for significance for the variable motivation (X3) is 0.519. This means that all the values for significance are above 0.050, implying that there is no problem of heteroscedasticity within the regression model. In simpler terms, this means that the variance in the residuals is constant and there is no identifiable pattern in the residuals of the regression model.

4.4 Multiple Linear Regression

Table 7. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	4.287	1.642	-	2.611	0.010
Leadership (X1)	0.312	0.084	0.298	3.714	0.000
Organizational Commitment (X2)	0.284	0.079	0.291	3.595	0.001
Motivation (X3)	0.367	0.073	0.389	5.027	0.000

Source: Data Analyzed, 2026

Based on the multiple linear regression analysis, the regression equation is formulated as follows:

$$Y = 4.287 + 0.312X_1 + 0.284X_2 + 0.367X_3$$

The above equation shows that leadership, organizational commitment, and motivation contribute positively to the performance of employees. Since the regression coefficient is positive for each of the variables, we can say that a rise in each of the independent variables will lead to improved employee performance. From table 7, the results are as follows: The significance level of the leadership variable is $0.000 < 0.050$ while its t-value is 3.714; therefore, H1 is accepted. This means that leadership significantly contributes positively to the performance of employees. The significance level of the organizational commitment variable is $0.001 < 0.050$ while its t-value is 3.595; therefore, H2 is accepted. This means that organizational commitment significantly contributes positively to the performance of employees. The significance level of the motivation variable is $0.000 < 0.050$ while its t-value is 5.027; therefore, H3 is accepted.

The F-test was conducted to find the effect of all the independent variables at once on the dependent variable, which is employee performance. An F-test is a crucial step in multiple linear regression analysis as it helps identify the combined effect of all independent variables on the dependent one. In this particular research, an F-test was conducted using IBM SPSS Statistics and the significance level was taken to be 5%, or 0.050. When the significance level is below 0.050, it means that all independent variables collectively affect the dependent one. The result of the F-test is provided in Table 8.

Table 8. F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1287.514	3	429.171	48.632	0.000
Residual	1024.853	116	8.835		

Model	Sum of Squares	df	Mean Square	F	Sig.
Total	2312.367	119			

Source: Data Analyzed, 2026

From the data presented in Table 8, it shows that the regression model provided results in a regression sum of squares of 1287.514 with 3 degrees of freedom and a mean square of 429.171. On the other hand, the residual sum of squares recorded is 1024.853 with 116 degrees of freedom and a mean square of 8.835. In total, the sum of squares found during this analysis was 2312.367. Also, the F-value obtained is 48.632 and a significance value of 0.000. Because the significance value is lower than the acceptable value of 0.050, then it is appropriate to say that leadership, organizational commitment, and motivation have positive and significant impacts on employee performance.

Table 9. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.746	0.557	0.545	2.972

Source: Data Analyzed, 2026

Based on the coefficient of determination results, the Adjusted R Square value is 0.545. This indicates that 54.500% of the variation in employee performance can be explained by leadership, organizational commitment, and motivation variables, while the remaining 45.500% is explained by other variables outside the research model.

4.5 Discussion

As indicated by the findings from the multiple linear regression analysis, all the independent variables had a positive and statistically significant impact on the performance of employees either partly or jointly. Leadership, organizational commitment, and motivation are some of the main factors influencing employee performance in organizations. It is evident from the regression analysis findings that leadership plays an essential role in employee performance in organizations because employees will achieve improved performance where there are motivating and guiding leaders with effective communication skills. The findings also showed that organizational commitment plays an important role in determining the employee's performance level. Highly committed employees exhibit loyalty towards the organization, self-discipline, and willingness to put additional effort into helping the organization realize its goals. The implication drawn from this is that highly committed employees usually have a high level of engagement and sense of responsibility towards their work. Organizational commitment motivates employees to make positive contributions to the organization and minimize the chances of underperforming, absenteeism, and intention to leave the job. Thus, an organization that succeeds in increasing employee commitment can effectively enhance its organizational performance.

Moreover, it was discovered that motivation had a positive and significant influence on the performance of employees and seemed to be the most dominant factor that affects employee performance among all the other independent factors. This finding suggests that motivated employees generally work more effectively, enthusiastically, and consistently in executing their tasks. Employees who are acknowledged and rewarded, offered professional development opportunities, and provided a conducive environment for work generally exhibit high levels of performance. Motivation plays an important role in encouraging employees to persevere in achieving organizational goals. At the same time, it has been found out that leadership, organizational commitment, and motivation together had a very considerable impact on employee performance. The result shows that employee performance depends not on one single thing, but on the relationship between managerial and psychological issues in the organization. Good leadership will increase the level of employee commitment and

motivation, and vice versa, motivated and committed employees will be receptive to leadership and organizational measures. Hence, for optimal performance of the employees, organizations should work on enhancing their leadership, organizational commitment, and employee motivation all at once.

The study makes a contribution to the knowledge on organizational behavior and human resources management by providing empirical results concerning the effect of leadership, organizational commitment, and motivation on the performance of employees. Transformational Leadership Theory developed by Bernard M. Bass is confirmed since it states that successful leaders are capable of motivating employees and increasing their performance. Leadership-performance relationship found in the study proves that leadership behavior has an important impact on employee performance. Moreover, the results also support the organizational commitment theory by John P. Meyer and Allen, which proposes that people who exhibit high organizational commitment usually show positive behavior at work and good performance levels. It can be seen from the results that there is a significant contribution made by employees through their attachment and loyalty to their organization in making them productive and responsible workers. These results indicate that motivation is crucial according to motivational theories developed by Abraham Maslow and Frederick Herzberg. The impact of motivation on the performance of workers shows that workers are motivated to do more because their needs are satisfied and they are recognized and rewarded. These results suggest that it is vital to consider both intrinsic and extrinsic motivational factors.

Implications from this study are many for organizations, managers, and human resources professionals. One implication is that organizations should invest their efforts into improving the quality of leadership within their organizations because leadership greatly impacts the productivity of employees. This can be achieved by ensuring that the leaders are effective communicators, offer directions, motivation, and provide positive working environments. Another step that organizations could take is by investing in leadership development programs to enable their managers to become efficient leaders. An effective leader is able to make his/her employees productive and increase their morale. Another step is for organizations to make their employees committed through developing positive organizational cultures and having good relations with their employees. The management should treat employees fairly, provide opportunities for career growth, and include employees in organizational decision making processes.

Finally, it is important to note that organizations should consistently ensure and enhance employee motivation since employee motivation was identified as the most prominent variable affecting employee performance. Organizations must ensure fair payment, recognize the contributions of employees, offer promotions and create a supportive work environment for motivating employees. It is also necessary for managers to consider employees' mental as well as professional needs in order to sustain motivation and job satisfaction among employees. Employees who are motivated perform their tasks more effectively and creatively. Consequently, it is essential for organizations to develop human resource management practices which integrate both leadership development and employee motivation. Since all three variables are critical in affecting employee performance, it would not suffice for organizations to focus only on one aspect of increasing productivity. It is necessary for organizations to focus on enhancing leadership skills, creating strong organizational commitment and increasing motivation among employees. This would create positive work environments within organizations and thus improve organizational performance.

5. KESIMPULAN

This research has illustrated that there exist positive and significant relationships among leadership, organizational commitment, and motivation with regard to their influences on employee performance, in part as well as simultaneously. This research shows that good leadership can facilitate and enable better performance of employees through proper guidance, motivation, and support on the behalf of managers. Also, those employees who are committed to their organizations tend to be loyal, responsible, and more willing to contribute towards organizational goals. On top of that, employee motivation was another crucial factor impacting employee performance and results. That means that those employees who were more motivated had high chances to become more productive and enthusiastic about their jobs. As for the simultaneous influence of the factors considered in the study, it becomes evident that employee performance depends not only on managerial factors but on certain psychological factors of individuals. Thus, organizations are encouraged to foster high-quality leadership, organizational commitment, and employee motivation in order to ensure improved performance of workers.

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