



Analysis of Employee Performance with Organizational Commitment as an Intervening Variable in the Surabaya City Environmental Service

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ABSTRACT

The purpose of this study is to examine how organizational support and transformational leadership style affect worker performance at the Surabaya City Environmental Service, using organizational commitment as an intervening variable. This study employs a survey method in conjunction with a quantitative approach. Questionnaires were distributed to respondents who work for the Surabaya City Environmental Service in order to gather data. With the use of SmartPLS software, structural equation modeling, or SEM, is the data analysis method employed. According to the study's findings, (1) employee performance is not significantly impacted directly by transformational leadership, (2) employee performance is significantly positively impacted by organizational support, (3) organizational commitment can significantly mediate the impact of transformational leadership on employee performance, and (4) organizational commitment also significantly mediates the impact of organizational support on employee performance. These results highlight how crucial organizational commitment is to raising employee performance through positive interactions among individuals, organizations, and leaders.

INTRODUCTION

Human resources are the main asset in managing and carrying out the functions and objectives of an organization. Employee performance and quality have a significant impact on an organization's success, especially in the public sector. Employee performance is a crucial indicator that reflects the effectiveness of organizational management, including within government institutions. There is a strong correlation between individual performance and institutional or corporate performance. In other words, when individual employee performance is good, it is likely that the company's overall performance will also be good (Anwar, 2019). In this context, improving performance becomes a strategic agenda, especially in facing increasingly complex public service demands.

According to Surabaya Mayor Regulation No. 79 of 2021, which outlines the agency's role, organizational structure, responsibilities, and functions as well as its operating procedures, the Surabaya City Environmental Agency is in charge of managing local government affairs in the environmental sector. As a public service institution, the Environmental Agency implements an e-performance system to objectively and measurably monitor and assess employee performance. According to Hidayat and Alam (2015), this application describes performance planning, performance budgeting, how actions and sub-activities are linked to reach performance targets, and how performance and financial accomplishments are tracked and evaluated. However, the 2024 e-performance data shows stagnation and even a decline in certain aspects of employee performance towards the end of the year. This phenomenon indicates potential issues in performance management, allegedly related to leadership and organizational support factors.

The Social Exchange Theory proposed by George C. Homans (1958) states that employees tend to make positive contributions and be committed to their work and organization when they feel fairly treated and supported by the organization. Thus, organizational commitment can bridge employee performance improvement by leveraging existing human resources (Fauzan et al., 2023; Hasty & Heliyani, 2024). The purpose of this study is to examine how organizational support and transformational leadership affect worker performance, using organizational commitment as a mediating factor. Employee performance is impacted by organizational support and transformational leadership styles, according to several earlier research. Results from earlier studies, however, continue to be contradictory. For example, while Baihaqi et al. (2021) suggest otherwise, research by Fauzan et al. (2023) and Salsabila et al. (2023) emphasize the beneficial effects of transformative leadership. Due to this research gap, this study introduces organizational commitment as a mediating

variable, arguing that high employee loyalty can strengthen the positive effects of transformational leadership and organizational support on employee performance outcomes.

Without employee loyalty, organizations may face various issues such as high turnover rates, declining productivity, internal conflicts, and difficulties in achieving organizational goals. Low employee loyalty may also harm the organization's reputation and make it difficult to attract new talent. Therefore, improving employee performance and productivity requires corporate commitment. This study intends to advance knowledge of how businesses can apply transformational leadership and offer organizational support to enhance performance by utilizing a mediating variable.

LITERATURE REVIEW

Social Exchange Theory

The Social Exchange Theory proposed by George C. Homans in 1958 emphasizes social interaction between individuals in building everyday relationships. Homans developed this theory with the idea that social interaction can be explained through simple economic principles. The theory is based on the assumption that people engage in actions to gain rewards and avoid punishments. Homans asserted that economics can describe exchange relationships, sociology can explain social structures, and psychology is the key to these explanations. Social exchanges not only involve material rewards but also spiritual ones, such as praise. Unlike economic transactions, social exchanges do not always yield monetary compensation – tangible and intangible elements are also exchanged.

Employee Performance

To achieve organizational goals, employee performance must be a focus in determining steps that drive those objectives. Performance is defined as an individual's or group's willingness to carry out tasks and complete them in accordance with responsibilities and expected outcomes (Nursam, 2017). When employees possess the right skills, knowledge, and motivation, they tend to contribute more significantly to an organization's productivity and innovation (Windari & Rini, 2024). Performance is aligned with the employee's role within the organization and based on experience, expertise, and dedication to achieving organizational goals. These goals are often embodied in specific, measurable targets. Without such targets, individuals or groups would not be able to determine direction or benchmarks. Performance is strongly related to productivity; conversely, organizational productivity and success are directly linked to employee performance.

Transformational Leadership

Transformational leadership refers to a leadership approach that can bring about change in individuals and social systems. It is the ability to inspire and motivate followers to achieve results beyond original expectations, driven by internal rewards (Pratama et al., 2020). In a leader-member relationship, it is important to anticipate member satisfaction and align it with group goals, maintain high motivation, support maturity in decision-making, and encourage strong determination in achieving objectives (Rumpaidus & Fauzi, 2022). The theory developed by Bass (1985) emphasizes that transformational leaders inspire, motivate, and build positive relationships with their employees. Transformational leaders create a conducive work environment, motivating employees to improve their performance.

Organizational Support

Employee impressions of how much the company values their contributions and is concerned about their welfare are referred to as organizational support. According to Farradilah et al. (2024), perceived organizational support (POS) is the degree to which workers feel their company appreciates their efforts and promotes their well-being, including their emotional needs and performance-related incentives. These perceptions are shaped by how employees attribute the organization's intentions – whether they believe they are being treated fairly and beneficially (Prasetyo et al., 2023). The relationship between the organization and employees shapes their attitudes and behaviors within the organization. Organizational support, therefore, involves providing recognition, attention, and improved welfare based on the effort or performance delivered. According to Wellem (2018), several dimensions of organizational support that can influence performance include organization, work tools, working conditions, and employment terms.

Organizational Commitment

Juniati (2018) defines organizational commitment as a type of behavior indicating that an individual does not want to leave the organization. This shows a sense of belonging to the organization. Organizational commitment reflects employee loyalty and is evident in their strong involvement in achieving the organization's goals (Waluyo & Swasti, 2024). High organizational commitment motivates employees to work harder and engage more deeply in their work. It is considered a work attitude because it reflects how individuals feel (positively or negatively) about their workplace (Anwar, 2019). Organizational commitment includes loyalty, identification, and involvement—defining the orientation between individuals and their organization.

According to Allen & Meyer (1990), organizational commitment is a psychological attachment of employees to the organization. Employees who feel

burnout and job stress due to heavy workloads tend to be less cooperative with the company. Allen & Meyer's model outlines three dimensions of organizational commitment:

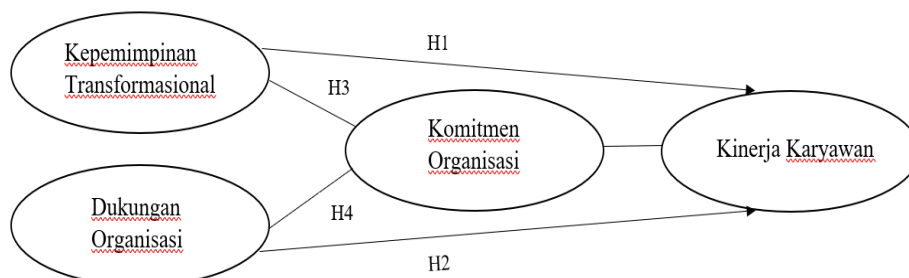
1. **Affective Commitment** - emotional attachment to the organization.
2. **Continuance Commitment** - perceived cost associated with leaving the organization.
3. **Normative Commitment** - perceived obligation to remain with the organization.

Conceptual Framework

The conceptual framework of this study is developed based on Social Exchange Theory, which posits that human interactions—such as transformational leadership and organizational support—can lead to significant improvements in performance, particularly when accompanied by effective commitment. This framework incorporates three variables: transformational leadership, organizational support, and organizational commitment, in relation to employee performance.

Transformational leadership and organizational support are presumed to have direct influences on employee performance, as they contribute to enhancing capabilities, innovation, and overall productivity. Furthermore, organizational commitment is proposed as a mediating variable, since employee performance tends to improve when the organization provides strong support and transformational leadership.

This approach attempts to experimentally validate the mediating function of organizational commitment in the interaction between transformational leadership, organizational support, and employee performance.



Hypotheses

Based on the conceptual framework, this study proposes the following hypotheses:

- **H1:** "Transformational leadership has a positive effect on employee performance."
- **H2:** "Organizational support has a positive effect on employee performance."
- **H3:** "Organizational commitment mediates the effect of transformational leadership on employee performance."
- **H4:** "Organizational commitment mediates the effect of organizational support on employee performance."

METHODOLOGY

This study uses a quantitative methodology and collects data using a Likert scale. Employees of the Surabaya City Environmental Agency (Dinas Lingkungan Hidup Kota Surabaya) are the subject of the study. The sample approach utilized is non-probability sampling, specifically the purposive sampling method. Civil servants (ASN) who work for the agency make up the sample.

The Slovin algorithm was used to calculate the sample size, which came out to be 115 respondents in total.

The study looks at organizational commitment as a mediating variable, employee performance as the dependent variable, and two independent variables: transformational leadership and organizational support. SmartPLS 4.0 was used to analyze the data.

RESULTS

The characteristics of the respondents are summarized in the table below:

Table 1. Respondent Characteristics

Description	Total	Percentage (%)
Gender		
Male	54	47%
Female	61	53%
Age		
18–25 years	3	2.6%
26–30 years	7	6.1%
31–40 years	29	25.2%
> 40 years	76	66.1%
Education Level		
High School (SMA)	29	25.2%
Associate Degree (D3)	9	7.8%
Bachelor's (D4/S1)	74	64.3%
Master's (S2)	3	2.7%
Work Experience		
< 2 years	9	7.8%
2–5 years	34	29.6%
5–10 years	43	37.4%
>10 years	29	25.2%

Based on Table 1, the majority of respondents are female (53%), over 40 years old (66.1%), hold a bachelor's degree (64.3%), and have 5–10 years of work

experience (37.4%). These characteristics suggest that the respondents have sufficient backgrounds to provide informed responses.

- **Construct Measurement Quality**

Construct measurement quality was evaluated through **reliability and validity tests**. The indicators used are presented in the table below:

Table 2. Construct Validity and Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership (X1)	0.847	0.851	0.685
Organizational Support (X2)	0.764	0.770	0.587
Employee Performance (Y)	0.859	0.869	0.645
Organizational Commitment (Z)	0.787	0.733	0.623

The results show that all constructs have Cronbach's Alpha and Composite Reliability values above 0.7, indicating reliability. Additionally, the AVE values exceed 0.5, indicating good convergent validity.

Outer Loading

Table 3. Outer Loadings

Indicator	Transformational Leadership (X1)	Organizational Support (X2)	Employee Performance (Y)	Organizational Commitment (Z)
X1.1	0.822			
X1.2	0.835			
X1.3	0.822			
X1.4	0.831			
X2.1		0.766		
X2.2		0.811		
X2.3		0.689		
X2.4		0.784		
Y1			0.674	
Y2			0.804	
Y3			0.874	
Y4			0.881	
Y5			0.766	
Z1				0.852
Z2				0.876

Indicator	Transformational Leadership (X1)	Organizational Support (X2)	Employee Performance (Y)	Organizational Commitment (Z)
Z3				0.612

According to Table 3's findings, all of the research variables' indicators – transformational leadership, organizational support, organizational commitment, and employee performance – have loading factors greater than 0.5, meaning that all satisfy the criterion for convergent validity.

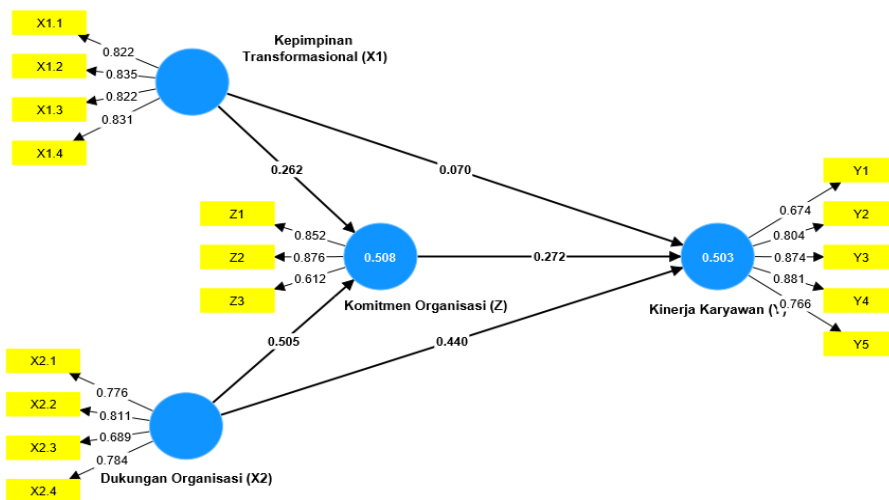


Figure 1 PLS Model

Table 4. Hypothesis Testing

Hypothesis	Original Sample (O)	P Values	Description
Transformational Leadership (X1) → Employee Performance (Y)	0.070	0.601	Not Significant
Organizational Support (X2) → Employee Performance (Y)	0.440	0.001	Significant
Transformational Leadership (X1) → Organizational Commitment (Z)	0.071	0.041	Significant
Hypothesis	Original Sample (O)	P Values	Description
Commitment (Z) → Employee Performance (Y)			
Organizational Support (X2) → Organizational Commitment (Z) → Employee Performance (Y)	0.137	0.033	Significant

According to the hypothesis testing results, employee performance is not significantly impacted by transformational leadership (H1). This is demonstrated by a p-value of 0.601 and a path coefficient of 0.070, both of which are higher than the significance level $\alpha = 0.05$ (5%). H1 is thus disproved.

A path coefficient of 0.440 and a p-value of 0.001, which is below the α criterion, support the idea that organizational support (H2) significantly improves employee performance. H2 is therefore approved.

With a path coefficient of 0.071 and a p-value of 0.041 (< 0.05), organizational commitment has a substantial mediating role in the association between transformational leadership and employee performance (H3). H3 is therefore approved.

Similarly, with a path coefficient of 0.137 and a p-value of 0.033, the mediating role of organizational commitment in the association between organizational support and employee performance (H4) is noteworthy. H4 is therefore approved.

DISCUSSION

Relationship Between Transformational Leadership and Employee Performance

The findings indicate that transformational leadership does not significantly affect employee performance. This suggests that the motivational efforts of leaders do not directly influence employees' performance, likely due to a lack of inspiration, motivation, or role modeling by the leaders.

Although transformational leadership theoretically can inspire and motivate employees, in practice it may not align with their immediate needs. Maslow's Hierarchy of wants states that before higher-level wants like self-actualization become important, lower-level requirements like safety and physiology must be met.

Civil servants in Level II (ASN Golongan II), who typically occupy executor roles with limited income and responsibility, are more focused on job stability and meeting basic needs than on long-term personal growth or visionary change. Thus, employees may respond better to transactional leadership approaches, such as direct incentives or tangible rewards, rather than abstract inspiration.

The findings of Widjaja et al. (2018) and Baihaqi & Saifudin (2021), who discovered that transformative leadership had no discernible effect on worker performance, are consistent with this outcome.

The connection between employee performance and organizational support

The findings demonstrate that staff performance at the Surabaya Environmental Agency is significantly improved by organizational support. This suggests that improved employee performance is correlated with increased perceived organizational support.

This is consistent with Social Exchange Theory by George C. Homans (1958), which posits that employees reciprocate positive treatment from the organization (e.g., comfort, ease of work, or recognition) by increasing their work performance.

The Surabaya Environmental Agency demonstrates this through organizational support practices, such as enhancing technical capacity in

environmental management. These findings align with Marbun et al. (2022) and Metria et al. (2018), who found that organizational support significantly and positively affects employee performance.

Mediating Role of Organizational Commitment in the Relationship Between Transformational Leadership and Employee Performance

The study reveals that transformational leadership has a significant indirect effect on employee performance through organizational commitment. This means transformational leadership influences performance not directly, but via its ability to foster organizational commitment.

Job satisfaction and reduced burnout – when employees are placed in roles aligned with their expectations – can boost loyalty. Elements like structural support, policy clarity, and consistent programs strengthen employee commitment. Transformational leadership becomes effective when paired with enabling systems such as digital service implementation and ongoing training.

These findings align with Fauzan et al. (2023) and Pratama et al. (2020), who concluded that transformational leadership positively affects employee performance through the mediating role of organizational commitment.

Mediating Role of Organizational Commitment in the Relationship Between Organizational Support and Employee Performance

The study also demonstrates how organizational commitment acts as a mediator between organizational support and employee performance. This implies that positive organizational support boosts employees' sense of belonging and loyalty.

Positive support fosters affective commitment, or an emotional and psychological bond with the organization. Such commitment leads to responsible, high-performing behavior.

At the Surabaya Environmental Agency, organizational support includes leadership concern for employee welfare and provision of adequate work facilities – e.g., regular B3 waste management training and leadership participation in river clean-up efforts during the Eid al-Adha festivities.

Prasetyo et al. (2023) and Metria et al. (2018) provided evidence in support of these findings, showing that organizational commitment plays a substantial mediating role in the relationship between employee performance and perceived organizational support. The relationship between work performance and perceived support is strengthened by organizational commitment.

CONCLUSION

Based on the data collected and analyzed, the following conclusions are drawn:

- Employee performance is not significantly impacted by transformational leadership, suggesting that it does not directly promote performance enhancement.
- Employee performance is significantly positively impacted by organizational support, indicating that higher levels of support result in better performance.

- The relationship between transformative leadership and employee performance is mediated by organizational commitment, which means that commitment is how leadership indirectly affects performance.
- The association between employee performance and organizational support is also mediated by organizational commitment, demonstrating that commitment amplifies the beneficial impact of support on performance.

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