



## The Role of Organizational Commitment in Mediating the Influence of Leadership and Integrity on the Performance of Employees at the Maluku High Prosecutor's Office

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### Abstract

This study investigates how integrity and leadership influence organizational performance, with organizational commitment as a mediating factor, focusing on 140 permanent employees at the Maluku High Prosecutor's Office in Indonesia. A quantitative approach was employed using questionnaires, and data were analyzed using SPSS through descriptive and inferential statistical techniques. Results show that both leadership and integrity have a positive and significant impact on organizational performance. Leadership also strengthens organizational commitment, which in turn enhances performance. Notably, organizational commitment fully mediates the relationship between integrity and performance, indicating its critical role in translating ethical behavior into effective outcomes. These findings imply that public institutions should prioritize ethical leadership development and foster a culture of integrity and commitment to improve overall performance. Strengthening these internal values can lead to more accountable, efficient, and effective public service delivery.

**Keywords:** *Employee performance, integrity, leadership, organizational commitment, public sector*

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## 1. INTRODUCTION

Human resources (HR) play a crucial role in enabling organizations to carry out their activities effectively and efficiently. The management of HR performance in government institutions has attracted significant attention, particularly in relation to the challenges posed by global health issues (Purwaningsih, 2023) and rapid technological advancements (Hanafiah, 2024). Organizations and government institutions expect high-quality human resources to enhance performance. Performance refers to the outcomes individuals achieve based on established work-related standards. It represents the results produced through employees' functions or activities carried out over a specific period. Therefore, performance can be defined as the results attained by individuals according to predetermined criteria relevant to their roles (Pasaribu et al., 2020). Performance appraisal is a key factor in the effective and efficient development of organizations, as it supports the formulation of better policies and programs related to human resource management.

Organizational commitment is one of the elements that can affect performance. The effort individuals put forth to accomplish organizational goals is influenced by their level of commitment to the company. Organizational commitment occurs when an employee identifies with a certain organization, supports its objectives, and wants to remain a part of it (Purwaningsih, 2023). (Purwaningsih, 2023).

In addition to organizational commitment, leadership is considered an important factor in shaping employee performance. Leadership determines how directions are communicated, how discipline and responsibility are enforced, and how employees are encouraged to contribute to organizational goals. In the public sector, leadership functions not only as an administrative instrument but also as a behavioral example that can strengthen employees' trust, motivation, and attachment to the organization. Therefore, leadership, integrity, and organizational commitment must be examined together to better explain employee performance (Farrukh et al., 2022).

The At the Maluku High Prosecutor's Office plays a crucial role in the administration of government activities. The integrity and professionalism of civil servants are among the most critical elements that must be upheld. There are two perspectives from which the development of integrity among public sector human resources can be viewed: organizational and individual. This aligns with Regulation No. 40 of 2018 by the Minister of Administrative and Bureaucratic Reform concerning Guidelines for the Merit System in Civil Service Management. According to Ministerial Regulation No. 60 of 2020 on the Development of Integrity of Civil Servants, integrity is defined as consistent behavior that aligns with organizational values, norms, and ethics; honesty in relationships with superiors, colleagues, subordinates, and stakeholders; and the ability to foster a strong ethical culture and take responsibility for one's actions, decisions, and the associated risks.

Integrity is a key character trait that underlies recognition of professional attitudes and ultimately contributes to improved employee performance. Previous studies by Jayanti and Syamsir (2019), Soelistya et al. (2021), Muhtarom (2022), and Rakhmanto et al. (2021) support this assertion, concluding that integrity positively and significantly affects employee performance. However, Rachmawati et al. (2022) report contrasting findings, indicating that employee integrity does not affect performance.

The inconsistency of previous findings suggests that the relationship between integrity and employee performance is not always direct and may depend on other organizational factors. In this regard, organizational commitment is a relevant mediating variable because employees with high integrity and effective leadership develop a stronger attachment to the organization, encouraging better performance. Thus, the relationships among leadership, integrity, organizational commitment, and performance require further empirical clarification, especially in public institutions with hierarchical structures, formal authority, and high ethical standards (Rachmawati et al., 2022).

While studies on leadership, integrity, organizational commitment, and employee performance are widely discussed in the literature on human resource management, these relationships are often examined separately, with an emphasis on direct effects. Studies integrating leadership and integrity while positioning organizational commitment as a mediating mechanism in

the context of a public law enforcement institution remain limited. Therefore, this study is expected to contribute by not only testing the direct relationships among the variables but also explaining how leadership and integrity influence employee performance through organizational commitment (Muhtarom, 2022).

Selecting At the Maluku High Prosecutor's Office as the location of the study also provides contextual significance. As a public institution with legal, ethical, and administrative responsibilities, the performance of its employees is inextricably linked to the quality of leadership, integrity, and commitment of its civil servants. Accordingly, this study contributes to the field of human resource management studies in the public sector by providing empirical evidence from a government institution with strong demands for professionalism and ethical consistency.

Based on the above background, the objectives of this study are as follows:

1. To examine and analyze the effect of leadership on organizational commitment.
2. To examine and analyze the effect of integrity on organizational commitment.
3. To examine and analyze the effect of leadership on employee performance.
4. To examine and analyze the effect of integrity on employee performance.
5. To examine and analyze the effect of organizational commitment on employee performance.
6. To examine and analyze the effect of leadership on employee performance through organizational commitment.
7. To examine and analyze the effect of integrity on employee performance through organizational commitment.

## 2. LITERATURE REVIEW

### 2.1 Performance Theory

#### 2.1.1 Definition of Performance

Performance refers to the outcomes individuals achieve based on established job-related standards. It represents the results generated through employees' specific functions or activities carried out over a particular period. Therefore, performance can be defined as the results attained by individuals according to predetermined, role-relevant criteria (Pasaribu et al., 2020). Employee performance is the result of work activities that influence overall organizational performance (Yasa et al., 2021). Generally, employee performance reflects an organization's or company's level of achievement in its operational activities. To achieve organizational goals in a morally and ethically acceptable, lawful manner, individuals within an organization must perform in accordance with their authority and obligations (Afandi, 2018a). (Afandi, 2018a).

Employee performance can be measured in various ways, such as productivity, work quality, initiative, and contribution to organizational objectives (Sulaiman, 2022a). The purpose of an employee performance evaluation is to determine how well workers meet the company's goals and expectations. According to Reinforcement Theory, proposed by B.F. Skinner, employee behavior is influenced by the reinforcement or punishment received as a consequence of their actions. Employees are more likely to repeat good behavior when they receive positive reinforcement, such as recognition, rewards, or other forms of positive feedback. Conversely, negative reinforcement or punishment can reduce or discourage the repetition of undesirable behavior. Applying this theory involves identifying desired behaviors and providing positive reinforcement to encourage employees to consistently demonstrate them (Farrukh et al., 2022).

#### 2.1.2 Factors Affecting Performance

According to Mangkunegara (2017), there are at least two main factors that influence performance, namely ability and motivation.

##### 1. Ability

Potential ability (IQ) and actual ability (knowledge and abilities) make up ability from a psychological standpoint. This implies that employees who have above-average intelligence (IQ of 110–120), possess education that is appropriate for their position, and are skilled in carrying out their daily tasks will find it easier to achieve the expected level of performance.

##### 2. Motivation

Leaders and employees attitudes toward work situations inside their organizational environment are referred to as motivation. People are more likely to be highly motivated at work if they have a favorable (pro) attitude toward their workplace. Conversely, people who have a bad attitude about their workplace are more likely to lack motivation at work. Workplace amenities, relationships, leadership policies, leadership style, and general working conditions are all included in the work setting in question.

The two aforementioned aspects are further divided into internal and external factors by Mangkunegara. Individual traits are connected to internal influences. For example, an individual's good performance may result from high ability and psychological traits, such as being a hard worker. External factors, on the other hand, originate from the work environment in which the individual operates. These include the behavior, attitudes, and actions of coworkers, leadership policies, leaders' treatment of subordinates, availability of work facilities, and the overall organizational climate.

### **2.1.3 Performance Standards**

Performance standards are indicators used to measure the extent to which assigned tasks are successfully completed by an individual. Performance standards may vary across organizations or institutions, as each organization has different visions, missions, and objectives. Nevertheless, performance standards generally explicitly include the quantity and quality of work associated with each task assigned to individuals.

In establishing performance standards, several key prerequisites should be met, including:

1. Performance standards must be relevant to both the individual and the organization.
2. Performance standards must be objective and reliable.
3. Performance standards must clearly differentiate between good and poor job performance.
4. Performance standards should be expressed in numerical or measurable terms.
5. Performance standards must be easy to measure.

### **2.1.4 Performance Measurement**

According to Saifullah (2020), performance measurement indicators involve several aspects, namely:

1. Quality, which refers to the degree to which work results approach perfection or achieve the expected objectives.
2. Quantity, which assesses the amount of output or activities that can be completed by employees.
3. Timeliness, which reflects the ability to complete tasks within the predetermined time frame and to optimize the use of time for other activities.
4. Effectiveness, which focuses on the optimal utilization of organizational resources to increase gains and minimize losses.
5. Independence, which reflects employees' commitment and responsibility toward the organization.
6. Work commitment, which indicates employees' willingness to perform tasks independently without assistance in order to avoid unfavorable outcomes.

## **2.2 Leadership Style**

The definition of leadership styles as put forward by different experts may vary. In order to accomplish the best possible organizational goals, their meaning and essence are essentially focused on promoting high staff productivity, decision-making effectiveness, and work motivation. Authoritarian leadership, participative leadership, and delegative leadership are the three most prevalent types of leadership, according to Hasibuan (2005).

### **2.2.1 Authoritarian Leadership**

Concentrating power and authority primarily in the hands of the leader, especially when the leader uses a centralized authority system, is a hallmark of authoritarian leadership. The leader alone makes decisions and formulates policies; subordinates are not involved in the process of making decisions or offering ideas, suggestions, or considerations. This approach is based on the leadership tenet that "subordinates exist for the leader." The only responsibility placed on subordinates is to carry out decisions that the boss has already made.

### 2.2.2 Participative Leadership

Participative leadership is implemented through a persuasive approach that fosters harmonious cooperation, builds loyalty, and encourages subordinate participation. Leaders motivate subordinates to feel a sense of ownership toward the organization. The philosophy guiding this leadership style is that “the leader exists for the subordinates.” Under this approach, subordinates are expected to participate actively by providing suggestions, ideas, and considerations in the decision-making process.

### 2.2.3 Delegative Leadership

When a leader gives subordinates a significant amount of authority, this is known as delegative leadership. As a result, subordinates are given the freedom to make decisions and policies independently in carrying out their work. The leader does not interfere with how subordinates make decisions or perform their tasks, as full responsibility is entrusted to them. In principle, the leader adopts a hands-off attitude, conveying to subordinates that “this is the task you must complete; how you accomplish it is up to you, as long as it is completed properly.” In this context, the leader transfers responsibility for task execution to subordinates, expecting them to exercise self-control in completing their work. Subordinates are therefore required to possess job maturity, which includes adequate competence as well as the knowledge and skills necessary to perform their tasks effectively.

## 2.3 Definition of Integrity

Integrity, as defined by Abdullah (2019), refers to an individual who possesses a mindset and conscience manifested through words, actions, and behavior that reflect honesty, consistency, commitment, objectivity, courage and readiness to take risks, discipline, and responsibility. Another definition provided by Lathifah and Syamsir (2022) describes integrity as a commitment to doing everything in a correct and ethical manner, in accordance with values, and consistently upholding that commitment in all circumstances, regardless of opportunities or pressures to deviate from principles, expectations, or consequences. According to Huberts (2014), integrity in public organizations is associated with adherence to ethical values, laws, and professional norms. Integrity is not limited to honesty alone but also encompasses a commitment to the public interest and accountability.

## 2.4 Organizational Commitment

Three attitudinal characteristics are shown in organizational commitment: (1) identification with organizational goals; (2) participation in organizational tasks; and (3) loyalty or devotion to the organization. (Irijanti, 2022). Commitment arises when individuals perceive themselves as an integral part of organizational responsibility. When task outcomes are favorable, individuals share in the sense of achievement; conversely, when outcomes are unfavorable, they experience empathy and feel responsible for the failure (Sidik & Safitri, 2020).

## 2.5 Conceptual Framework and Hypotheses

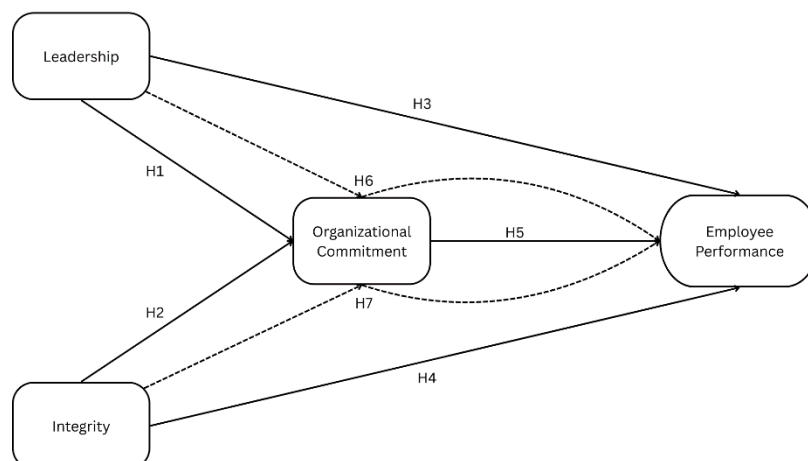


Figure 1. Research Framework Diagram

### 2.5.1 Hypotheses

According to Sugiyono (2024), a hypothesis is a tentative answer to the formulation of research problems, in which the research questions are expressed in the form of interrogative statements. The following assumptions were developed for this investigation based on the conceptual framework:

- H1. Leadership has a significant effect on organizational commitment.
- H2. Integrity has a significant effect on organizational commitment.
- H3. Leadership has a significant effect on employee performance.
- H4. Integrity has a significant effect on employee performance.
- H5. Organizational commitment has a significant effect on employee performance.
- H6. Leadership has a significant effect on employee performance through organizational commitment.
- H7. Integrity has a significant effect on employee performance through organizational commitment.

## 3. RESEARCH METHOD

### 3.1 Research Object and Location

This study was conducted at the At the Maluku High Prosecutor's Office, located at Jalan Sultan Hairun No. 6, Honipopu Village, Sirimau District, Ambon City, Maluku Province. The research site is situated in the central area of Ambon City. The total sample consisted of 140 employees, comprising 17 female prosecutors, 48 administrative staff, 34 male prosecutors, and 41 male administrative staff. The respondents generally held a bachelor's degree (S1), with an average tenure of approximately 2–5 years at the At the Maluku High Prosecutor's Office. This institution was selected because it represents a public sector organization with strong legal, administrative, and ethical responsibilities, making it relevant for examining the relationships among leadership, integrity, organizational commitment, and employee performance.

### 3.2 Population and Sample

The research design used in this study was quantitative. Quantitative research is used to examine the relationships among variables through numerical data and statistical analysis (Sugiyono, 2018). According to Abdillah (2021), this study used a cross-sectional technique for data collection across time dimensions, which means that data were gathered from the research sample at a particular moment in time or during a brief period of time.

The 140 people who worked for the At the Maluku High Prosecutor's Office made up the study's population. Because the number of employees was still manageable and all members of the population were accessible, this study used the entire population as the research sample. Therefore, the sampling technique applied in this study was total sampling or census. This approach was considered appropriate because it allowed the researcher to obtain comprehensive information from all employees and to minimize sampling error within the observed population (Arikunto, 2013).

### 3.3 Variable Measurement / Instruments

A Likert scale was used to measure the variables in this study. The Likert scale is a psychometric scale commonly used in questionnaires and is one of the most widely applied scales in survey-based research (Ghozali, 2013:135). A Likert scale was utilized in this study's measuring tools through declarative statement-based questionnaires.

The questionnaire items were developed based on the indicators of leadership, integrity, organizational commitment, and employee performance as operationalized in this study. In order to ensure that the instrument properly measured each construct, the questionnaire was designed in accordance with the conceptual indicators of each variable.

A five-point Likert scale was used to score each statement in the survey, and respondents were asked to indicate their responses by placing a check mark (√) on the questionnaire answer sheet. The scoring criteria were as follows:

1. Strongly Agree (SA) – score of 5

2. Agree (A) – score of 4
3. Neutral (N) – score of 3
4. Disagree (D) – score of 2
5. Strongly Disagree (SD) – score of 1

Because the data were collected through self-report questionnaires at a single point in time, attention was also given to the possibility of common method bias. To reduce this risk, respondents were informed that their responses would be kept confidential and used only for academic purposes, and the questionnaire items were arranged clearly according to each construct so as to reduce response pattern bias.

### 3.4 Data Analysis Technique

The data were analyzed using descriptive statistics and inferential analysis. Descriptive analysis was used to describe the characteristics of respondents and the distribution of responses to each research variable. Inferential analysis was then employed to test the proposed hypotheses regarding the direct and indirect relationships among leadership, integrity, organizational commitment, and employee performance.

To examine the mediating role of organizational commitment, this study used PROCESS Macro Model 4. This analytical model was selected because it is capable of testing direct and indirect effects simultaneously and provides bootstrap-based estimation for mediation testing, which is considered more robust in identifying mediating effects (Hayes, 2018).

## 4. RESULTS AND DISCUSSION

### 4.1 RESULTS

#### 4.1.1. Respondent Overview

140 workers at At the Maluku High Prosecutor’s Office participated in this study as respondents. A five-point Likert scale, ranging from Strongly Agree to Strongly Disagree, was used in a closed-ended questionnaire to gather data. There were no reported missing data, and the questionnaire return rate was 100%. As a result, all 140 respondents' answers were considered legitimate and subjected to additional analysis.

#### 4.1.2. Validity and Reliability Tests

The item's validity was assessed using the Pearson Product Moment correlation approach. If an item was statistically significant at the  $\alpha = 0.05$  level and had a correlation coefficient ( $r$ ) higher than 0.30, it was deemed legitimate. The results of the validity tests for all research variables are presented in Table 1.

**TABLE 1|** Results of Item Validity Testing for the Questionnaire

Variable	Initial Number of Items	Discarded Items	Reason for Exclusion	Number of Valid Items
Leadership ( $X_1$ )	12 items	0 items	All items showed $r > 0.30$	12 items
Integrity ( $X_2$ )	10 items	Items 42 and 44 excluded	$r = 0.18$ and $r = 0.12 (< 0.30)$	8 items
Organizational Commitment ( $Z$ )	6 items	0 items	All items have $r > 0.30$	6 items
Employee Performance ( $Y$ )	10 items	Items 21 and 22 excluded	Variance = 0 (no response variation observed)	8 items
<b>Overall Total</b>	<b>38 items</b>	<b>4 items</b>		<b>34 items</b>

Source: Data processed (2025)

Table 5.1 indicates that 34 of the 38 original questionnaire items were deemed legitimate and satisfied the criteria for additional examination. To preserve the measurement tool's construct validity, the invalid items were removed from the analysis.

To evaluate the study instrument's internal consistency, reliability testing was carried out. The Cronbach's Alpha coefficient was used in the measurement, and the reliability and high reliability requirements were  $\alpha \geq 0.70$  and  $\alpha \geq 0.90$ , respectively. Table 2 displays the reliability test's findings.

**TABLE 2** | Results of the Research Instrument Reliability Test

Variable	Cronbach's Alpha ( $\alpha$ )	Criterion $\alpha \geq 0.70$	Interpretation
Leadership ( $X_1$ )	0.92	Fulfilled	Highly Reliable
Integrity ( $X_2$ )	0.79	Fulfilled	Reliable
Organizational Commitment ( $Z$ )	0.88	Fulfilled	Reliable
Employee Performance ( $Y$ )	0.85	Fulfilled	Reliable

Source: Data processed (2025)

All research variables have Cronbach's Alpha values over 0.70, according to the data shown in Table 5.2, indicating that all measuring tools are trustworthy and internally consistent. The leadership variable even achieved a Cronbach's Alpha value of  $\alpha = 0.92$ , which is categorized as highly reliable.

#### 4.1.3. Classical Assumption Test

The Kolmogorov–Smirnov test was used to perform the normalcy test. If the Sig. value is higher than 0.05, the data are regarded as regularly distributed. The results of the normality test are presented in Table 3.

**TABLE 3** | Results of the Kolmogorov–Smirnov Normality Test

Variable	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)	Decision
Leadership ( $X_1$ )	1.234	0.092	Normal Data (Sig. > 0.05)
Integrity ( $X_2$ )	1.567	0.065	Normal Data (Sig. > 0.05)
Organizational Commitment ( $Z$ )	1.089	0.187	Normal Data (Sig. > 0.05)
Employee Performance ( $Y$ )	1.432	0.051	Normal Data (Sig. > 0.05)

Source: Data processed (2025)

The test results indicate that all research variables are normally distributed, with significance values ranging from 0.051 to 0.187 (all > 0.05). This condition satisfies the normality assumption required for regression analysis.

To find out if there were strong correlations between the independent variables, multicollinearity testing was done. A tolerance number more than 0.10 and a Variance Inflation Factor (VIF) value less than 10 were the requirements. Table 4 displays the multicollinearity test findings.

**TABLE 4** | Results of the Multicollinearity Test

Variable	Tolerance	VIF	Decision
Leadership ( $X_1$ )	0.478	2.092	There is no multicollinearity
Integrity ( $X_2$ )	0.523	1.912	There is no multicollinearity
Organizational Commitment ( $Z$ )	0.612	1.634	There is no multicollinearity

Source: Data processed (2025)

With VIF values less than 10 and tolerance values more than 0.10 for every variable in Table 4, it appears that there is no multicollinearity problem with the study model.

Linearity testing was conducted by examining the significance of deviation from linearity ( $p > 0.05$ ), while the homoscedasticity test was performed using a residual scatterplot. The results indicate linear relationships among the variables and constant residual variance, confirming that the assumptions of linearity and homoscedasticity are satisfied.

#### 4.1.4. Descriptive Statistics of Respondents' Responses to Research Variables

After data recoding (Strongly Agree=5, Agree=4, Less Agree=3, Disagree=2, and Strongly Disagree=1), the descriptive statistics for each research variable are presented as follows:

**TABLE 5|** Descriptive Statistics of Research Variables

Variable	Number of Items	Mean	Standard Deviation	Min Score	Maks Score
Leadership (X <sub>1</sub> )	12	4.72	0.41	3.25	5.00
Integrity (X <sub>2</sub> )	10	4.15	0.89	1.80	5.00
Organizational Commitment (Z)	6	4.88	0.28	4.00	5.00
Employee Performance (Y)	10	4.34	0.76	2.20	5.00

Source: Data processed (2025)

Note: The 1–5 scale (Strongly Disagree=1, Disagree=2, Less Agree=3, Agree=4, Strongly Agree=5) in Table 4 can be interpreted as follows:

1. Organizational Commitment has the highest mean score (4.88) and the lowest standard deviation (0.28), indicating that respondents consistently demonstrate a very high level of commitment to the organization.
2. Leadership also receives a highly positive evaluation (mean = 4.72) with a small variation in responses.
3. Integrity shows a relatively high mean score (4.15) but the largest standard deviation (0.89), suggesting greater variation in respondents' perceptions.
4. Employee Performance is rated positively (mean = 4.34) with moderate variation.

Furthermore, correlation analysis was conducted to examine the bivariate relationships among the research variables.

**TABLE 6|** Results of the Pearson Correlation Analysis

Variable Relationship	Correlation Coefficient (r)	Sig. (2-tailed)	Information
Leadership - Organizational Commitment	0.723	0.000	Very significant
Leadership - Employee Performance	0.645	0.000	Very significant
Integrity - Organizational Commitment	0.568	0.000	Very significant
Integrity - Employee Performance	0.612	0.000	Very significant
Organizational Commitment - Employee Performance	0.689	0.000	Very significant

Source: Data processed (2025)

Interpretation:

1. All relationships among the variables show positive and significant correlations at  $\alpha = 0.01$ .
2. The highest association was found between organizational commitment and leadership ( $r = 0.723$ ).
3. There is a substantial correlation ( $r = 0.689$ ) between employee performance and organizational commitment.
4. The weakest relationship (although still statistically significant) is found between Integrity and Organizational Commitment ( $r = 0.568$ ).

#### 4.1.5. Hypothesis Testing

Hypothesis testing was conducted using path analysis with PROCESS Macro Model 4 (Hayes, 2018), applying a bootstrap procedure with 5,000 samples and a 95% confidence interval. The results of the analysis are presented in Tables 7 and 8.

**TABLE 7|** Results of the Leadership–Organizational Commitment–Employee Performance Mediation Test

Track	Koef	SE	t	p	BootLLCI	BootULCI
Leadership Commitment (a)	→ 0.612	0.074	8.234	0.000	0.467	0.756
Commitment Performance (b)	→ 0.423	0.085	5.678	0.000	0.256	0.589
Direct Effect (c')	0.321	0.093	3.456	0.001	0.138	0.504
Indirect Effect (a×b)	0.259	0.045	-	0.000	0.178	0.349
Total Effect (c)	0.580	0.082	7.073	0.000	0.418	0.741

Source: Data processed (2025)

Interpretation:

1. The indirect effect is significant (0.259, 95% CI = 0.178–0.349), as the confidence interval does not include zero.
2. The direct effect is also significant (0.321,  $p < 0.01$ ).
3. Conclusion: The relationship between employee performance and leadership is somewhat mediated by organizational commitment.

**TABLE 8|** Results of the Integrity–Organizational Commitment–Employee Performance Mediation Test

Track	Koef	SE	t	p	BootLLCI	BootULCI
Integrity Commitment (a)	→ 0.287	0.074	3.876	0.000	0.141	0.433
Commitment Performance (b)	→ 0.423	0.085	5.678	0.000	0.256	0.589
Direct Effect (c')	0.278	0.093	2.987	0.003	0.095	0.461
Indirect Effect (a×b)	0.121	0.032	-	0.001	0.065	0.192
Total Effect (c)	0.399	0.082	4.865	0.000	0.237	0.560

Source: Data processed (2025)

Interpretation:

1. The indirect effect is significant (0.121, 95% CI = 0.065–0.192).
2. The direct effect is significant (0.278,  $p < 0.01$ ).
3. Conclusion: Organizational Commitment partially mediates the relationship between Integrity and Employee Performance.

Based on the analysis results presented in Tables 7 and 8, the decisions regarding the research hypothesis testing are summarized in Table 9.

**TABLE 9|** Summary of Hypothesis Testing Decisions

No	Hypothesis	Direct Effect	Indirect Effect	BootLLCI-BootULCI	Decision
H1	Leadership has a positive effect on Organizational Commitment	0.612*	-	-	Accepted
H2	Integrity has a positive effect on Organizational Commitment	0.287*	-	-	Accepted
H3	Leadership has a positive effect on Employee Performance	0.321*	-	-	Accepted
H4	Integrity has a positive effect on Employee Performance	0.278*	-	-	Accepted
H5	Organizational Commitment has a positive effect on Employee Performance	0.423*	-	-	Accepted

H6	Organizational Commitment mediates the effect of Leadership on Performance	0.321*	0.259*	0.178 - 0.349	Partial Mediation
H7	Organizational Commitment mediates the effect of Integrity on Performance	0.278*	0.121*	0.065 - 0.192	Partial Mediation

Source: Data processed (2025)

## 4.2 DISCUSSION

### 4.2.1. The Effects of Leadership and Integrity on Organizational Commitment

The results of the study demonstrate that leadership has a favorable and significant impact on organizational commitment ( $\beta = 0.612, p < 0.001$ ). This result is in line with Bass and Avolio's (1994) transformational leadership theory, which contends that leaders may strengthen their followers' emotional ties to the company by inspiring them, stimulating their minds, and showing them specific attention. At the At the Maluku High Prosecutor's Office, the leadership style applied has successfully fostered employees' sense of identification and loyalty toward the organization. The magnitude of this coefficient indicates that leadership is the strongest predictor of organizational commitment in this model. This means that employees' attachment to the organization is more strongly shaped by how leaders guide, support, and influence them than by other examined factors. In practical terms, this finding suggests that leadership in the At the Maluku High Prosecutor's Office does not merely function as a formal managerial role, but also as a strategic mechanism for strengthening employees' psychological attachment to the institution.

Integrity is also found to have a positive effect on organizational commitment ( $\beta = 0.287, p < 0.001$ ), although its effect size is smaller than that of leadership. This result aligns with the study by Yang et al. (2014), which reported that leaders' integrity enhances employees' affective commitment. In the context of law enforcement organizations such as the Prosecutor's Office, integrity serves as a fundamental value that strengthens employees' trust in the organization. Although the effect of integrity is statistically significant, its coefficient is substantially lower than that of leadership, indicating that integrity contributes to organizational commitment in a more indirect and value-based manner. This finding implies that while integrity is essential in maintaining employees' trust and ethical alignment, the day-to-day influence of leadership remains more decisive in shaping commitment. Therefore, the strengthening of organizational commitment in public legal institutions should not rely solely on ethical standards, but also on leadership practices that consistently translate institutional values into employee experience.

### 4.2.2. The Effects of Leadership, Integrity, and Organizational Commitment on Performance

Leadership is shown to have a direct effect on employee performance ( $\beta = 0.321, p = 0.001$ ). This finding supports the argument of George and Jones (2012), who assert that effective leaders are able to direct and motivate subordinates to achieve organizational goals. At the At the Maluku High Prosecutor's Office, the leadership practices implemented have created a conducive work environment that supports improved employee performance. This result also indicates practical significance, as the coefficient shows that leadership is not only relevant for shaping attitudes such as commitment, but also for improving observable work outcomes. In this study, leadership contributes to performance both through direct managerial influence and through its role in strengthening organizational commitment.

Integrity also demonstrates a direct effect on performance ( $\beta = 0.278, p = 0.003$ ). This result is consistent with the findings of Erina and Zein (2012), which indicate that integrity fosters honest, responsible, and disciplined work behavior, ultimately enhancing the quality of work outcomes. In legal organizations, integrity is not merely a moral value but also a professional competence that directly affects the quality of case handling. The positive coefficient indicates that performance improvement in a law enforcement institution is closely related to employees' consistency in upholding ethical values and professional responsibility. However, compared to leadership and organizational commitment, the smaller coefficient suggests that integrity alone may not be sufficient to generate the highest level of performance unless it is reinforced by favorable organizational and managerial conditions.

Organizational commitment exhibits the strongest effect on employee performance ( $\beta = 0.423$ ,  $p < 0.001$ ). This finding is in line with the study by Baisary (2013), which suggests that employees with high levels of commitment tend to exert greater effort and demonstrate stronger responsibility toward their tasks. The high level of organizational commitment among employees at the At the Maluku High Prosecutor's Office (mean = 4.88) helps explain why overall organizational performance remains at a high level. Among all direct predictors of employee performance, organizational commitment has the largest coefficient, indicating that employees' psychological attachment to the institution plays a central role in explaining their performance. This is an important practical finding because it shows that performance is not determined solely by external supervision or personal values, but also by employees' willingness to remain loyal, involved, and responsible toward organizational goals. The high mean score of organizational commitment further strengthens the practical relevance of this finding, as it reflects that employees of the At the Maluku High Prosecutor's Office generally possess a strong sense of belonging to the institution.

#### 4.2.3. The Mediating Role of Organizational Commitment

The results further demonstrate that organizational commitment acts as a partial mediator in the relationship between leadership and employee performance (indirect effect = 0.259), as well as between integrity and employee performance (indirect effect = 0.121). This indicates that leadership and integrity influence performance not only directly but also indirectly through enhanced organizational commitment. Because the direct effects of leadership and integrity on performance remain significant even after organizational commitment is included in the model, the mediation can be classified as partial rather than full mediation. This means that organizational commitment does not replace the direct influence of leadership and integrity, but instead complements and strengthens their contribution to employee performance.

The indirect effect of leadership on performance through organizational commitment (0.259) is greater than the indirect effect of integrity on performance through organizational commitment (0.121). This finding suggests that leadership has a more substantial role than integrity in building organizational commitment that subsequently improves employee performance. In other words, commitment is more effectively strengthened through leadership practices than through integrity alone. This result provides important practical insight for the At the Maluku High Prosecutor's Office, indicating that efforts to improve performance should prioritize leadership development while still maintaining integrity as a core institutional value. These partial mediation findings suggest the following implications:

1. Dual mechanisms: Effective leadership improves performance through two pathways: (a) directly through guidance and motivation, and (b) indirectly through increased organizational commitment.
2. The reinforcing role of commitment: Integrity requires organizational commitment as a reinforcing mechanism to achieve its optimal impact on performance.
3. An integrative model: The combination of leadership, integrity, and organizational commitment generates a synergistic effect on performance that is greater than the effect of each variable individually.

These findings enrich the understanding of employee performance in public sector institutions by showing that performance is shaped by both managerial and psychological mechanisms. In the context of the At the Maluku High Prosecutor's Office, leadership and integrity are important antecedents, but their effectiveness becomes stronger when employees develop commitment to the organization. Therefore, organizational commitment should be viewed as a strategic internal resource that links leadership quality and ethical values to higher performance outcomes. These findings are consistent with the study by Nurdin and Rohendi (2016), which found that organizational commitment strengthens the influence of transformational leadership on employee performance.

## 5. CONCLUSION

The results of this study indicate that leadership, integrity, and organizational commitment all have positive and significant effects on employee performance at the At the Maluku High Prosecutor's Office. Among the direct predictors, organizational

commitment shows the strongest effect on employee performance ( $\beta = 0.423$ ), while leadership has the strongest effect on organizational commitment ( $\beta = 0.612$ ). The results of this study show that organizational commitment partially mediates the association between integrity and employee performance (indirect impact = 0.121) and between leadership and employee performance (indirect effect = 0.259). This suggests that integrity and leadership have an impact on performance both directly and indirectly by strengthening organizational commitment. These findings confirm that employee performance in a public law enforcement institution is shaped not only by managerial direction and ethical values, but also by the extent to which employees feel psychologically attached to the organization.

A particularly important finding of this study is that the indirect effect of leadership on employee performance through organizational commitment is greater than the indirect effect of integrity. This means that leadership plays a more substantial role in building organizational commitment, which subsequently improves employee performance. Therefore, the main contribution of this study lies in demonstrating that organizational commitment functions as a strategic linking mechanism through which leadership and integrity are translated into higher performance outcomes in the context of the At the Maluku High Prosecutor's Office.

### 5.1. Consequences for the Advancement of Human Resource Management Theory

This study provides several implications for the development of Human Resource Management (HRM) theory, as follows:

1. **Integration of the Leadership–Integrity–Commitment Model;** This study successfully integrates three core constructs in the HRM literature leadership, integrity, and organizational commitment into a coherent analytical model. More specifically, the study demonstrates that leadership and integrity do not influence performance in identical ways. Leadership shows a stronger role in shaping organizational commitment, whereas integrity reinforces performance through ethical consistency and responsibility. This distinction contributes to a more refined understanding of how multiple organizational factors interact in influencing employee outcomes.
2. **Contextualization in Public Organizations;** This research enriches the existing literature by testing a mediation model within the context of public sector organizations, particularly law enforcement institutions. The finding that integrity plays a crucial role within the Prosecutor's Office strengthens the argument that contextual factors significantly shape the mechanisms underlying relationships among organizational variables. This study therefore extends HRM theory by showing that in public institutions with strong legal and ethical responsibilities, employee performance is closely linked to both behavioral leadership and institutional value internalization.
3. **Strengthening Mediation Theory;** This study provides empirical evidence of partial mediation mechanisms, implying that causal relationships within organizations are often complex and involve multiple pathways. These findings highlight the need for more comprehensive modeling approaches in future HRM research. The finding of partial rather than full mediation is important because it indicates that organizational commitment complements, rather than replaces, the direct effects of leadership and integrity on performance.

### 5.2. Contributions to Methodological Research

This study also contributes to methodological research in the following ways:

1. **Instrument Validation in a Local Context;** The application and validation of leadership, integrity, organizational commitment, and performance measurement instruments within the Indonesian Prosecutor's Office context contribute to the development of contextually appropriate measurement tools. This is important because the institutional context of public law enforcement has specific organizational characteristics that differ from private-sector organizations.
2. **Application of the PROCESS Macro;** The demonstration of PROCESS Macro usage for mediation analysis in public-sector HRM research provides a valuable methodological reference for future researchers in Indonesia. The use of PROCESS Macro enables the simultaneous examination of direct and indirect effects, thereby offering a more robust

explanation of the relationships among variables than a simple direct-effect model.

Despite these contributions, this study has several limitations. First, the use of a cross-sectional design limits the ability to draw causal conclusions over time. Second, the use of self-report questionnaires may increase the possibility of common method bias. Therefore, future studies are recommended to use longitudinal designs, multi-source data, or comparative institutional settings in order to obtain a more comprehensive understanding of the relationships among leadership, integrity, organizational commitment, and employee performance.

### 5.3. Managerial Implications for the At the Maluku High Prosecutor's Office

For the management of the At the Maluku High Prosecutor's Office, organizational development should focus on the following areas:

#### **Strategic Leadership Development:**

- Improving training programs for transformative leadership that prioritize intellectual stimulation, idealistic influence, inspirational motivation, and personalized attention.
- Establishing a tiered leadership mentoring system to facilitate knowledge transfer and the internalization of organizational values across hierarchical levels.
  - a) Conducting regular leadership evaluation through employee feedback so that leadership effectiveness can be monitored and improved continuously.
  - b) Prioritizing leadership development programs for structural officials because the findings show that leadership has the strongest role in strengthening organizational commitment.

#### **Strengthening the Culture of Integrity:**

- Developing a clear reward and punishment system related to integrity-based behavior.
- Implementing an "Integrity Champion" program to recognize employees who consistently demonstrate high levels of integrity.
- Increasing transparency in decision-making processes to foster trust within the organization.

#### **Enhancing Organizational Commitment:**

- Strengthening employee engagement programs through effective two-way communication.
- Developing clear career paths and providing opportunities for career development.
- Reinforcing organizational identity through activities that foster a sense of pride in organizational membership.

## 6. LIMITATION AND IMPLICATION

When discussing the study's limitations, bear in mind that the variables and sample choices made are crucial in demonstrating the significance of the findings. Due to limitations in the results' generalizability, it is crucial to assess whether the chosen sample accurately represents the diversity of the population as a whole. Additionally, there are drawbacks to research methods, such as data collection strategies. The research design may be impacted by flaws or time restrictions. Recognizing the limitations of resources, like funds or time, is equally significant because it helps one comprehend pertinent areas of the study. By being open about this, the reader gains a greater understanding of the challenges the study encountered and the intricacy of the findings.

This study contributes more than just data to the body of information already in existence. When discussing the implications of the findings, we must consider whether they confirm or refute current hypotheses in the field of study. But there are advantages to this research that go beyond academics. Its practical discoveries are applicable to daily life and allow for applications that may directly affect society or associated disciplines. Additionally, offering recommendations for more research

can be a smart method to gain a deeper understanding of this subject, make use of what is currently known, and promote more consideration and investigation. As a result, this study not only comes to a conclusion but also opens the door for more in-depth investigation.

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