

Organisational Commitment as a Mediating Variable in the Relationship between Work Environment and Leadership on Employee Performance in Correctional Institutions

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ABSTRACT

This study aims to analyze the influence of leadership and work environment on employee performance at a Correctional Institution, as well as the mediating role of organizational commitment. The research method used is a quantitative approach with Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis. The results show that leadership does not have a significant influence on employee performance ($\beta = 0.193$, $T = 1.506$, $P = 0.133$), but has a positive influence on organizational commitment ($\beta = 0.633$, $T = 9.985$, $P = 0.000$). Organizational commitment does not have a significant influence on employee performance ($\beta = 0.022$, $T = 0.162$, $P = 0.872$), while the work environment has a significant influence on employee performance ($\beta = -0.349$, $T = 4.107$, $P = 0.000$) but not on organizational commitment ($\beta = 0.063$, $T = 0.718$, $P = 0.473$). Furthermore, organizational commitment does not mediate the relationship between leadership and work environment on employee performance ($\beta = 0.014$, $T = 0.158$, $P = 0.874$; $\beta = 0.001$, $T = 0.088$, $P = 0.930$). The implication of these findings indicates that improving employee performance in the Correctional Institution is not sufficiently achieved by merely enhancing leadership aspects or organizational commitment. Instead, improvements in a more conducive work environment and more effective managerial strategies are necessary. Recommendations for the Correctional Institution include enhancing leadership competency, improving work facilities, and implementing employee welfare programs. This study is expected to serve as a reference for academics and practitioners in the development of human resource management within the correctional environment.

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1. INTRODUCTION

Employee performance is a fundamental indicator that determines the level of an organization's success in achieving its established vision, mission, and strategic goals (Meilani, 2013). In the context of public organizations, particularly Correctional Institutions (Lapas), employee performance not only serves as a measure of operational efficiency but also as a determinant of public service quality, institutional security, and the success of inmate rehabilitation and reintegration into society (Kemenkes RI, 2015). As an institution with a dual function as a place of punishment execution and a rehabilitation center, Lapas demands human resources who are not only technically competent but also possess high dedication, loyalty, and psychological resilience in facing complex and highly stressful work dynamics.

Table 1. Factors Influencing Employee Performance in Correctional Institutions Based on Literature

Factor	Description	Impact on Performance	Reference
Work Environment	Physical conditions (facilities, safety) and psychosocial aspects (work relationships, organizational climate) in the workplace.	Increases work motivation by up to 34%, reduces stress by up to 20%.	Robbins & Judge (2019)
Leadership	A leader's ability to direct, motivate, and build effective communication with subordinates.	Can improve performance by up to 25% through providing clear direction and support.	Bass & Avolio (2000)
Organizational Commitment	The emotional attachment and loyalty of employees to the organization.	Increases performance by up to 30%, even under less-than-ideal work environment conditions.	Podsakoff et al. (2018)

However, in practice, efforts to improve employee performance in Correctional Institutions often face various structural and cultural obstacles. An unconducive work environment, such as limited support facilities, vulnerable safety levels, high psychological pressure, and rigidly hierarchical work relationships, can decrease employee motivation and productivity (Irianto & Sukiman, 2021). On the other hand, ineffective leadership, such as an authoritarian or uncommunicative leadership style, can weaken team cohesion, reduce employee engagement, and hinder innovation in task execution (Cindy Wahyu Pradini & Sri Luayyi, 2023).

An interesting phenomenon is that the relationship between the work environment, leadership, and performance is not always direct. Organizational commitment emerges as a mediating variable that explains the psychological mechanism behind the influence of external factors on individual performance (Afriansyah, 2019). Employees with high commitment to the organization tend to be more resilient in facing challenges, more intrinsically motivated, and more loyal in carrying out their duties,

regardless of existing limitations in the work environment or leadership style (Meyer & Allen, 1997). This commitment consists of three main dimensions: affective (emotional attachment), continuance (consideration of losses upon leaving), and normative (sense of moral obligation).

Table 2. Dimensions of Organizational Commitment and Their Influence on Performance

Commitment Dimension	Characteristics	Influence on Performance	Supporting Study
Affective	Emotional attachment and identification with the organization.	Strongest impact, increases work performance by 20-25%.	Riketta (2002)
Continuance	Based on consideration of financial/social losses if leaving the organization.	Indirect influence, more related to retention.	Meyer & Allen (1997)
Normative	Moral drive or obligation to remain loyal to the organization.	Increases discipline and procedural compliance.	Meyer et al. (2002)

Previous research shows varied results regarding the mediating role of organizational commitment. Some studies found that organizational commitment significantly mediates the influence of the work environment and leadership on performance (Sumiatik et al., 2021; Sabrinasyah et al., 2024). However, other research indicates that organizational commitment does not always function as an effective mediator, particularly in organizational contexts with highly specific job characteristics like Correctional Institutions (Wagiyono et al., 2020; Nashar & Taru, 2022). This variation in results indicates that the relationship between these variables may be influenced by organizational context, work culture, and job characteristics.

Based on this background, this study aims to analyze the role of organizational commitment as a mediating variable in the relationship between the work environment and leadership on employee performance in a Correctional Institution. The focus of this research is to answer the following questions: (1) Does the work environment influence employee performance? (2) Does leadership influence employee performance? (3) Does the work environment influence organizational commitment? (4) Does leadership influence organizational commitment? (5) Does organizational commitment mediate the influence of the work environment on performance? (6) Does organizational commitment mediate the influence of leadership on performance? and (7) Does organizational commitment mediate the combined influence of the work environment and leadership on performance?

This study uses an explanatory quantitative approach with a survey method involving 117 Correctional Institution employees selected through simple random sampling. Data analysis is conducted using Structural Equation Modeling – Partial Least Squares (SEM-PLS) to test direct and indirect relationships between variables. The results of this study are expected not only to contribute theoretically to the development of human resource management science, particularly in the public sector, but also to provide practical recommendations for Correctional Institution leadership and the government in designing evidence-based, sustainable, and employee welfare-oriented performance improvement policies.

Organizational commitment is a psychological attitude reflecting the extent to which an employee feels attached, loyal, and desires to remain part of their employing organization. This concept describes the employee's emotional attachment and identification with the organization's values, goals, and vision. According to Meyer & Allen, organizational commitment consists of three main dimensions: affective commitment (emotional attachment and sense of belonging), continuance commitment (consideration of consequences if leaving the organization), and normative commitment (feeling of moral obligation to remain loyal). Employees with high organizational commitment tend to be more motivated, loyal, and willing to put in extra effort to achieve organizational goals, even under challenging work conditions.

In the context of Correctional Institutions, organizational commitment becomes a crucial factor given the complexity of tasks, high work pressure, and substantial demands for professionalism. Correctional employees with strong commitment will be more resilient in facing work dynamics, more compliant with operational procedures, and more dedicated to the inmate rehabilitation process. This commitment is influenced not only by individual factors but also significantly by the work environment, leadership, and work experience within the organization.

The work environment is defined as the overall physical, social, and psychological conditions surrounding an employee that can influence how they work, both directly and indirectly. This environment includes physical aspects such as room layout, lighting, cleanliness, temperature, and support facilities. On the other hand, non-physical aspects include relationships among employees, interactions with superiors, organizational culture, and the level of support and recognition provided. A conducive work environment creates an atmosphere that supports optimal performance, increases comfort, and reduces employee stress and fatigue levels.

In the context of Correctional Institutions, the work environment has unique and challenging characteristics. Safety factors are the top priority, followed by the adequacy of facilities to support security, administrative, and rehabilitation tasks. Harmonious working relationships among security officers, administrative staff, and professionals (such as psychologists and counselors) are also crucial in determining task effectiveness. Studies show that a supportive work environment can significantly increase work motivation and reduce stress levels.

Leadership is the process of influencing and directing individuals or groups to achieve specific goals within an organization. A leader not only plays a role in giving instructions but must also be able to inspire, motivate, build effective communication, and create a positive work environment. In the context of public organizations like Correctional Institutions, effective leadership is crucial as it must manage human resources amid high challenges, ranging from inmate management, discipline enforcement, to creating a safe work environment.

The leadership styles applied vary widely, such as authoritarian leadership (oriented towards command and control), democratic leadership (involving subordinates in decision-making), transformational leadership (focused on inspiration and change), and transactional leadership (based on a reward and punishment system). Effective Correctional leaders are those who can balance firmness in rule enforcement with empathy and support for employee welfare.

Employee performance is the work result achieved by an individual in carrying out their duties and responsibilities according to standards set by the organization. Performance reflects the level of effectiveness, efficiency, and work quality of an employee, both quantitatively (such as target achievement) and qualitatively (such as professionalism and initiative). In the context of Correctional Institutions, employee performance is measured not only from administrative task completion but also from effectiveness in inmate management, security maintenance, service delivery, and contribution to rehabilitation goals.

Employee performance is influenced by multidimensional factors, such as individual competence, work motivation, management support, work environment, and reward systems. Comprehensive performance assessment includes aspects of work quantity, work quality, timeliness, teamwork, as well as initiative and creativity.

A hypothesis is a temporary answer to the research problem formulation based on theory and literature review. In this study, hypotheses are formulated to test the relationship and influence between the variables of work environment, leadership, organizational commitment, and employee performance in a Correctional Institution. Based on the theoretical framework and previous research, the proposed hypotheses are as follows:

- H1: The work environment has a significant influence on employee performance in the Correctional Institution.
- H2: Leadership has a significant influence on employee performance in the Correctional Institution.
- H3: The work environment has a significant influence on organizational commitment in the Correctional Institution.
- H4: Leadership has a significant influence on organizational commitment in the Correctional Institution.
- H5: Organizational commitment mediates the influence of the work environment on employee performance in the Correctional Institution.
- H6: Organizational commitment mediates the influence of leadership on employee performance in the Correctional Institution.
- H7: Organizational commitment mediates the combined influence of the work environment and leadership on employee performance in the Correctional Institution.

These hypotheses will be tested empirically using statistical analysis to determine the presence or absence of significant influence and the mediating role of organizational commitment in the specific context of a Correctional Institution.

2. METHODS

Research Design

This study employs a quantitative approach with an explanatory research design. The quantitative approach was chosen as it allows for the testing of causal relationships between the studied variables through numerical data and statistical analysis. The explanatory design aims to explain the influence of independent variables on the dependent variable and to test the mediating role of the intervening variable, thus being suitable for examining the relationship model between work environment, leadership, organizational commitment, and employee performance. The use of primary data through questionnaires enables the direct measurement of respondents' perceptions and

experiences, which in this context are correctional institution employees, thereby strengthening the validity of the findings within the complex context of public organizations (Creswell & Miller, 2000).

Population and Sample

The population in this study comprises all employees of the Correctional Institution serving at the research location institution. Given that the population is finite and known precisely, this study uses the Slovin formula to determine the sample size with a 95% confidence level and a 5% margin of error. Based on the calculation, a minimum sample of 117 respondents was obtained from a total population of 165 employees. The sampling technique used is probability sampling with the simple random sampling method to ensure each member of the population has an equal chance of being selected as a respondent. This random sampling selection is considered appropriate to enhance the generalization of the research findings and reduce sampling bias (Sekaran & Bougie, 2016).

Data Collection Technique

Data in this study were collected from primary sources using a survey technique with written questionnaires distributed directly to respondents. The questionnaire was designed based on predetermined operational indicators of the variables, measured using a 1–5 Likert scale (Strongly Disagree to Strongly Agree). Before distribution, the questionnaire was first tested for validity and reliability to ensure the accuracy and consistency of the measurement instrument. In addition to the questionnaire, this study also supplemented data through direct observation in the Correctional Institution environment and structured interviews with several employees and leaders. The use of the questionnaire as the primary instrument is considered effective for systematically measuring employees' perceptions, attitudes, and work experiences, as well as enabling quantitative data processing (Bowen, 2009).

Data Analysis Technique

The data analysis techniques used are descriptive statistical analysis and path analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) with Smart-PLS software. Descriptive statistical analysis is used to describe the respondent profiles and the general overview of the research variables. Meanwhile, PLS-SEM was chosen because it can test both direct and indirect relationships between variables and is suitable for a sample size that is not too large and for models involving mediating variables. The analysis stages include:

Evaluation of the measurement model (outer model) through tests for convergent validity (loading factor > 0.5 ; AVE > 0.5), discriminant validity (Fornell-Larcker criterion), and reliability tests (Cronbach's alpha and composite reliability > 0.7). Evaluation of the structural model (inner model) by examining the R-square value, Q-square (predictive relevance), and Goodness of Fit (GoF). Hypothesis testing is conducted through path analysis by examining the path coefficient value, T-statistic, and p-value. A hypothesis is accepted if the T-statistic > 1.96 and the p-value < 0.05 .

3. RESULT AND DISCUSSION

Descriptive Statistics

Table 1 presents descriptive statistics for all research variables measured using a 1–5 Likert scale. The dependent variable, Employee Performance (Y), has a mean of 1.53 with a standard deviation of 0.49, indicating that overall, employee performance is in the moderate category. The

minimum value of 1.00 and maximum of 2.50 reflect variation in performance ratings among employees of the Correctional Institution.

For the independent variables, Work Environment (X_1) has a mean of 4.03, Leadership (X_2) 4.07, and Organizational Commitment (Z) 3.97. All variables fall into the "Agree" to "Strongly Agree" categories (based on mean interval criteria), indicating employees' positive perceptions of the work environment, leadership, and organizational commitment.

Table 1 Descriptive Statistics

Variable	Symbol	Number of Respondents	Mean	Std. Dev.	Min	Max
Employee Performance	Y	117	1.53	0.49	1.00	2.50
Work Environment	X_1	117	4.03	0.65	2.00	5.00
Leadership	X_2	117	4.07	0.66	2.00	5.00
Organizational Commitment	Z	117	3.97	0.71	2.00	5.00

Source: Processed Data, 2025

Correlation and Multicollinearity Test

Table 2 shows the correlation matrix among the independent variables. All correlation coefficients are below 0.90. The Variance Inflation Factor (VIF) values for all variables are also below the critical threshold of 5 (X_1 : 1.01; X_2 : 1.01; Z: 1.02), so it can be concluded that there is no serious multicollinearity issue threatening the validity of the model.

Table 2 Independent Variable Correlation Matrix

Variable	X_1	X_2	Z
X_1 (Work Environment)	1.000		
X_2 (Leadership)	0.000	1.000	
Z (Organizational Commitment)	0.063	0.626	1.000

Source: Processed Data, 2025

Path Analysis Results

Path analysis was conducted using Partial Least Squares (PLS) with Smart-PLS software. The results of the structural model (inner model) test show that the model overall has sufficient predictive power with R^2 values of 0.178 for the Employee Performance variable and 0.396 for the Organizational Commitment variable. The Goodness of Fit (GoF) measured via SRMR is 0.109, indicating an acceptable model fit.

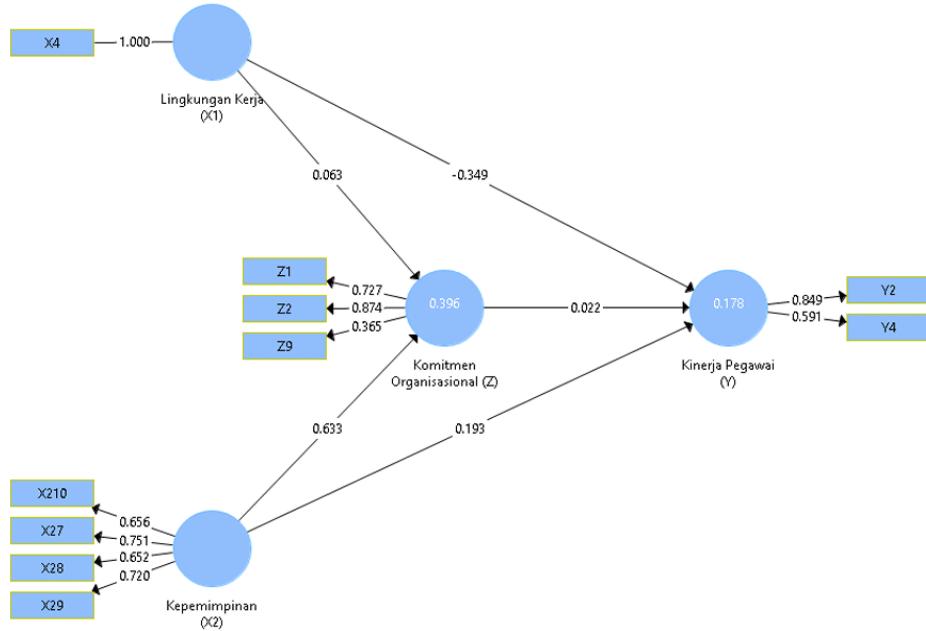


Figure 1 Path Diagram
(Source: Data processed by the researcher, 2025)

Hypothesis Testing

Based on the path analysis results, the hypothesis testing conclusions are as follows:

- H₁: Work Environment → Employee Performance: Accepted. Path coefficient -0.349; T-statistic 4.107 (>1.96); p-value 0.000 (<0.05). The work environment has a negative and significant influence on employee performance.
- H₂: Leadership → Employee Performance: Rejected. Path coefficient 0.193; T-statistic 1.506 (<1.96); p-value 0.133 (>0.05). Leadership does not have a significant influence on employee performance.
- H₃: Work Environment → Organizational Commitment: Rejected. Path coefficient 0.063; T-statistic 0.718 (<1.96); p-value 0.473 (>0.05). The work environment does not have a significant influence on organizational commitment.
- H₄: Leadership → Organizational Commitment: Accepted. Path coefficient 0.633; T-statistic 9.985 (>1.96); p-value 0.000 (<0.05). Leadership has a positive and significant influence on organizational commitment.
- H₅: Organizational Commitment → Employee Performance: Rejected. Path coefficient 0.022; T-statistic 0.162 (<1.96); p-value 0.872 (>0.05). Organizational commitment does not have a significant influence on employee performance.
- H₆: Work Environment → Organizational Commitment → Employee Performance (Indirect Effect): Rejected. Path coefficient 0.001; T-statistic 0.088 (<1.96); p-value 0.930 (>0.05). Organizational commitment is unable to mediate the relationship between the work environment and employee performance.
- H₇: Leadership → Organizational Commitment → Employee Performance (Indirect Effect): Rejected. Path coefficient 0.014; T-statistic 0.158 (<1.96); p-value 0.874 (>0.05). Organizational commitment is unable to mediate the relationship between leadership and employee performance.

Discussion

The Influence of Work Environment on Employee Performance

The analysis shows that the work environment variable has a significant influence on employee performance at the Correctional Institution with a path coefficient of -0.349, T-statistic of 4.107 (>1.96), and P-value of 0.000 (<0.05). Therefore, the first hypothesis (H1) is accepted, but with a negative direction of influence.

This indicates that the work environment significantly influences employee performance in the Correctional Institution, but in a direction opposite to expectations. The negative coefficient (-0.349) suggests that a better work environment is not always followed by improved employee performance, or conversely, a less-than-ideal work environment may trigger increased performance in a specific context. This phenomenon can be explained by the unique characteristics of the correctional work environment, which is laden with pressure, security challenges, and task complexity. Correctional employees may develop adaptation mechanisms and resilience that allow them to remain productive despite less-than-ideal working conditions.

The Influence of Leadership on Employee Performance

The analysis shows that the leadership variable does not have a significant influence on employee performance at the Correctional Institution. This finding is interesting given that leadership literature generally emphasizes the crucial role of leaders in driving team performance. In the correctional context, the insignificance of this influence may be due to factors such as the hierarchical and bureaucratic organizational structure, a heavy reliance on Standard Operating Procedures (SOPs), or a leadership style not fully aligned with employee needs.

The Influence of Work Environment on Organizational Commitment

The analysis shows that the work environment variable does not have a significant influence on organizational commitment at the Correctional Institution. This finding is surprising given that general theory states that a conducive work environment should enhance employees' emotional attachment to the organization. In the correctional context, factors like a sense of duty, professional identity, or personal values may play a more significant role in shaping organizational commitment than physical or psychosocial work environment conditions.

The Influence of Leadership on Organizational Commitment

The analysis shows that the leadership variable has a strong, positive, and significant influence on organizational commitment at the Correctional Institution. This finding is consistent with leadership theories emphasizing the leader's role in building emotional attachment and loyalty. An effective leader in this context can create trust, provide inspiration, and build meaningful relationships with subordinates, ultimately increasing their commitment to the organization.

The Influence of Organizational Commitment on Employee Performance

The analysis shows that the organizational commitment variable does not have a significant influence on employee performance at the Correctional Institution. This finding contradicts general theory stating that highly committed employees tend to perform better. In the correctional context, performance is heavily regulated by strict procedures, and high workloads may mean that commitment alone is insufficient to overcome operational constraints.

The Indirect Influence of Work Environment on Employee Performance via Organizational Commitment

The analysis shows that organizational commitment is unable to mediate the influence of the work environment on employee performance. This indicates that while the work environment directly influences performance (though negatively), this influence is not channeled through organizational commitment. The mechanism through which the work environment affects performance in this context might involve other pathways, such as work motivation or job satisfaction.

The Indirect Influence of Leadership on Employee Performance via Organizational Commitment

The analysis shows that organizational commitment is unable to mediate the influence of leadership on employee performance. This finding is intriguing given that leadership strongly influences organizational commitment (coefficient 0.633), yet this commitment does not significantly translate that influence into performance. This suggests that while effective leadership can build high organizational commitment, that commitment does not automatically translate into performance improvement in the correctional context.

4. CONCLUSION

This study concludes that in the context of a Correctional Institution, the relationships between work environment, leadership, organizational commitment, and employee performance show a complex and non-linear pattern. The work environment significantly influences performance but in a negative direction, indicating a paradox where challenging work conditions might trigger certain adaptation mechanisms. Leadership proves very effective in building organizational commitment, yet that commitment does not significantly improve performance, nor does it mediate the relationship between leadership and performance. These findings shift the focus of management strategy from simple linear assumptions towards a more contextual and holistic approach, considering the unique characteristics of the correctional work environment and the adaptation mechanisms developed by employees.

Practical implications include the need for a more integrated approach to managing correctional employee performance, focusing not only on improving the work environment or strengthening leadership in isolation but also on creating systems that allow these factors to synergize effectively. Furthermore, this study suggests the need to develop a more comprehensive performance appraisal system.

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