

Research Article

The Influence of Leadership Style and Professionalism on Employee Performance: The Mediating Effect of Organizational Commitment at Regional Office III of the Indonesian Meteorological, Climatological, and Geophysical Agency

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Abstract: This study aims to analyze the effect of leadership style and professionalism on employee performance with organizational commitment as a mediating variable at the Regional Office of the Meteorology, Climatology, and Geophysics Agency (BMKG) Region III. The population in this study consisted of all employees of the Regional Office of BMKG Region III, and a sample of 102 respondents was determined using purposive sampling. Data collection was carried out through questionnaires, interviews, and documentation. Data analysis was conducted using path analysis. The results show that leadership style has a positive and significant effect on employee performance at the Regional Office of BMKG Region III, professionalism has a positive and significant effect on employee performance, leadership style has a positive and significant effect on organizational commitment, and professionalism has a positive and significant effect on organizational commitment. Furthermore, organizational commitment has a positive and significant effect on employee performance. Leadership style also has a positive and significant effect on employee performance through organizational commitment as a mediating variable, and professionalism has a positive and significant effect on employee performance through organizational commitment as a mediating variable at the Regional Office of BMKG Region III.

Keywords: Employee Performance; Leadership Style; Organizational Commitment; Path Analysis; Professionalism.

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1. Introduction

Employee performance is a critical factor that determines an organization's ability to achieve its strategic objectives and deliver high-quality public services. High employee performance contributes to organizational effectiveness, productivity, and public trust, whereas poor performance may hinder organizational success. Among the factors influencing employee performance, leadership style has been widely recognized as an important determinant because leaders influence employees' motivation, behavior, and work outcomes. Leadership style refers to the behavioral approach used by leaders to influence subordinates

in achieving organizational goals (Hardjana, 2022). Previous studies have reported that leadership style positively affects employee performance (Hajiali et al., 2021; Larik, 2022; Sanosra et al., 2022; Tamimi & Sopiah, 2022). However, Yuan and Wu (2022) found that leadership style had no significant effect on employee performance, indicating inconsistent findings that warrant further investigation. In addition to leadership style, professionalism is considered an important factor affecting employee performance. Professionalism reflects employees' competence, responsibility, discipline, and commitment to performing their duties according to organizational standards (Siagian, 2022). Employees with high professionalism are generally more capable of delivering quality performance and supporting organizational objectives. This relationship has been supported by several studies (Badrianto & Sapruwan, 2024; Harahap et al., 2025; Laia et al., 2022; Prameswari & Ratnawili, 2024). Nevertheless, (Wazan, et al., 2023) reported that professionalism did not significantly influence employee performance. These inconsistent findings suggest that additional variables may explain the relationship between professionalism and employee performance more comprehensively. This study proposes organizational commitment as a mediating variable. Organizational commitment reflects employees' emotional attachment, loyalty, and willingness to contribute to organizational goals (Robert & Jackson, 2021; Suparyadi, 2021). Leadership style and professionalism are expected to strengthen organizational commitment, which subsequently enhances employee performance. Previous studies have shown that organizational commitment mediates the relationship between leadership style and employee performance (Ausat et al., 2022; Lee et al., 2022; Yulius, 2022), as well as between professionalism and employee performance (Afrianda & Arianto, 2023; Dasmadi & Handayani, 2023; Sitepu et al., 2024). However, inconsistent findings regarding the mediating effect of organizational commitment indicate that further empirical investigation is still necessary.

This research was conducted at the Regional Office III of the Indonesian Meteorological, Climatological, and Geophysical Agency (BBMKG). Although the organization achieved most of its performance targets in 2024, several key performance indicators did not fully meet the expected targets, including the accuracy of extreme weather information (99%), the operational readiness of calibrated meteorological equipment (70%), and the Budget Implementation Performance Indicator (97%). In addition, organizational observations reveal challenges related to leadership coordination, employee professionalism, and organizational commitment. Most employees hold functional positions, making coordination more complex. Furthermore, some employees demonstrate inadequate work discipline, misuse working hours for personal matters, and exhibit limited commitment to organizational goals. These conditions indicate that improving leadership style, professionalism, and organizational commitment is essential to enhancing employee performance. Based on the empirical issues and inconsistencies identified in previous studies, this research aims to examine the influence of leadership style and professionalism on employee performance, with organizational commitment serving as a mediating variable, at BBMKG Regional Office III. The findings are expected to contribute to the human resource management literature by providing a more comprehensive understanding of the mechanisms influencing employee performance. Practically, the results may assist BBMKG Regional Office III in developing effective leadership practices, strengthening employee professionalism and organizational commitment, and improving organizational performance.

2. Literature Review

Goal Setting Theory

Goal Setting Theory, developed by Locke and Latham, proposes that clear, specific, and challenging goals enhance individuals' motivation and performance. According to this theory, employees are more likely to exert greater effort when they clearly understand organizational objectives and accept the performance targets established by the organization. In the context of this study, leadership style plays a strategic role in directing and communicating organizational goals, while professionalism reflects employees' competence and commitment to achieving those goals effectively. Furthermore, organizational commitment serves as a psychological mechanism that strengthens the relationship between organizational goals and employees' work behavior, ultimately leading to improved employee performance. Therefore, Goal Setting Theory provides an appropriate theoretical foundation for explaining the

relationships among leadership style, professionalism, organizational commitment, and employee performance (Arsanti, 2022; Jeong et al., 2023).

Leadership Style

Leadership style refers to the behavioral approach adopted by leaders to influence employees in achieving organizational objectives. Effective leadership encourages communication, motivation, participation, and coordination, thereby creating a work environment that supports higher employee performance. Leaders who demonstrate appropriate leadership styles are more capable of directing employees toward organizational goals while strengthening employees' confidence and willingness to contribute. Consequently, leadership style is recognized as one of the most important organizational factors influencing employee attitudes and performance outcomes (Hardjana, 2022; Hasibuan, 2022).

Professionalism

Professionalism reflects employees' competence, responsibility, integrity, and commitment to performing their duties according to organizational standards. Employees with high professionalism consistently demonstrate discipline, technical competence, ethical behavior, and accountability in completing their responsibilities. Such characteristics enable employees to perform their work more effectively and contribute to organizational success. Therefore, professionalism is considered an essential determinant of employee performance, particularly in public organizations that require high standards of service quality and accountability (Rajab, 2022; Siagian, 2022).

Organizational Commitment

Organizational commitment refers to employees' psychological attachment, loyalty, and willingness to remain members of an organization while contributing to its objectives. Employees with strong organizational commitment tend to identify themselves with organizational values, exert greater effort, and maintain long-term relationships with the organization. Organizational commitment is widely recognized as a psychological mechanism through which leadership style and professionalism influence employee behavior and performance. Accordingly, employees who possess higher organizational commitment are more likely to demonstrate consistent and superior work performance (Robert & Jackson, 2021; Suparyadi, 2021).

Employee Performance

Employee performance represents the extent to which employees accomplish their assigned duties in terms of quality, quantity, timeliness, and effectiveness in achieving organizational objectives. High employee performance indicates that employees are capable of utilizing their knowledge, skills, and available resources efficiently while fulfilling organizational expectations. In public sector organizations, employee performance plays a critical role in ensuring service quality, organizational effectiveness, and the achievement of strategic goals. Therefore, improving employee performance has become a primary concern in human resource management research and practice (Afandi, 2022; Mangkunegara, 2021).

3. Research Method

This study employed a quantitative research design to examine the influence of leadership style and professionalism on employee performance, with organizational commitment serving as a mediating variable. The research was conducted at the Regional Office III of the Indonesian Meteorological, Climatological, and Geophysical Agency (BBMKG). The target population consisted of 117 employees, while the final sample comprised 102 non-structural employees selected using purposive sampling based on predefined eligibility criteria. The study investigated leadership style and professionalism as exogenous variables, organizational commitment as the mediating variable, and employee performance as the endogenous variable. Primary data were collected through structured questionnaires administered to the respondents and supported by interviews and organizational documents to provide additional contextual information. The overall research process followed a systematic quantitative approach, including instrument development, data collection, and statistical analysis to address the proposed research objectives (Creswell & Creswell, 2018). The proposed research model was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analytical procedure consisted of evaluating

the measurement model through validity and reliability assessments, followed by examining the structural model using the coefficient of determination (R^2), predictive relevance (Q^2), and path coefficient analysis. The significance of both direct and indirect relationships was assessed using the bootstrapping resampling technique to examine the mediating role of organizational commitment. Statistical significance was determined at the 5% significance level, allowing the proposed hypotheses and mediation effects to be evaluated comprehensively. The PLS-SEM approach was selected because it is appropriate for analyzing complex structural relationships involving multiple latent constructs and mediation effects while providing robust predictive capabilities (Hair et al., 2022).

4. Results and Discussion

Inferential Analysis

Evaluation of Measurement Models

a. Convergent Validity

Table 1. Results of the Outer Loading Calculation.

Variable	Indicator	Measurement Item	Outer Loading
Leadership Style	Decision-making ability	X1.1	0.968
	Motivational ability	X1.2	0.949
	Communication ability	X1.3	0.923
	Ability to supervise subordinates	X1.4	0.969
	Responsibility	X1.5	0.913
	Emotional control ability	X1.6	0.949
Professionalism	Dedication to work	X2.1	0.894
	Social obligation	X2.2	0.919
	Independence	X2.3	0.940
	Belief in the profession	X2.4	0.929
	Relationships with colleagues	X2.5	0.917
Organizational Commitment	Affective commitment	M1	0.936
	Continuance commitment	M2	0.894
	Normative commitment	M3	0.880
Employee Performance	Quality	Y1	0.764
	Quantity	Y2	0.898
	Timeliness	Y3	0.946
	Effectiveness	Y4	0.896

As presented in Table 1, the outer loading values of all indicators measuring the constructs of leadership style, professionalism, organizational commitment, and employee performance exceeded the recommended threshold of 0.50. These results indicate that all measurement indicators are valid and adequately represent their respective latent constructs.

b. Discriminant Validity

Table 2. Discriminant Validity Calculation Results.

Construct	Leadership Style	Employee Performance	Organizational Commitment	Professionalism
Leadership Style	0.945			
Employee Performance	0.696	0.879		
Organizational Commitment	0.621	0.702	0.904	
Professionalism	0.731	0.690	0.652	0.920

Table 2 shows that each indicator exhibited the highest loading on its corresponding construct compared with its loadings on the other constructs. These results indicate that all indicators adequately represent their intended constructs and, therefore, satisfy the criterion for discriminant validity.

c. Reliability

Table 3. Reliability Test Results.

Construct	Cronbach's Alpha	Composite Reliability	Interpretation
Leadership Style (X1)	0.976	0.978	Reliable
Professionalism (X2)	0.955	0.957	Reliable
Organizational Commitment (M)	0.888	0.901	Reliable
Employee Performance (Y)	0.900	0.912	Reliable

Table 3 presents the reliability assessment of the measurement model. The results show that all constructs leadership style, professionalism, organizational commitment, and employee performance achieved Cronbach's Alpha and Composite Reliability values greater than the recommended threshold of 0.70. These findings indicate that all constructs demonstrate satisfactory internal consistency reliability and meet the recommended reliability criteria.

Structural Model Evaluation

a. Evaluation of Structural Models Through R-Square

Table 4. Results of R-Square Calculations.

Endogenous Construct	R Square (R^2)	Adjusted R Square
Organizational Commitment	0.470	0.459
Employee Performance	0.625	0.614

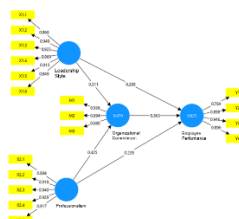
Table 4. presents the coefficient of determination (R^2) results for the endogenous constructs. The R^2 value for organizational commitment is 0.470, indicating that leadership style and professionalism explain 47.0% of the variance in organizational commitment, while the remaining 53.0% is attributable to factors not included in the research model. According to Chin's classification, an R^2 value of 0.470 represents a moderate level of explanatory power. The R^2 value for employee performance is 0.625, indicating that leadership style, professionalism, and organizational commitment collectively explain 62.5% of the variance in employee performance, whereas the remaining 37.5% is explained by other factors outside the proposed model. Based on Chin's criteria, an R^2 value of 0.625 indicates substantial explanatory power, suggesting that the structural model has strong predictive capability for employee performance.

b. Evaluation of Structural Models Through Q-Square

Table 5. Q-Square test results.

Endogenous Construct	R Square (R^2)	Adjusted R Square
Organizational Commitment	0.470	0.459
Employee Performance	0.625	0.614

Table 5 presents the predictive relevance (Q^2) results of the structural model. The calculated Q^2 value is 0.801, indicating that 80.1% of the variance in the endogenous constructs can be explained by the relationships among leadership style, professionalism, organizational commitment, and employee performance, while the remaining 19.9% is attributable to factors outside the proposed research model. According to the predictive relevance criteria proposed by Latan and Ghazali (2022), a Q^2 value of 0.801 indicates that the structural model has very strong predictive relevance. These findings demonstrate that the proposed model possesses substantial predictive capability in explaining employee performance.

Hypothesis Testing**Figure 1.** Structural Path Model of the Relationships among Leadership Style, Professionalism, Organizational Commitment, and Employee Performance.

Based on the data processing performed using SmartPLS 3.0, the structural path model is presented in Figure 1, The relationships among the study variables are summarized in Table 6.

Table 6. Structural Relationships among Leadership Style, Professionalism, Organizational Commitment, and Employee Performance.

Path	Original Sample (O)	t-Statistic	p-Value	Decision
Direct Effects				
Leadership Style → Employee Performance	0.299	2.476	0.015	Accepted
Professionalism → Employee Performance	0.235	2.250	0.027	Accepted
Leadership Style → Organizational Commitment	0.311	2.548	0.012	Accepted
Professionalism → Organizational Commitment	0.425	3.646	0.000	Accepted
Organizational Commitment → Employee Performance	0.363	4.922	0.000	Accepted
Indirect Effects				
Leadership Style → Organizational Commitment → Employee Performance	0.113	2.029	0.045	Accepted
Professionalism → Organizational Commitment → Employee Performance	0.154	2.840	0.005	Accepted

Based on the structural model analysis, the hypothesis testing results are presented as follows: H1: Leadership style has a positive and significant effect on employee performance ($\beta = 0.299$, $t = 2.476$, $p = 0.015$). H2: Professionalism has a positive and significant effect on employee performance ($\beta = 0.235$, $t = 2.250$, $p = 0.027$). H3: Leadership style has a positive and significant effect on organizational commitment ($\beta = 0.311$, $t = 2.548$, $p = 0.012$). H4: Professionalism has a positive and significant effect on organizational commitment ($\beta = 0.425$, $t = 3.646$, $p < 0.001$). H5: Organizational commitment has a positive and significant effect on employee performance ($\beta = 0.363$, $t = 4.922$, $p < 0.001$). H6: Organizational commitment partially mediates the relationship between leadership style and employee performance ($\beta = 0.113$, $t = 2.029$, $p = 0.045$). H7: Organizational commitment partially mediates the relationship between professionalism and employee performance ($\beta = 0.154$, $t = 2.840$, $p = 0.005$).

Discussion

The Effect of Leadership Style on Employee Performance

The findings indicate that leadership style has a positive and significant effect on employee performance at BBMKG Regional Office III. This suggests that effective leadership enhances employees' ability to perform their duties efficiently. Given the predominance of functional positions within the organization, employees require clear direction, effective communication, and continuous support from their supervisors to coordinate operational activities. Leaders who provide clear guidance, encourage collaboration, and maintain constructive relationships with employees are more likely to improve employees' motivation and work performance.

These findings are consistent with those of (Larik, 2022), who reported that leadership style positively influences employee performance. Similar results were also reported by (Hajiali et al., 2021; Sanosra et al., 2022; Tamimi & Sopiah, 2022), confirming that effective leadership plays a crucial role in improving employee performance across organizational settings.

The Effect of Professionalism on Employee Performance

The results demonstrate that professionalism has a positive and significant effect on employee performance at BBMKG Regional Office III. Employees are required to perform their responsibilities accurately, responsibly, and in accordance with established operational standards because their work directly supports meteorological, climatological, and geophysical information services. Employees who demonstrate competence, discipline, and accountability are therefore more capable of delivering high-quality performance and supporting organizational objectives.

This finding supports the studies conducted by (Badrianto & Sapruwan, 2024), which concluded that professionalism significantly improves employee performance. Similar

evidence has also been reported by (Harahap et al., 2025; Laia et al., 2022; Prameswari & Ratnawili, 2024), indicating that professional work behavior consistently contributes to higher organizational performance.

The Effect of Leadership Style on Organizational Commitment

The findings reveal that leadership style positively and significantly influences organizational commitment at BBMKG Regional Office III. Effective leaders create a supportive work environment by promoting communication, fairness, and employee involvement. Such leadership practices strengthen employees' sense of belonging and encourage greater commitment toward achieving organizational goals, particularly in organizations that rely heavily on coordination and teamwork.

These findings are consistent with (Lee et al., 2022), who found that leadership style positively affects organizational commitment. Similar conclusions were reported by (Alamanda et al., 2022; Marliza et al., 2022; Monry, 2023), suggesting that leadership behavior plays an important role in fostering employees' emotional attachment and loyalty to the organization.

The Effect of Professionalism on Organizational Commitment

The results indicate that professionalism has a positive and significant effect on organizational commitment at BBMKG Regional Office III. Employees who consistently demonstrate competence, responsibility, discipline, and adherence to professional standards are more likely to develop a stronger sense of ownership and commitment toward the organization. This is particularly important in public service organizations, where professional conduct is essential for maintaining service quality and organizational credibility.

These findings are consistent with (Al-Dossary, 2022), who reported that professionalism positively influences organizational commitment. Similar findings were also presented by (Madiistriyatno & Sudarman, 2022), indicating that higher professionalism contributes to stronger organizational commitment across different organizational contexts.

The Effect of Organizational Commitment on Employee Performance

The findings indicate that organizational commitment has a positive and significant effect on employee performance at BBMKG Regional Office III. Employees who demonstrate stronger organizational commitment tend to be more loyal, responsible, and dedicated to achieving organizational objectives. Given the critical role of BBMKG in delivering accurate meteorological, climatological, and geophysical information, employees with high organizational commitment are more likely to perform their duties effectively, comply with organizational standards, and contribute to improved organizational performance.

These findings are consistent with (Hasibuan, 2022), who reported that organizational commitment positively influences employee performance. Similar results were also found by (Aziza, 2022; Oktafien & Santoso, 2025), suggesting that employees with stronger organizational commitment consistently demonstrate higher levels of work performance.

The Effect of Leadership Style on Employee Performance through Organizational Commitment

The results demonstrate that organizational commitment significantly mediates the relationship between leadership style and employee performance. Effective leadership enhances employees' trust, motivation, and sense of belonging, thereby strengthening their organizational commitment. As employees become more committed to the organization, they are more willing to exert greater effort, collaborate effectively, and achieve higher levels of performance in fulfilling public service responsibilities.

These findings support previous studies conducted by (Ausat et al., 2022; Lee et al., 2022; Yulius, 2022), which concluded that organizational commitment mediates the relationship between leadership style and employee performance. This evidence suggests that effective leadership not only improves performance directly but also strengthens employees' commitment, which further enhances their work performance.

The Effect of Professionalism on Employee Performance through Organizational Commitment

The findings reveal that organizational commitment significantly mediates the relationship between professionalism and employee performance. Employees who demonstrate high levels of professionalism through competence, discipline, responsibility, and

adherence to organizational standards are more likely to develop stronger organizational commitment. This commitment encourages employees to perform their duties more effectively and consistently, ultimately leading to improved employee performance.

These findings are consistent with the studies of (Afrianda & Arianto, 2023; Dasmadi & Handayani, 2023; Sitepu et al., 2024), which found that organizational commitment mediates the effect of professionalism on employee performance. The results indicate that professionalism strengthens employees' psychological attachment to the organization, which subsequently contributes to higher levels of work performance.

5. Conclusion

This study demonstrates that leadership style, professionalism, and organizational commitment are significant determinants of employee performance at the Regional Office III of the Indonesian Meteorological, Climatological, and Geophysical Agency (BBMKG). Leadership style and professionalism were found to have positive and significant direct effects on both organizational commitment and employee performance, while organizational commitment also positively influenced employee performance. Furthermore, organizational commitment partially mediated the relationships between leadership style and employee performance as well as between professionalism and employee performance. These findings support the proposition of Goal Setting Theory that effective leadership and professional work behavior strengthen employees' commitment to organizational goals, which subsequently enhances employee performance. However, the findings should be interpreted within the context of BBMKG Regional Office III and should not be generalized to other organizational settings without further empirical verification.

The findings suggest that BBMKG Regional Office III should strengthen leadership communication, promote employee professionalism through continuous competency development, and implement organizational practices that reinforce employees' commitment to the institution in order to improve organizational performance. This study contributes to the human resource management literature by providing empirical evidence on the mediating role of organizational commitment in the relationship between leadership style, professionalism, and employee performance. Nevertheless, this study is limited by its cross-sectional design, its focus on a single public institution, and the inclusion of only leadership style and professionalism as antecedents of employee performance. Future studies are therefore encouraged to employ longitudinal research designs, involve broader organizational contexts, and incorporate additional variables, such as work environment, work discipline, compensation, or organizational culture, to obtain a more comprehensive understanding of the factors influencing employee performance.

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