



## Leadership Influence on Employee Commitment: A Case Study of the Social Affairs Department

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### ABSTRACT

#### Keywords:

Leadership, Employee Commitment

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This study investigates the influence of leadership on employee work commitment at the Social Affairs Office of West Sumatra Province. The research aims to assess employee commitment levels, evaluate the leadership quality of the head of the department, and examine the significant effect of leadership on work commitment. Using a quantitative correlational design, the study involved 40 employees selected from a population of 67 through proportional random sampling. Data were collected via a Likert-scale questionnaire, preceded by a pilot test with 20 employees. Analysis using SPSS 27 revealed that employee commitment was high (88%) and leadership performance was good (85%). The correlation coefficient between leadership and work commitment was 0.392, indicating a significant positive relationship. The coefficient of determination showed that leadership accounted for 39.2% of the variance in work commitment. These findings highlight the substantial role of effective leadership in enhancing employee commitment within public sector organizations, particularly in the Social Affairs Office of West Sumatra Province.

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## INTRODUCTION

Employees hold a central role in any organization as the primary drivers that determine the success of achieving organizational goals. According to Safrizal (2022), employee performance is a crucial factor influencing the attainment of an organization's vision and mission, reflecting the effectiveness of task execution and program implementation. High-performing employees not only enhance productivity but also contribute significantly to organizational success. Furthermore, organizational support plays a key role in improving employee performance. Research by Wijaya and Ie (2021) indicates that organizational support—such as attention to employee welfare, training, and recognition—enhances motivation and emotional attachment to work. In

modern public sector institutions, leadership quality has also been recognized as a determining factor for organizational commitment. The synergy between strong leadership, conducive organizational support, and high employee commitment is essential for sustaining organizational effectiveness. Therefore, studying the link between leadership and work commitment is not only important for theoretical understanding but also for developing practical strategies to improve organizational performance in the public sector.

Despite the acknowledged importance of employee commitment, various organizations, particularly in the public sector, face challenges in maintaining it at optimal levels. Commitment, as described by Hartawan et al. (2021), involves trust and support for organizational values, forming the foundation for employees to make optimal contributions. However, commitment is influenced by factors such as work culture, motivation, and transformational leadership, which vary significantly across institutions. In the context of public service agencies like the Social Affairs Office, inadequate commitment can reduce productivity, hinder service delivery, and compromise the achievement of public welfare goals. According to Fatmawati and Garad (2023), strong work commitment leads to increased productivity, adaptability, and loyalty, but these qualities may diminish when employees perceive poor leadership or a lack of organizational support. This situation underscores the need for empirical studies to examine the factors influencing commitment, especially leadership, within governmental agencies that carry a high social responsibility.

Based on field observations conducted during an educational management internship from June to August 2024 at the Social Affairs Office of West Sumatra Province, several commitment-related issues were identified. First, some employees failed to fully fulfill their responsibilities, as seen in late arrivals and lack of discipline in adhering to working hours. Second, workplace ethics were sometimes neglected, such as playing loud music during working hours, which disrupted colleagues' concentration. Third, procrastination was observed, with employees spending extended periods outside their offices to converse with colleagues or at local eateries, neglecting tasks. Fourth, loyalty toward colleagues was lacking, evident in extended lunch breaks and early departures from work, leading to workflow imbalances. These patterns suggest weaknesses in both individual discipline and the organizational environment. Such conditions indicate that leadership may not be sufficiently effective in fostering commitment, and that workplace culture requires improvement to ensure optimal performance in delivering public services.

Previous studies have extensively discussed the influence of leadership on employee performance and commitment. Hartawan et al. (2021) identified

that transformational leadership positively impacts employee loyalty, motivation, and alignment with organizational values. Fatmawati and Garad (2023) emphasized that work commitment improves overall organizational productivity and adaptability, while Aslindawati (2022) described commitment as a sustained personal attachment and responsibility toward an organization. R. Cahyani (2020) classified the work environment into physical and non-physical dimensions, both of which directly and indirectly affect commitment. However, many of these studies have been conducted in the private sector or in broader public sector contexts without focusing on specific government agencies tasked with socially significant missions. This leaves a gap in understanding how leadership specifically affects employee commitment within a provincial Social Affairs Office, which operates under unique administrative, social, and cultural conditions.

Furthermore, most prior research has examined leadership's influence on commitment in isolation, without integrating contextual variables such as workplace discipline, interpersonal relationships, and organizational culture in public service settings. Studies by Wijaya and Ie (2021) and Safrizal (2022) acknowledged the role of organizational support and leadership in boosting commitment, yet provided limited quantitative evidence from provincial government offices. The lack of studies incorporating real-world field observations into leadership-commitment models within the Indonesian public sector represents a significant research gap. Additionally, few studies address the nuanced interplay between leadership effectiveness and day-to-day employee behaviors that directly reflect commitment levels. Addressing this gap is important to develop more effective leadership practices tailored for public sector environments, particularly in social service institutions where commitment is essential for achieving community welfare goals.

This study contributes new insights by specifically examining the relationship between leadership and employee work commitment in the Social Affairs Office of West Sumatra Province, a context that has received minimal academic attention. Unlike prior studies, it integrates quantitative survey data with real-world field observations, providing a more comprehensive understanding of commitment-related challenges in a provincial public sector setting. The novelty lies in capturing both measurable indicators of leadership quality and the lived experiences of employees, offering a contextualized analysis that links leadership style to concrete behavioral outcomes. By focusing on a government agency responsible for welfare services, this research situates leadership and commitment within a highly socially impactful environment, where employee engagement directly affects public service delivery. This study thus fills a significant knowledge gap by combining empirical evidence and

practical implications, offering actionable recommendations to enhance leadership effectiveness and, consequently, employee commitment in public sector organizations.

The central research problem of this study is: Does leadership significantly influence employee work commitment at the Social Affairs Office of West Sumatra Province? Based on field observations and existing literature, leadership appears to be a key driver of employee discipline, loyalty, and adherence to organizational values. However, the extent and nature of this influence in a provincial social service setting remain underexplored. This study hypothesizes that effective leadership positively correlates with higher employee commitment, accounting for a substantial proportion of variance in commitment levels. Addressing this research problem has both theoretical and practical implications: theoretically, it enriches leadership and commitment models with context-specific evidence; practically, it provides guidance for managerial strategies aimed at enhancing employee engagement and performance in public service agencies.

The argument underpinning this research is that leadership quality is not merely an administrative function but a critical determinant of employee commitment in public sector organizations. Drawing from the perspectives of Safrizal (2022), Hartawan et al. (2021), and Fatmawati and Garad (2023), leadership is seen as a catalyst for cultivating a work environment conducive to discipline, loyalty, and productivity. This study contributes by empirically quantifying the influence of leadership on commitment within the Social Affairs Office of West Sumatra Province, thereby offering evidence-based recommendations for leadership development programs. The findings are expected to benefit policymakers, public managers, and organizational development practitioners in designing interventions that strengthen leadership practices, enhance employee morale, and ultimately improve service delivery to the community. By linking leadership behaviors to tangible measures of commitment, the study provides a practical framework for improving organizational performance in socially critical public institutions.

## **METHOD**

Research methodology is a systematic and structured effort to investigate a problem through the application of scientific principles. It involves a series of stages, including data collection, processing, and analysis, carried out objectively to solve research problems or test hypotheses, thereby producing valid and applicable knowledge (Fauzi et al., 2022). The selection of an appropriate method is essential to ensure that the data obtained are accurate, reliable, and capable of supporting the research objectives. This study

employed a quantitative approach with a correlational research design to examine the relationship between leadership and employee work commitment. The quantitative approach was chosen because it enables the measurement of variables numerically and allows statistical analyses to determine the strength and significance of the relationship between variables. Such a design is considered suitable for testing hypotheses and producing generalizable conclusions from the data obtained.

The population in this research consisted of all employees of the Social Affairs Office of West Sumatra Province, totaling 67 individuals. In line with Adnyana (2021), the population refers to all elements under study, including subjects and their characteristics. These employees vary in position, age, gender, and years of service, providing a diverse representation of the organization's human resources. From this population, the researcher determined a sample size using a margin of error of 10 percent, which is acceptable for small population studies in social sciences. This calculation resulted in a total sample of 40 employees. The sampling technique applied was proportional random sampling, a method where each individual in the population has an equal chance of being selected, while ensuring proportional representation from each section or division within the organization. This technique, sometimes referred to as quota random sampling, was chosen to guarantee that the sample accurately reflects the organizational structure and distribution of employees across various departments.

The main instrument for data collection was a Likert-scale questionnaire, designed to capture respondents' perceptions of leadership and work commitment. The questionnaire included statements related to leadership style, communication, decision-making, and motivational support, as well as items assessing loyalty, discipline, dedication, and the willingness to contribute beyond basic job requirements. Before the final distribution, the questionnaire underwent a pilot test involving 20 employees outside the main sample to examine its validity and reliability, ensuring that each item was clear, relevant, and capable of generating consistent responses. Data collection began with obtaining research permission from the management of the Social Affairs Office, followed by the administration of the pilot test. The final questionnaire was then distributed to the 40 selected respondents, with the researcher closely monitoring the process to ensure accurate and complete responses. Upon completion, the questionnaires were collected, organized, and prepared for data processing.

The analysis of the collected data was conducted using SPSS version 27. Descriptive statistical analysis was applied to determine the percentage levels of leadership quality and employee commitment. Correlation analysis was used

to measure the strength and direction of the relationship between leadership and commitment, while the coefficient of determination ( $R^2$ ) was calculated to determine the proportion of variance in commitment explained by leadership. Hypothesis testing was performed by considering significance values ( $p < 0.05$ ) to confirm whether the influence of leadership on work commitment was statistically significant. This methodological framework ensures that the results of the study are valid, reliable, and capable of offering practical recommendations for strengthening leadership practices and enhancing employee work commitment in public sector organizations.

## **RESULT AND DISCUSSION**

### **Result**

#### **Employee Work Commitment**

Commitment as an internal quality that drives a person to remain active and responsible in carrying out tasks. Although every individual inherently possesses a certain degree of commitment, the level of commitment can vary, and in some cases, it may be low. They further explain that commitment is essentially an agreement or pledge not to be violated, representing a personal dedication to fulfilling an agreed-upon objective. In this sense, commitment functions as a personal and professional agreement to perform tasks in alignment with predetermined goals. Commitment as the willingness of organizational members to maintain their membership and to work diligently toward achieving the organization's objectives. This perspective highlights that commitment is not only about remaining in the organization but also about making an active and sustained effort toward its success. Commitment as a sense of identification, loyalty, and involvement that employees demonstrate toward their organization or organizational unit. He emphasizes that organizational commitment encompasses three key attitudes: identifying with organizational goals, being actively involved in organizational tasks, and maintaining loyalty to the organization.

Based on these expert views, this study adopts indicators of employee work commitment that reflect the alignment of personal values with organizational objectives, the willingness to engage fully in work-related responsibilities, and the dedication to maintain long-term loyalty to the organization. These indicators form the basis for measuring the level of commitment among employees of the Social Affairs Office of West Sumatra Province, serving as a foundation for understanding how leadership may influence the quality and strength of this commitment.

**Table 6. Results of Work Commitment Indicator Achievements**

Variable	Indicators	Avarange Number	% Level of Achivement	Category
Work Commitment	Responsibility	16,38	86%	High
	Loyalty	16,58	83%	High
	Awareness	16,37	82%	High
	Trust	16,80	84%	High
	Desire	16,27	86%	High
	Agreement	16.63	83%	High
Average score		122,70	88%	Tinggi

### **Responsibility**

The findings indicate that responsibility is strongly embedded among employees, reflected in their ability to complete tasks on time, carry out duties with diligence, and follow instructions as required. Timeliness in work was recognized as a measure of task success, highlighting efficiency in meeting deadlines while maintaining quality standards. Employees who consistently fulfill their obligations demonstrate not only technical performance but also a sense of ownership toward their work. Compliance with organizational policies and procedures was also evident, underscoring a disciplined work ethic and adherence to established rules.

### **Loyalty**

Employee loyalty emerged as a significant strength, characterized by adherence to workplace regulations, a strong sense of responsibility, and willingness to collaborate with colleagues. Many employees displayed a sense of belonging to the organization, actively contributing to its growth and maintaining harmonious relationships with co-workers. This loyalty was also reflected in their satisfaction with their work and their desire to remain with the organization long-term.

### **Awareness**

Awareness levels among employees were high, as shown in consistent attendance, punctuality, and adherence to workplace rules. Employees demonstrated a clear understanding of their roles and organizational standards, ensuring that their performance met the required benchmarks. This sense of awareness contributed to discipline and reliability in daily operations.

### **Trust**

Trust between employees and leadership was evident, with staff expressing confidence in their leaders' competence, integrity, and fairness. Employees felt secure in the consistency of managerial decisions and valued the transparency and openness of communication within the organization.

## Willingness

Employees showed strong willingness to engage actively in organizational activities, participate in initiatives, and respond positively to leadership direction. This motivation was evident in their enthusiasm for learning, professional development, and innovation in their respective roles.

## Agreement

A notable feature of the organizational climate was the high degree of agreement between employees and leadership regarding the vision, mission, and strategic direction of the organization. This consensus was supported by mutual understanding, shared ownership of goals, and collaborative decision-making processes that fostered unity in action. Overall, the average score for work commitment indicators was 122.70 out of 140, with an achievement rate of 88%, placing it in the “High” category. Responsibility scored an average of 16.38 (86%), loyalty 16.58 (83%), awareness 16.37 (82%), trust 16.80 (84%), willingness 16.27 (86%), and agreement 16.63 (83%). These results confirm that employee commitment at the Social Affairs Office of West Sumatra Province is consistently strong across all measured dimensions.

## Leadership

Leadership within the Social Affairs Office of West Sumatra Province was assessed as being in the “Good” category, with an overall score of 88% against the ideal benchmark. The leadership style observed was characterized by the ability to influence, guide, and motivate employees toward achieving organizational objectives. Leaders demonstrated both strategic vision and the capacity to inspire collaboration, fostering a productive and innovative work culture. The head of the office was recognized for the ability to identify challenges and opportunities swiftly, ensuring that organizational goals were met effectively. Success was not only measured in terms of performance indicators but also in the capacity to cultivate a collective sense of responsibility and voluntary participation among employees. This approach strengthened organizational unity, enhanced job satisfaction, and supported the overall mission of the Social Affairs Office.

**Table 8. Leadership Indicator Achievement Results**

Variable	Indicator	Average Number	% Level of Achievement	Category
Leadership	Direct	33,02	87%	Good
	Influence	28,85	85%	Good
	Moving	24,37	81%	Good
	Guide	37,40	85%	Good
Average Score		123,63	85%	Good

## **Leadership**

The leadership assessment at the Social Affairs Office of West Sumatra Province shows an overall achievement score of 85%, placing it in the “Good” category. The findings reveal a leadership approach characterized by clear direction, positive influence, motivational drive, and supportive guidance, all of which contribute to a productive and collaborative work environment.

### **Directing**

Leaders were effective in reducing employee arrogance and fostering respectful service to the public through two-way communication. Direct reminders, constructive advice, and open discussions about service ethics were common practices. Monthly meetings were held to address employee attitudes and work spirit, with leaders encouraging participation in decision-making. This approach was further reinforced by leaders setting examples through their own active involvement in tasks, demonstrating the expected standards of work.

### **Influencing**

Leaders effectively motivated staff by applying appropriate communication styles that influenced decisions and actions. This influence extended beyond daily tasks to shaping team culture, aligning interpretations of organizational events, and fostering cooperative relationships both within and outside the organization. By adapting their leadership style to different situations, leaders were able to maintain high performance and positive team dynamics.

### **Mobilizing**

The ability to inspire active participation toward achieving shared goals was evident. Leaders encouraged employees to work consistently toward organizational targets despite occasional workplace challenges. They also cultivated strong relationships with staff, promoting a sense of unity and shared purpose, which in turn boosted productivity and performance.

### **Guiding**

Leadership in the office also involved providing continuous support, clear instructions, and opportunities for skill development. Employees received constructive feedback and encouragement, helping them enhance their competencies and contribute more effectively to organizational goals. This guidance created a work environment where expectations were clear, and support was readily available to ensure tasks were completed successfully. Overall, the leadership variable achieved a score of 123.63 out of a possible 146, with an achievement rate of 85%. By indicator, Directing reached 87%,

Influencing 85%, Mobilizing 84%, and Guiding 85%. These results confirm that leadership in the Social Affairs Office is consistently strong across all dimensions, playing a crucial role in sustaining organizational performance and employee commitment.

## **Discussion**

The leadership assessment at the Social Affairs Office of West Sumatra Province achieved an overall score of 123.63 out of 146, equivalent to an achievement rate of 85%, placing it in the “Good” category. The findings reveal that leadership in this institution is characterized by the ability to provide clear direction, exert positive influence, mobilize collective efforts, and offer consistent guidance, all of which have contributed to a productive and collaborative work culture. In line with Lano (2015), leaders were able to reduce employee arrogance and foster respectful service to the public through active two-way communication, direct reminders, constructive advice, and open discussions about service ethics. Monthly sessions were organized to address employee attitudes and maintain work spirit, while leaders encouraged participation in decision-making and reinforced expected standards by personally engaging in work activities. As highlighted by Obi (2018) and Jaya et al. (2020), leaders demonstrated the capacity to influence decisions and actions by applying communication styles suited to different contexts, shaping organizational culture, aligning interpretations of events, and fostering cooperative relationships internally and externally. Consistent with the perspectives of Mukhlis (2020) and Nasution & Ichsan (2021), leaders inspired employees to work consistently toward organizational targets despite challenges, building unity and resilience through strong interpersonal relationships. Furthermore, as noted by Setiawan & Muhith (2013) and Atiqoh et al. (2023), leaders provided continuous support, clear instructions, and opportunities for skill development, offering constructive feedback and encouragement that enhanced employee competencies and performance. These leadership practices collectively contributed to consistently strong performance across all dimensions, with achievement rates of 87% for directing, 85% for influencing, 84% for mobilizing, and 85% for guiding, confirming the crucial role of leadership in sustaining organizational success and employee commitment.

## **CONCLUSION**

Based on the results of the study and the analysis conducted using simple linear regression, it was found that employee work commitment at the Social Affairs Office of West Sumatra Province is at a high level. This high

commitment reflects a workforce that consistently demonstrates strong responsibility in carrying out tasks, unwavering loyalty to the institution, and a deep dedication to achieving organizational objectives. Employees not only fulfill their assigned duties but also show a willingness to go beyond their basic responsibilities in support of the organization's mission.

Leadership performance by the Head of the Office is also assessed as highly effective. The Head has shown the ability to provide clear direction, maintain open and constructive communication, and offer consistent guidance to employees. This includes fostering a participatory environment in which staff are encouraged to contribute ideas and take part in decision-making, as well as motivating employees through both verbal encouragement and leading by example. The leadership style employed is adaptive, enabling the Head to respond effectively to different organizational situations and challenges.

The research results confirm a positive and statistically significant relationship between leadership and employee work commitment. In practical terms, this means that improvements in leadership quality are directly associated with higher levels of employee commitment. Effective leadership not only influences day-to-day productivity but also strengthens employees' emotional attachment to their work and to the organization. This synergy between leadership and commitment plays a decisive role in maintaining organizational stability, enhancing service quality, and ensuring long-term performance sustainability.

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