

## Determinants of Organizational Commitment and its Implications for Employee Performance in Coal Mining Companies in Lahat, South Sumatra

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### Abstract

This study aims to investigate and assess how Transformational Leadership, Organizational Culture, and Perceived Organizational Support impact Organizational Commitment, and explore the subsequent effects on Employee Performance in three coal mining companies located in Lahat, South Sumatra. The study employs a quantitative causal approach, utilizing Structural Equation Modeling (SEM) based on LISREL for data analysis. The findings reveal that all independent variables—Transformational Leadership, Organizational Culture, and Perceived Organizational Support—significantly and positively influence Organizational Commitment. Additionally, Organizational Commitment is found to have a notable positive impact on Employee Performance. Mediation analysis proves that Organizational Commitment functions as a full mediating variable, where the indirect influence of Organizational Culture and Perceived Organizational Support on Employee Performance through Organizational Commitment is greater than its direct influence. Perceived Organizational Support, with its dimension of welfare support, is the most dominant determinant of Organizational Commitment. Managerial implications suggest a focus on improving employee welfare and artifacts (work tools) to enhance commitment and performance.

**Keywords:** *transformational leadership, organizational culture, perceived organizational support, organizational commitment, employee performance.*

### Introduction

Employee performance is an essential indicator of organizational success, particularly in capital-intensive and high-risk industries such as coal mining. Amid increasing global competition and growing demands for operational efficiency, optimizing employee performance has become an absolute prerequisite for achieving sustainable competitive advantage. High performance is not solely measured by quantitative and qualitative work outcomes, but also by employee loyalty and dedication, which are reflected in the level of Organizational Commitment (OC). Organizational commitment, which includes affective, continuance, and normative dimensions, is considered a powerful psychological factor that plays a key role in reducing employee turnover and fostering behaviors that go beyond regular job responsibilities.

A preliminary survey conducted in three coal mining companies in Lahat, South Sumatra, namely PT BMS, PT BAS, and PT ET, indicates the presence of significant human resource-related issues. Data from the 2020–2022 period reveal that the average level of employee performance was categorized as “moderate” (score range 70–79). Furthermore, measurements of organizational commitment also fell within the same category, suggesting that employees’ emotional attachment and work morale toward the organization remain suboptimal. This suboptimal condition necessitates an in-depth investigation of its determining factors. As a result, transformational leadership, organizational culture, and robust perceived organizational support are essential in strengthening organizational commitment and improving employee performance.

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Bernardin and Russell (2014:222) define employee performance as the outcomes of specific work activities accomplished over a defined period. In contrast, Robbins and Judge (2017:187) describe employee performance as the result of the interaction between individual abilities, motivation, and opportunities to perform. Thus, performance is heavily influenced by how employees perceive organizational support, positive internal interactions that enhance work engagement and reflect commitment, as well as the strength of work values and shared organizational values, which are core elements of organizational culture. Optimal performance is achieved when leadership is transformational in nature.

As stated by Mathis and Jackson (2015:122), organizational commitment is the degree to which employees align with and embrace the goals of the organization and are inclined to stay with it. Several factors influence organizational commitment, including personal attributes, job characteristics, structural factors, and work experience. On the other hand, Meyer and Allen, as referenced by Luthans (2014:148), define organizational commitment as having three dimensions. Affective commitment pertains to the emotional bond employees feel towards the organization, their identification with its values, and their active participation in organizational activities. Continuance commitment refers to employees' recognition of the costs of leaving the organization, which motivates them to stay. The third dimension, normative commitment, is characterized by a sense of duty to remain with the organization, driven by the belief that staying is the right or morally acceptable choice.

Robbins and Judge (2017:419) define leadership as the ability to influence and motivate others to achieve organizational objectives both effectively and efficiently. Leadership is often seen as a critical factor in determining the success or failure of an organization. Bass, as cited in Baek (2015:23), identifies four key dimensions of transformational leadership: idealized influence (charisma), inspirational motivation, intellectual stimulation, and individualized consideration. In this study, transformational leadership is understood as a leadership style that reshapes the values of organizational members to align with and support the organization's vision and goals. Consequently, effective leaders are those who set ambitious performance targets and inspire their subordinates to persist in their efforts, even when faced with obstacles in completing their tasks.

Robbins and Judge (2017:585) describe organizational culture as a system of shared meanings that are linked to core values collectively held and valued within an organization, promoting the development of collective organizational commitment. In this study, organizational culture is defined as a set of shared values among members of an organization that differentiates one organization from another.

Employee performance within organizations can be shaped by transformational leadership, organizational culture, perceived organizational support, and employees' commitment to the organization. Perceived organizational support refers to employees' perceptions of how much the organization values their contributions and prioritizes their well-being, particularly in terms of enhancing employee welfare. Haqqi Ilmaniar and Indi Djastuti (2018) found that employee performance is influenced by both perceived organizational support and organizational culture. Similarly, Arshadi and Hayavi (2015) concluded that perceived organizational support significantly affects employee performance.

Numerous previous studies examining the organizational culture variable have concluded that the most significant influence of organizational culture is found in its value-related dimensions. Therefore, this study seeks to examine whether the artifact dimension, namely work tools, physical facilities, and environmental conditions (such as climate or weather), constitutes a dominant factor influencing employee performance in coal production activities. Likewise, within the transformational leadership variable, numerous studies indicate that idealized influence and intellectual stimulation have substantial effects on organizational commitment and employee performance. Accordingly, this study aims to test whether individualized consideration also serves as a dominant dimension influencing organizational commitment and employee performance.

This study also recognizes the presence of additional variables that are believed to impact organizational commitment and employee performance, such as competence, job satisfaction, and compensation. It is assumed that competence plays a role in influencing both organizational commitment and employee performance, with higher levels of competence likely contributing to stronger commitment and better performance. Likewise, higher job satisfaction is expected to positively influence both organizational commitment and employee performance. Furthermore, when

organizations provide adequate and fair compensation, employee commitment and performance are also expected to increase.

Based on the preceding discussion, the research questions for this study are formulated as follows:

1. Does transformational leadership significantly impact organizational commitment in coal mining companies in Lahat, South Sumatra?
2. Does organizational culture significantly affect organizational commitment in coal mining companies in Lahat, South Sumatra?
3. Does perceived organizational support significantly influence organizational commitment in coal mining companies in Lahat, South Sumatra?
4. Does transformational leadership significantly affect employee performance in coal mining companies in Lahat, South Sumatra?
5. Does organizational culture significantly influence employee performance in coal mining companies in Lahat, South Sumatra?
6. Does perceived organizational support significantly impact employee performance in coal mining companies in Lahat, South Sumatra?
7. Does organizational commitment significantly affect employee performance in coal mining companies in Lahat, South Sumatra?

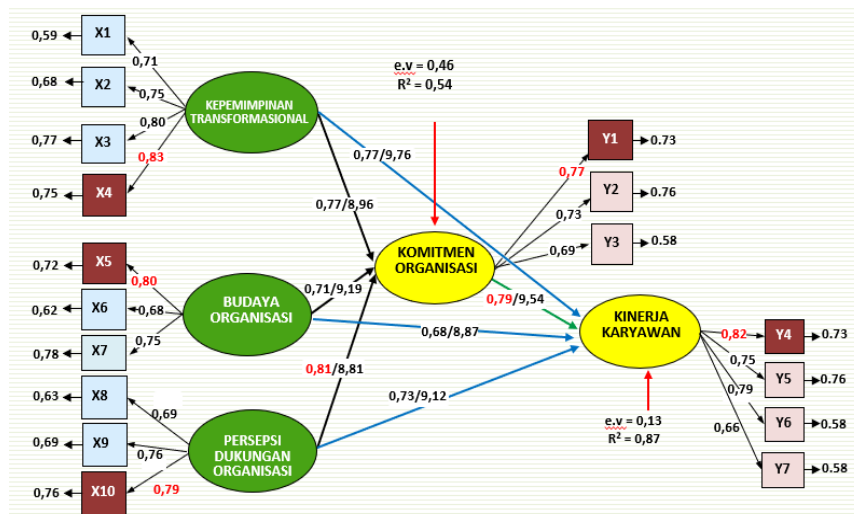
The objectives of this study are to examine and analyze the following:

1. The impact of transformational leadership on organizational commitment in coal mining companies in Lahat, South Sumatra.
2. The impact of organizational culture on organizational commitment in coal mining companies in Lahat, South Sumatra.
3. The influence of perceived organizational support on organizational commitment in coal mining companies in Lahat, South Sumatra.
4. The effect of transformational leadership on employee performance in coal mining companies in Lahat, South Sumatra.
5. The effect of organizational culture on employee performance in coal mining companies in Lahat, South Sumatra.
6. The effect of perceived organizational support on employee performance in coal mining companies in Lahat, South Sumatra.
7. The relationship between organizational commitment and employee performance in coal mining companies in Lahat, South Sumatra.

## **Research Method**

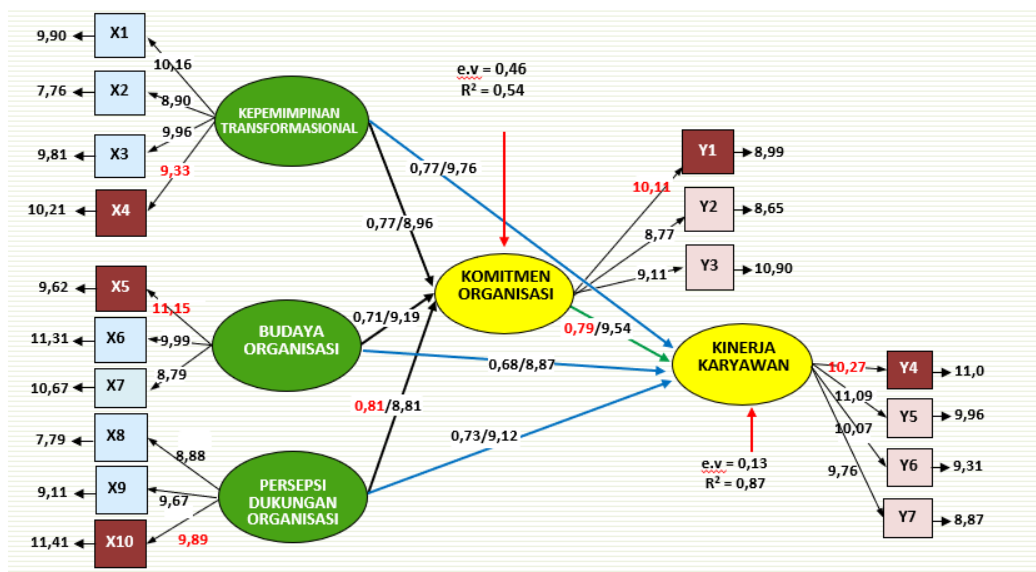
This study uses a quantitative research method with both descriptive and verificative approaches. It aims to explore the relationships between multiple variables and provide a systematic and factual analysis of the empirical connections among the variables being investigated. Accordingly, this research adopts an associative quantitative method to analyze causal relationships among the study variables.

## Results And Discussion



**Figure 1: Overall Research Path Diagram**

To verify the significance of the relationships presented above, partial hypothesis testing was carried out using t-values derived from the data analysis conducted with the LISREL program. The outcomes of this analysis are presented in the figure below.



**Figure 2: Research t-Value Path Diagram**

### The Effect of Transformational Leadership on Organizational Commitment

The transformational leadership variable was assessed through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In this study, transformational leadership was operationalized using ten indicators (KT1–KT10).

According to respondents' perceptions, the transformational leadership variable received an average score of  $\geq 3.989$ . The lowest score was observed for indicator KT8 (3.667), which pertains to the creation of a conducive work environment, while the highest score was observed for indicator KT9 (4.667), which reflects individualized consideration. These findings indicate that transformational leadership is generally perceived as being at a good level. However, the relatively lower score for the conducive work environment suggests that this aspect requires greater attention from leaders in order to strengthen organizational commitment.

Additionally, the respondents' data were analyzed using LISREL version 8.87 to investigate the construct of transformational leadership and its impact on organizational commitment. The findings indicate that the most influential dimension is individualized consideration ( $X4 = 0.83$ ), which focuses on offering personal attention and support to subordinates.

These findings support the theoretical perspective put forward by Glinow (2018:371), who defines transformational leadership as a leadership approach that explains how leaders transform teams or organizations by developing, communicating, and exemplifying a vision for the organization or unit, and working towards achieving that vision. Similarly, Luthans (2017:430) defines transformational leadership as a leadership approach that shifts followers' value systems, beliefs, and needs. This result is also consistent with the study conducted by Baek Kyoo Jo (2015), which demonstrates that transformational leadership has a positive effect on employees' organizational commitment.

The findings of this study demonstrate that transformational leadership significantly impacts organizational commitment. This relationship suggests that changes in organizational commitment are driven by transformational leadership. The empirical evidence indicates that the more effective transformational leadership is, the greater the level of organizational commitment among employees.

### **The Effect of Organizational Culture on Organizational Commitment**

The organizational culture variable was measured using three dimensions, namely artifacts, shared norms, and basic organizational assumptions. In this study, organizational culture was operationalized through eight indicators (BO1–BO8). Based on respondents' perceptions, the organizational culture variable obtained an average score of  $\geq 3.824$ . The lowest score was recorded for indicator BO4 (3.567), which relates to organizational philosophy, while the highest score was observed for indicator BO1 (4.352), which reflects physical symbols or work tools used within the organization.

These findings indicate that organizational culture is generally perceived to be at a good level. However, the organizational philosophy dimension received the lowest evaluation, whereas indicators related to organizational processes and physical artifacts were rated most prominently. This suggests that greater attention should be given to strengthening organizational philosophy.

Furthermore, respondents' data were analyzed using LISREL version 8.7 to examine the construct of organizational culture and its effect on organizational commitment. The results show that the most dominant dimension is artifacts ( $X1 = 0.80$ ), which includes physical symbols, work tools, and organizational processes.

Organizational culture reflects employees' willingness to stay with the organization, remain loyal, put in extra effort to achieve organizational goals, and align themselves with the organization's objectives (Haq et al., 2015). This finding is consistent with the research by Latib et al. (2016), which demonstrates that organizational culture significantly impacts employees' organizational commitment.

The results of this study show that organizational culture has a significant influence on organizational commitment. This relationship suggests that changes in organizational commitment are shaped by shifts in organizational culture. The empirical evidence indicates that the stronger and more positive the organizational culture, the higher the level of organizational commitment among employees.

### **The Effect of Perceived Organizational Support on Organizational Commitment**

The perceived organizational support variable was assessed using three dimensions: fairness support, supervisory support, and welfare support. In this study, perceived organizational support was operationalized through nine indicators (DO1–DO9).

Based on respondents' perceptions, the perceived organizational support variable obtained an average score of  $\geq 3.895$ . The highest score was recorded for indicator DO7 (4.353), which reflects concern for employee welfare, while the lowest score was observed for indicator DO1 (3.100), which relates to fairness in competency development. These findings indicate that perceived organizational support is generally categorized as good. However, concern for employee welfare emerged as the most prominent aspect, whereas fairness in competency development received the lowest evaluation. This suggests that greater attention should be given to ensuring fairness in opportunities for competency enhancement.

Additionally, the respondents' data were analyzed using LISREL version 8.7 to investigate the construct of perceived organizational support and its impact on organizational commitment. The results

show that the most dominant dimension is welfare support ( $X_{10} = 0.79$ ), which encompasses organizational concern for employee welfare, job satisfaction, and comfortable working conditions.

These findings support the theoretical perspective that rewards and support provided by the organization are indicators that the organization values its employees' contributions and cares about their well-being. Therefore, a detailed exploration of the relationship between perceived organizational support and affective organizational commitment is both theoretically and practically significant. This result aligns with the study by Haqqi et al. (2018), which demonstrates that perceived organizational support plays a crucial role in enhancing employees' organizational commitment.

The results of this study further validate that perceived organizational support significantly impacts organizational commitment. This relationship suggests that variations in organizational commitment are influenced by changes in perceived organizational support. The empirical evidence indicates that the more positively employees perceive organizational support, the stronger their organizational commitment.

Additionally, transformational leadership has a positive impact on organizational commitment, with a path coefficient of 0.77, indicating a direct and positive relationship between the two variables. Organizational culture also demonstrates a positive effect on organizational commitment, with a coefficient of 0.71. Perceived organizational support has the strongest positive influence on organizational commitment, with a coefficient of 0.81. These results suggest that transformational leadership, organizational culture, and perceived organizational support collectively have a significant impact on organizational commitment, indicating that changes in organizational commitment are influenced by all three variables.

The empirical evidence further suggests that enhancing transformational leadership practices, organizational culture, and perceived organizational support can lead to higher levels of organizational commitment. Among these factors, perceived organizational support has the most significant effect on organizational commitment, as indicated by its highest path coefficient (0.81).

The combined effect of transformational leadership, organizational culture, and perceived organizational support on organizational commitment is 0.54 (54%). The remaining 0.46 (46%) is explained by other variables that influence organizational commitment but were not examined in this study. These findings reinforce the notion that the success of an organization or institution is largely determined by its leadership. Leaders who adopt a transformational leadership style possess a forward-looking vision, are able to identify environmental changes, and can effectively transform these changes within the organization. Transformational leadership also inspires and motivates employees, thereby fostering high levels of organizational commitment.

The existence of a strong, shared commitment between the organization and its employees reflects a genuine reciprocal relationship. Organizational commitment is inherently grounded in mutuality. When employees show high levels of commitment to the organization, the organization reciprocates by offering rewards as recognition for that commitment. These findings align with the research by Ahmad Mubarak (2016), which highlights that transformational leadership, organizational culture, and perceived organizational support typically have a positive and significant impact on organizational commitment.

Based on these findings, the implications of this study suggest that transformational leadership, organizational culture, and perceived organizational support are key factors in enhancing organizational commitment. The empirical evidence indicates that perceived organizational support has the most substantial influence on organizational commitment. Therefore, greater attention should be directed toward fairness support, supervisory support, and welfare support to enhance employees' organizational commitment.

### **The Effect of Transformational Leadership on Employee Performance**

The transformational leadership variable was assessed using four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In this study, transformational leadership was operationalized through ten indicators (KT1–KT10).

According to respondents' perceptions, the transformational leadership variable received an average score of  $\geq 3.989$ . The lowest score, 3.667, was recorded for indicator KT8, which pertains to creating a conducive work environment, while the highest score, 4.667, was noted for indicator KT9, reflecting individualized consideration. These findings indicate that transformational leadership is

generally perceived to be at a good level. However, the relatively lower evaluation of the conducive work environment suggests that this aspect requires greater attention from leaders in order to enhance employee performance.

Additionally, the respondents' data were analyzed using LISREL version 8.87 to assess the construct of transformational leadership and its impact on employee performance. The results indicate that the most influential dimension is individualized consideration ( $X_4 = 0.83$ ), which focuses on offering personal attention and support to subordinates.

These findings align with the theoretical perspective put forward by Robbins (2017:472), who defines transformational leadership as a leadership style that motivates followers to rise above their self-interests, creating profound and extraordinary effects on them. When leaders effectively influence their subordinates through vision, charisma, motivation, intellectual stimulation, creativity, and recognition, employees are more likely to work diligently, remain loyal to the organization, and show enhanced performance.

This result is also in line with the findings of Wawan et al. (2015), which generally suggest that transformational leadership positively contributes to improvements in employee performance. Overall, the findings of this study indicate that transformational leadership significantly affects employee performance. This relationship suggests that variations in transformational leadership directly influence changes in employee performance. The empirical evidence implies that more effective transformational leadership results in higher employee performance levels.

### **The Effect of Organizational Culture on Employee Performance**

The organizational culture variable was measured using three dimensions, namely artifacts, shared norms, and basic organizational assumptions. In this study, organizational culture was operationalized through eight indicators (BO1–BO8).

Based on respondents' perceptions, the organizational culture variable obtained an average score of  $\geq 3.824$ . The lowest score was recorded for indicator BO4, which relates to organizational philosophy, while the highest score was observed for indicator BO2, which reflects physical symbols or work tools used within the organization.

These findings indicate that organizational culture is generally perceived to be at a good level. However, the organizational philosophy dimension received the lowest evaluation, whereas indicators related to physical symbols or work tools were rated most prominently. This suggests that greater attention should be given to strengthening the organization's philosophical foundations.

Furthermore, respondents' data were analyzed using LISREL version 8.7 to examine the construct of organizational culture and its effect on employee performance. The results indicate that the most prominent dimension is artifacts ( $X_1 = 0.80$ ), which include physical symbols, work tools, and organizational processes.

These findings support the theoretical perspective presented by Graham (2015:71), who defines organizational culture as the norms, beliefs, attitudes, and philosophy that characterize an organization. Culture represents a system of unique values, beliefs, and norms shared by organizational members, and it plays a vital role in determining organizational effectiveness. Robbins (2017:41) further describes organizational culture as a system of shared meanings that distinguish one organization from another. Thus, organizational culture can be seen as a set of beliefs and values that guide how members of the organization understand, interpret, and respond to work-related issues, ultimately shaping the shared norms and rules within the organization. These findings align with the study by Jasim et al. (2016), which concludes that organizational culture significantly affects employee performance, both simultaneously and partially.

The results of this study indicate that organizational culture has a significant impact on employee performance. This relationship suggests that changes in employee performance are influenced by variations in organizational culture. The empirical evidence implies that the stronger and more positive the organizational culture, the higher the level of employee performance.

### **The Effect of Perceived Organizational Support on Employee Performance**

The perceived organizational support variable was assessed through three dimensions: fairness support, supervisory support, and welfare support. In this study, perceived organizational support was operationalized using nine indicators (DO1–DO9).

According to respondents' perceptions, the perceived organizational support variable achieved an average score of  $\geq 3.895$ . The highest score, 4.353, was recorded for indicator DO7, reflecting the organization's concern for employee welfare, while the lowest score, 3.100, was observed for indicator DO1, which pertains to fairness in competency development. These results suggest that perceived organizational support is generally viewed positively. However, concern for employee welfare emerged as the most prominent aspect, while fairness in competency development received the lowest score, indicating the need for more focus on ensuring equal opportunities for employee development.

Additionally, respondents' data were analyzed using LISREL version 8.7 to examine the construct of perceived organizational support and its impact on employee performance. The analysis showed that the most dominant dimension is welfare support ( $X10 = 0.79$ ), which includes the organization's concern for employee welfare, job satisfaction, and comfortable working conditions.

These findings support the theoretical framework proposed by Rhoades and Eisenberger (2016:701), who define perceived organizational support as employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. When employees perceive high levels of organizational support, they are more likely to integrate organizational membership into their self-identity and develop more positive attitudes and relationships toward the organization. Organizational support can be manifested through fairness in organizational practices, supervisory support for employee welfare, recognition of employee contributions, and the provision of a safe and comfortable work environment.

This result is consistent with the findings of Ketut Metria et al. (2018), which indicate that perceived organizational support contributes to improvements in employee performance. Overall, the results of this study show that perceived organizational support significantly affects employee performance. This relationship suggests that variations in employee performance are influenced by differences in perceived organizational support. The empirical evidence indicates that the more positively employees perceive organizational support, the higher their level of employee performance.

### **The Effect of Organizational Commitment on Employee Performance**

The organizational commitment variable was assessed through three dimensions: affective commitment, continuance commitment, and normative commitment. In this study, organizational commitment was operationalized using eight indicators (KO1–KO8).

Based on respondents' perceptions, the organizational commitment variable obtained an average score of  $\geq 4.021$ . The highest score was recorded for indicator KO2 (4.267), which reflects pride in being part of the organization, while the lowest score was observed for indicator KO4 (3.900), which relates to remaining with the organization as a necessity. These findings indicate that organizational commitment is generally categorized as good. However, while pride in organizational membership emerged as the most prominent aspect, the perception of remaining in the organization as a necessity received the lowest evaluation, suggesting that this aspect requires greater managerial attention.

Furthermore, respondents' data were analyzed using LISREL version 8.7 to examine the construct of organizational commitment and its effect on employee performance. The results show that the most dominant dimension is affective commitment ( $Y1 = 0.77$ ), which encompasses positive feelings toward work, pride in being part of the organization, and emotional attachment to the organization.

These findings align with the theoretical framework proposed by Bernardin and Russell (2016:11), who define performance as the outcomes achieved by individuals or groups within an organization, both qualitatively and quantitatively, in line with their authority, duties, and responsibilities, while adhering to legal, moral, and ethical standards. The results also support the study by Sahidillah Nurdin and Acep Rohendi (2016), which generally concludes that organizational commitment plays a key role in enhancing employee performance.

Overall, the findings of this study show that organizational commitment significantly influences employee performance. This relationship suggests that variations in employee performance are driven by changes in organizational commitment. The empirical evidence indicates that the stronger employees' commitment to the organization, the higher their performance level.

Furthermore, transformational leadership and employee performance are positively correlated, with a coefficient of 0.77, indicating a direct and positive relationship between these variables. Organizational culture also shows a positive relationship with employee performance, with a coefficient of 0.68. Perceived organizational support demonstrates a positive effect on employee performance,



with a coefficient of 0.73. Lastly, organizational commitment exhibits the strongest positive relationship with employee performance, with a coefficient of 0.79. These findings suggest that improvements in transformational leadership, organizational culture, perceived organizational support, and organizational commitment are all linked to enhanced employee performance.

## Conclusion

Based on the results and discussions presented above, the conclusions of this study are as follows:

1. Transformational leadership, organizational culture, and perceived organizational support are significant and positive factors that determine organizational commitment in coal mining companies in Lahat, South Sumatra.
2. Organizational commitment has a positive and significant impact on employee performance.
3. Organizational commitment acts as an effective full mediating variable that enhances employee performance through the influence of transformational leadership, organizational culture, and perceived organizational support.

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