

**THE INFLUENCE OF LEADERSHIP, COMPENSATION,  
COMMUNICATION AND WORK ENVIRONMENT ON EMPLOYEE  
PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT  
AS AN INTERVENING VARIABLE  
(Study at Bank Kaltimtara Syariah Samarinda Branch)**

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**Abstract:** This study aims to analyze the influence of leadership, compensation, communication, and work environment on employee performance through organizational commitment as a banking intervention variable. IBM AMOS 23 was used to analyze the pattern of causality between variables. This research uses survey research methods. The population in this study were all staff at the Bank Kaltimtara Syariah Samarinda Branch in East Kalimantan. The number of research samples is determined by 250 respondents. The result of the research is that there is a significant direct and positive influence of leadership on employee performance. There is no significant negative direct effect of compensation on employee performance. There is a significant direct and positive effect of communication on employee performance. There is a significant direct and positive effect of the work environment on employee performance. There is a significant direct and positive effect of organizational commitment on employee performance. There is a significant indirect and positive effect of leadership on employee performance by intervening organizational commitment. There is a significant indirect and positive effect of compensation on employee performance by intervening organizational commitment. There is a significant indirect and positive effect of communication on employee performance with organizational commitment intervention. There is no indirect and insignificant negative effect of the work environment on employee performance by intervening organizational commitment. There is a significant direct and positive effect of organizational commitment on employee performance. There is a significant indirect and positive effect of leadership on employee performance by intervening organizational commitment. There is a significant indirect and positive effect of compensation on employee performance by intervening organizational commitment. There is a significant indirect and positive effect of communication on employee performance with organizational commitment intervention. There is no indirect and insignificant negative effect of the work environment on employee performance by intervening organizational commitment. There is a significant direct and positive effect of organizational commitment on employee performance. There is a significant indirect and

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**Keywords:** *Leadership, compensation, communication, work environment, organizational commitment and employee performance*

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## **1. Introduction**

At this time, the Samarinda Branch of Bank Kaltimtara Syariah Company evaluates employee performance. Therefore, employees are required to provide maximum performance than in previous years. Therefore, the success or failure of an organization or company will be determined by the factors of employees or human resources in it in achieving goals. An employee who has high and good performance can support the achievement of the goals and objectives that have been created by the company. In addition, one's satisfaction in being in a company is an important thing that deserves attention. If the job satisfaction felt by an employee is good enough, it will be beneficial for the company in order to achieve the organizational goals that have been set.

Leadership plays an important role in the overall effort to improve performance, either at the individual or organizational level. It is said that because performance does not focus on the point of view of the implementing staff who are generally technical in nature, but also from the group and managerial aspects. (Robbins, 2013: 54) states that performance is positively influenced if the leader compensates for the things that are lacking in employees in work situations.

The achievement of organizational goals is a reflection of the effectiveness of a leader. Meanwhile, employees or subordinates assess the effectiveness of leaders from the point of view of the satisfaction they feel during their overall work experience at Bank Kaltimtara Syariah Branch in Samarinda. A leader must be able to manage the company well, create a conducive atmosphere and supervise the performance of the employees of Bank Kaltimtara

Syariah Samarinda Branch while working, leadership is the ability of a person to influence other people to work towards achieving goals and objectives at Bank Kaltimtara Syariah Samarinda Branch. So, it is very necessary to have an example from a leader who later becomes a role model for his subordinates.

In line with the research conducted by Salahuddin (2013), it proves that leadership has a positive and significant effect on employee performance. Meanwhile, research conducted by Sapti (2017) which proves that leadership has a positive and insignificant effect on employee performance.

Meanwhile, employees or subordinates assess the effectiveness of compensation from the point of view of the satisfaction they feel during their overall work experience at Bank Kaltimtara Syariah Branch in Samarinda. compensation received by employees for their work in the organization. Ordinary compensation in the form of physical or non-physical and must be calculated and given to employees in accordance with the sacrifices that have been given to the organization or company where he works to influence other people to work to achieve the goals and objectives at Bank Kaltimtara Syariah Samarinda Branch.

In line with the research conducted by Shanty & Mayangsari, (2019). Compensation is not significant to employee performance through organizational commitment and Putu (2017) shows a negative and insignificant relationship between compensation and organizational commitment, the relationship between compensation has a positive and insignificant effect on employee performance while organizational commitment has a positive and significant effect on employee performance.

In communication that involves two people, communication takes place if there is a similarity of meaning. In accordance with this definition, basically someone communicating is to achieve the same meaning between humans involved in the communication that occurs, where the understanding that is in the minds of the communicator (messenger) and the communicant (message recipient) regarding the message conveyed must be the same so that what the communicator the intent can also be well understood by the communicant so that communication runs well and effectively at Bank Kaltimtara Syariah Samarinda Branch. (Effendy, 2015: 189).

This is not in accordance with research conducted by Setiawan & Lestari (2016) proving that communication has a negative and insignificant effect on employee performance through organizational commitment, the work environment has a negative and insignificant effect on organizational commitment, communication has a negative and insignificant effect on employee performance. , and the work environment has a negative and insignificant effect on employee performance.

The work environment is something that exists in the workers' environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and adequate at least work equipment. The work environment is everything that is around the workers / employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks assigned to employees in order to improve work employees in a company. The work environment is divided into two types, namely the physical work environment and the non-physical work environment at Bank Kaltimtara Syariah Samarinda Branch. The work environment is all things or elements that can affect directly or indirectly the organization or

company that will have a good or bad impact on the performance of its employees. (Budi W Soetjipto, 2018:87).

This is in accordance with research conducted by (Pawirosumarto et al., 2017) proving that the work environment has a positive and significant effect on employee performance.

This states that organizational commitment can be considered as the level of employee dedication to the organization where he works and the willingness to work on behalf of or for the benefit of the organization, and the possibility of maintaining his membership at Bank Kaltimara Syariah Branch in Samarinda. compensation received by employees for their work in the organization. Organizational commitment is built on the basis of employee trust in organizational values, employee willingness to help realize organizational goals and employee loyalty to remain members of the organization in order to create a sense of belonging for employees to the organization (Mowday, 2019: 119).

In accordance with research conducted by (Aprillia, 2011) proves that organizational commitment has a positive and significant effect on employee performance.

leadership as an effort to influence not coercion (concersive) to motivate people to achieve certain goals. The achievement of organizational goals is a reflection of the effectiveness of a leader. Meanwhile, employees or subordinates assess the effectiveness of leaders from the point of view of the satisfaction they feel during their overall work experience at Bank Kaltimara Syariah Branch in Samarinda.

This is in accordance with the research conducted by Salahuddin (2013) proving that leadership has a positive and significant effect on organizational commitment. And these findings prove that leadership has a positive and significant effect on employee performance through organizational commitment.

Compensation that is in accordance with the wishes of employees for their work can stimulate the enthusiasm of employees to work better from time to time, thus providing a positive influence for increasing employee work results at Bank Kaltimara Syariah Samarinda Branch. Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company.

This is in accordance with the research conducted by Shanty & Mayangsari, (2019). Compensation is not significant to employee performance through organizational commitment.

Communication can affect employee performance through an organization where the company provides direction and assistance to understand the content of information received by employees of Bank Kaltimara Syariah Samarinda Branch, on the contrary if the recipient of the information does not understand the content of the information provided by the company, then there is ineffective communication to employees who can eventually lead to conflict. Communication has a very close relationship with the organization and leadership, it can even be said that there is no organization without communication.

This is not in accordance with the research conducted by Setiawan & Lestari (2016) which proves that communication has a negative and insignificant effect on employee performance through organizational commitment. This is reinforced by the total effective contribution that is greater and more effective so that by accepting or supporting theoretical and empirical studies regarding the better communication, it will lead to the satisfaction expected by employees which has an impact on the creation of employee performance.

A conducive work environment because this will help and make employees or employees feel comfortable to work at Bank Kaltimara Syariah Samarinda Branch. the work environment i.e. space, physical layout, noise, tools, materials, and peer relations and the quality of these all have an important positive impact on the quality of the work produced.

This is in accordance with research by Aprillia (2011) proving that the work environment has a negative and insignificant effect on employee performance through organizational commitment.

## **2. Literature review**

**Attribution Theory** This means that attribution theory is an attempt to determine whether individual behavior is caused internally or externally. Attribution theory tries to explain how we judge people differently, depending on the meanings we associate with certain behaviors. This suggests that when observing individual behavior, we try to determine whether it is caused internally or externally. The determination, however, is highly dependent on 3 (three) factors, namely (1) specificity, (2) consensus and (3) consistency. Internally induced behavior is behavior that we believe is under the individual's personal control. Externally induced behavior is what we imagine the situation forcing the individual to do. For example, if one of your employees is late for work, You may attribute their tardiness to their bingeing into the small hours of the morning and then oversleeping. This is an internal attribution. But if you assume they arrived late due to a traffic-binding car accident, then you're making an external attribution.

### **Leadership**

Yukl (2012:104) concludes that each person influences and is influenced by others, it means that everyone leads in some areas, while in other fields someone is led. Leadership can also be defined as using power and direct influence on someone to support an achievement.

### **Compensation**

According to Dessler (2015: 154), argues that compensation is a form of payment or reward given to employees and arises from hiring the employee.

### **Communication**

In communication that involves two people, communication takes place if there is a similarity of meaning. In accordance with this definition, basically someone communicating is to achieve the same meaning between humans involved in the communication that occurs, where the understanding that is in the minds of the communicator (messenger) and the communicant (message recipient) regarding the message conveyed must be the same so that what the communicator the intent can also be understood well by the communicant so that communication goes well and effectively. (Effendy, 2015: 189).

### **Work Environment**

According to Robbins (2011: 218), the environment is institutions or outside forces that have the potential to affect organizational performance. The environment is formulated into two, namely the general environment and the special environment. The general environment is anything outside the organization that has the potential to influence the organization. This environment is in the form of social and technological conditions.

### **Organizational Commitment**

Organizational commitment is different depending on which point of view we look at the issue of organizational commitment, but the purpose of organizational commitment is the same. According to Jex and Steve M (2015:125)

### **Employee performance**

According to Whitmore (2012:109), performance is an expression of a person's potential in fulfilling his responsibilities by setting certain standards. Performance is one of the total collections of work that exists in workers.

### **3. Research Method**

In this study, the population is the employees of Bank Kaltimtura Syariah Branch in Samarinda. Based on data from Bank Kaltimtura Syariah Branch Samarinda 2020-2021 that the average total number of employees at Bank Kaltimtura Syariah Branch in Samarinda is 262 people. The sampling technique in this study uses a non-probability sampling technique in determining the sample in which each element in the population does not have the same opportunity or opportunity to be selected as a sample and one of these techniques is the purposive sampling method which is a sampling technique for data sources. by the researcher, if the researcher has certain considerations in sampling or determining the sample.

#### **Conceptual Model**

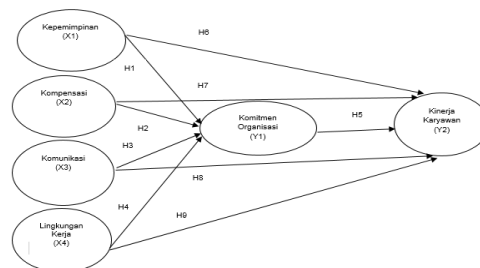


Figure 1. Research Conceptual Model

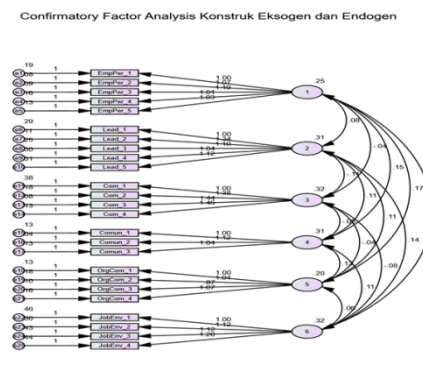
### **Research Hypothesis**

- H1: Kleadership (X1) has a positive and significant effect on employee performance (Y2).
- H2: Compensation (X2) has a positive and significant impact on employee performance (Y2).
- H3: Communication(X3) has a positive and significant effect on performance employees(Y2).
- H4: The work environment (X4) has a positive and significant effect on employee performance (Y2).
- H5: Organizational commitment (Y1) has a positive and significant effect on employee performance (Y2).
- H6: KLeadership (X1) has an effect on employee performance (Y2) through organizational commitment (Y1).
- H7: Kcompensation (X2) has an effect on employee performance (Y2) through organizational commitment (1).
- H8: Kcommunication (X3) has an effect on employee performance (Y2) through organizational commitment (Y1).
- H9: Lthe work environment (X4) has an effect on employee performance (Y2) through organizational commitment (Y1).

## 4. Results and Discussion

### 4.1. Results

Figure 2. Confirmatory Factor Analysis of Exogenous and Endogenous Constructs of SEM



Source: Data Processed by Amos 23, 2021.

#### **Convergent Validity Test Results on Exogenous Constructs Using Standardized Regression Weights**

From the results obtained, the overall manifest variable is above 0.50, it can be said to be valid, while to determine the strength or weakness in forming the latent variable (construct) it can be seen from the critical ratio value greater than 2.00 with a significant level of less than 0.05. The CR value greater than 2.00 indicates that the variables mentioned above are significantly the dimensions of the formed latent factors. The strongest value forming the leadership variable (X1) is an indicator of paying attention to employee welfare (Lead\_2) because the loading factor reflected in the standardized regression weight value is greater than the other constructs, which is 0.894, The strongest value forming the compensation variable (X2) is the employee facilities indicator (Com\_3) because the loading factor reflected in the standardized regression weight value is greater than the other constructs, which is 0.925. The strongest value forming the communication variable (X3) is the media efficiency indicator (Comun\_2) because the loading factor reflected in the standardized regression weight value is greater than the other constructs, which is 0.965. The strongest value forming the Work Environment variable (X4) is the responsibility indicator (JonEnv\_3) because the loading factor reflected in the standardized regression weight value is greater than the other constructs, which is 0.713. Meanwhile, Hair et al. (2010) in (Ghozali, 2017:

#### **Convergent Validity Test Results on Endogenous Constructs Using Standardized Regression Weights**

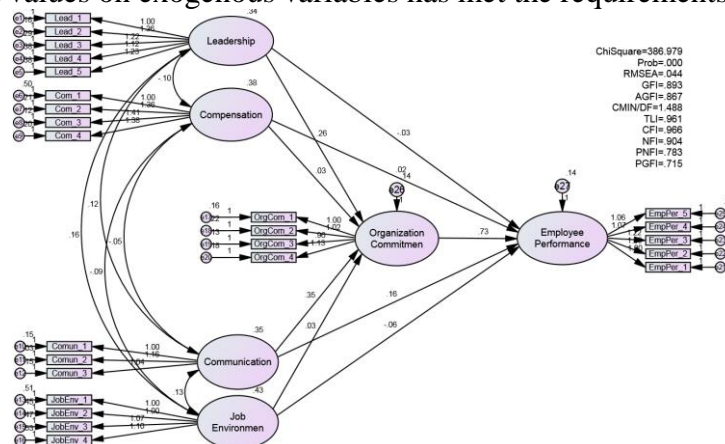
From the results obtained, the overall manifest variable is above 0.50, it can be said to be valid, while to determine the strength or weakness in forming the latent variable (construct) it can be seen from the critical ratio value greater than 2.00 with a significant level of less than 0.05. The CR value greater than 2.00 indicates that the above-mentioned variables are significantly the dimensions of the formed latent factors. The strongest value forming the organizational commitment variable (Y1) is the economic value indicator (OrgCom\_3) because the loading factor reflected in the standardized regression weight value is greater than the other constructs, which is 0.791.

**Model Feasibility Test Results (Godness of Fit)**  
**Table 1 Model Feasibility Test Results (Godness of Fit)**

Index Model Feasibility Test	threshold	Analysis Results	Model Evaluation
<i>Absolute Fit Measures</i>			
Chi-Square (X2)	df = 164 with = 0.05X2Table (225,705)	386,979	poor fit
Sig (probability)	0.05	0.000	good fit
RMSEA	< 0.08	0.044	good fit
GFI	0.90	0.893	poor fit
CMIND/DF	< 2.00	1,488	poor fit
AGFI	0.90	0.867	poor fit
<i>Incremental Fit Measures</i>			
NFI	> 0.90	0.904	good fit
TLI	> 0.90	0.961	good fit
CFI	> 0.90	0.966	good fit
<i>Parsimony Fit Measures</i>			
PNFI	< 0.90	0.783	good fit
PGFI	< 1.00	0.715	good fit

Source: Data Processed AMOS 24, 2021.

According to Table 1 above, the results obtained are Chi-Squarecount (X2 count) > Chi-Squaretable (X2 table) or 225.705 > 386.979; significance 0.000 < 0.05 which means the assessment of the fit is weak (poor fit); RMSEA value of 0.055 < 0.08; GFI value is 0.893 < 0.90; the CMIND/DF value is 1.488 > 2.00; AGFI value is 0.867 < 0.90 (Poor fit); NFI value is 0.904 > 0.90 (Good fit); TLI value is 0.915 > 0.90 (Good fit); CFI value is 0.966 > 0.90; PNFI value of 0.783 < 0.90; and the PGFI value is 0.715 < 1.00 which means the model is good fit. Based on the overall goodness of fit measurement results above, it shows that the model proposed in this study is accepted, which means that the predicted fit of the model with the observed values on exogenous variables has met the requirements.





Source: Data Processed by Amos 24, Year 2021.

**Table 2 Measurement Results of the Fit Model (Measurement Model)**

Variable (Construct)	<i>Composite Reliability</i>	<i>Variance Extracted</i>	<i>Average Variance Extracted (AVE)</i>
Leadership (X1)	0.797	0.613	0.893
Compensation(X2)	0.836	0.721	0.914
Communication (X3)	0.814	0.764	0.902
Work Environment (X4)	0.739	0.511	0.860
Organizational Commitment (Y1)	0.785	0.531	0.886
Employee Performance (Y2)	0.801	0.655	0.895

Source: Data Processed AMOS 23, 2021.

In accordance with Table 2 above, the results show that overall all constructs for the composite reliability value  $> 0.70$  and the variance extracted value  $> 0.50$  it can be concluded that they have met the reliable requirements, which means that the indicator values used as observed variables are relatively able to explain latent variables. which is formed while testing the discriminant validity value which is reflected in the average variance extracted value  $> 0.70$  which means the validity of each construct is good or high from the correlation value between latent constructs. After the measurement model (outer model) it can be evaluated structural model (inner model) with a critical ratio (CR) 2.00; = 5% which is reflected in the estimation results of the regression weight parameter.

**Table 3 Estimation Results of Regression Weight . Parameters**

Relationship Between Variables	Estimate	SE	CR	P-Values	Label	Information
Leadership on Employee Performance	0.261	0.063	4.137	***	par_21	H1 is accepted (significant)
Compensation for Employee performance	0.032	0.049	0.646	0.518	par_23	H2 is rejected (not significant)
Communication to Employee performance	0.353	0.058	6,100	***	par_24	H3 accepted (significant)
Work Environment on Employee performance	0.029	0.056	0.524	0.06	par_26	H4 is accepted (significant)
Organizational Commitment to Employee Performance	0.731	0.107	6,801	***	par_28	H5 accepted (significant)
Leadership on Employee Performance Through Organizational Commitment	0.726	0.134	3.811	0.01	par_20	H6 accepted (significant)
Compensation for Employee Performance Through Organizational Commitment	0.02	0.049	2.407	0.14	par_22	H7 accepted (significant)

Relationship Between Variables	Estimate	SE	CR	P-Values	Label	Information
Communication to Employee Performance Through Organizational Commitment	0.155	0.063	2.455	0.014	par_25	H8 accepted (significant)
Work Environment on Employee Performance Through Organizational Commitment	0.658	0.106	2.032	0.262	par_27	H9 rejected (not significant)

Source: Data Processed by Amos 23, 2021.

According to Table 3 above, the results show that the regression coefficient of each variable has 6 (six) relationships, namely compensation on employee performance; and the work environment on employee performance through organizational commitment where the hypothesis is rejected which means it is not significant because it does not have an overall critical ratio (CR) value above 2.00 at a significant level of 5% while leadership on employee performance; communication on employee performance; work environment on employee performance; organizational commitment to employee performance; leadership on employee performance through organizational commitment;

## 4.2. Discussion

### 1. The Effect of Leadership on Employee Performance

Leadership with an estimate of -0.261 has a positive and significant effect on organizational commitment because the critical ratio (CR) value is  $4.137 < 2.00$  with a significant level of  $0.000 < 0.05$  which means H1 (first hypothesis) in this study is accepted. These findings indicate that the leadership variables which include directives; supportive; participatory and set sustainable goals for employee performance which include quality, quantity, timeliness, effectiveness and independence. This means that the better leadership achieved by employees at Bank Kaltimara Syariah Samarinda Branch, it can have an impact on work morale and work motivation so as to create leadership felt by employees but this does not necessarily encourage employee satisfaction or satisfaction at work which is because most respondents aged 22 to 26 years or 46.0% and have the latest education Bachelor (S1) with 66.00% respondents. When employees at this company have leaders who serve, of course they are very happy and satisfied where individual employees do not feel pressured by the leader if there are difficulties in carrying out work, usually the leader always gives free time for discussion and helps the difficulties of his employees at work.

### 2. The Effect of Compensation on Employee Performance

Compensation with an estimate of 0.032 has a positive and insignificant effect on employee performance because the critical ratio (CR) value is  $0.646 < 2.00$  with a significant level of  $0.518 > 0.05$  which means H2 (second hypothesis) in this study is rejected. These findings indicate that the compensation variable has a unidirectional and insignificant relationship to employee performance which means that compensation has not been able to encourage employee performance perceived by employees at Bank Kaltimara Syariah Samarinda Branch. This means that the better compensation achieved

by employees at Bank Kaltimtara Syariah Samarinda Branch, it can have an impact on work morale and work motivation so as to create compensation felt by employees but this does not necessarily encourage employee satisfaction or satisfaction at work which is because most respondents with an income of Rp. 3,500,000 up to Rp. 6,500,000 or 65.00% and have the latest education Bachelor (S1) with 66.00% respondents. This certainly has an impact on compensation where employees who have the opportunity to receive higher compensation must meet the qualifications and competencies set by Bank Kaltimtara Syariah Samarinda Branch. Besides that,

3. The Effect of Communication on Employee Performance

Communication with an estimate of 0.353 has a positive and significant effect on employee performance because the critical ratio (CR) value is  $6.100 > 2.00$  with a significant level of  $0.000 < 0.05$ , which means H3 (third hypothesis) in this study is accepted. These findings indicate that the communication variable has a positive or unidirectional relationship and is significant on employee performance. The results of these findings indicate that the communication variable has a unidirectional and significant relationship to employee performance which means that communication is able to encourage employee performance perceived by employees at Bank Kaltimtara Syariah Samarinda Branch. This means that the better communication between employees at Bank Kaltimtara Syariah Samarinda Branch, it can have an impact on increasing communication, which will improve employee performance. In the context of banking institutions, communication is the key to the banking business. Employees will communicate better with managers, co-workers, or with customers. Communication works well between leaders and subordinates causing banking business processes to run well. Good communication will cause bank employees to feel at home and work with high motivation and enthusiasm. Conditions like this will further improve communication on employee performance. Employees will communicate better with managers, co-workers, or with customers. Communication works well between leaders and subordinates causing banking business processes to run well. Good communication will cause bank employees to feel at home and work with high motivation and enthusiasm. Conditions like this will further improve communication on employee performance. Employees will communicate better with managers, co-workers, or with customers. Communication works well between leaders and subordinates causing banking business processes to run well. Good communication will cause bank employees to feel at home and work with high motivation and enthusiasm. Conditions like this will further improve communication on employee performance.

However, this does not necessarily encourage employees to feel happy or satisfied at work which is because most of the respondents are male or 51.00% and have the latest education Bachelor (S1) with 66.00% respondents. This certainly has an impact on employee communication which obtains good communication between superiors and subordinates at Bank Kaltimtara Syariah Samarinda Branch. In addition, higher education is not necessarily able to improve good communication, therefore the ability of employees is very important in order to make a major contribution to the progress and improvement of the company.

4. The Influence of Work Environment on Employee Performance

The work environment with an estimate of 0.229 has a positive and significant effect on employee performance because the critical ratio (CR) value is  $3,524 > 2.00$  with a significant level of  $0.006 < 0.05$ , which means H4 (fourth hypothesis) in this study is accepted. These findings indicate that the work environment variable has a positive or unidirectional relationship and is significant on employee performance. These findings indicate that the work environment variable has a unidirectional and significant relationship to employee performance which means that the work environment is able to encourage employee performance perceived by employees at Bank Kaltimtaras Syariah Samarinda Branch. This means that the better the work environment among employees at Bank Kaltimtaras Syariah Samarinda Branch, it can have an impact on employee performance so as to create a good work environment that is felt by employees, but this does not necessarily encourage employees to feel happy or satisfied at work which is because most of the respondents male gender or 51.00% and have the latest education Bachelor (S1) with 66.00% respondents. This certainly has an impact on the employee's work environment where the work environment affects the activities of both the physical and non-physical work environment at Bank Kaltimtaras Syariah Samarinda Branch. Besides that,

5. The Effect of Organizational Commitment on Employee Performance

Organizational commitment with an estimate of 0.731 has a positive and significant effect on employee performance because the critical ratio (CR) value is  $6.801 > 2.00$  with a significant level of  $0.000 < 0.05$ , which means H5 (the fifth hypothesis) in this study is accepted. These findings indicate that the variable organizational commitment has a direct and significant relationship to employee performance which means that organizational commitment is able to encourage employee performance perceived by employees at Bank Kaltimtaras Syariah Samarinda Branch. This means that the better the organizational commitment among employees at Bank Kaltimtaras Syariah Samarinda Branch, it can have an impact on employee performance so as to create organizational commitment felt by employees. However, this does not necessarily encourage employees to feel happy or satisfied at work which is because most of the respondents are male or 51.00% and have the latest education Bachelor (S1) with 66.00% respondents. This certainly has an impact on employee communication which obtains good communication between superiors and subordinates at Bank Kaltimtaras Syariah Samarinda Branch. In addition, higher education is not necessarily able to increase good organizational commitment, therefore employee commitment is very important in order to contribute greatly to the progress and improvement of the company. This certainly has an impact on employee communication which obtains good communication between superiors and subordinates at Bank Kaltimtaras Syariah Samarinda Branch. In addition, higher education is not necessarily able to increase good organizational commitment, therefore employee commitment is very important in order to contribute greatly to the progress and improvement of the company. This certainly has an impact on employee communication which obtains good communication between superiors and subordinates at Bank Kaltimtaras Syariah Samarinda Branch. In addition, higher education is not necessarily able to increase good organizational commitment, therefore employee

commitment is very important in order to contribute greatly to the progress and improvement of the company.

6. The Influence of Leadership on Employee Performance Through Organizational Commitment

Leadership with a path coefficient of 0.726 has a positive and significant effect on employee performance because the critical ratio (CR) value is  $3.811 > 2.00$  with a significant level of  $0.001 < 0.05$  which means H<sub>6</sub> (sixth hypothesis) in this study is accepted. These findings indicate that the leadership variable has a positive or unidirectional and significant relationship to employee performance through organizational commitment, which means that leadership is able to create employee performance through organizational commitment felt by employees at Bank Kaltim Tara Syariah in Samarinda. Leadership has a direct effect on organizational commitment by 18.5% while the indirect effect through employee performance is 6.70% with the effective or total contribution resulting from the 2 (two) relationship patterns of 25.2% obtained from direct influence and indirect influence. This means that organizational commitment is able to mediate the influence of leadership on employee performance which is because if the organization's commitment to employees and the company is fulfilled, it can create good leadership. From the direct or indirect influence on leadership on employee performance, it has an effective contribution of 25.2% so it can be concluded that organizational commitment is capable of being an intermediary variable or mediating the influence of leadership on employee performance because the value of the contribution of the influence is greater and positive or unidirectional. This means that organizational commitment is able to mediate the influence of leadership on employee performance which is because if the organization's commitment to employees and the company is fulfilled, it can create good leadership. From the direct or indirect influence on leadership on employee performance, it has an effective contribution of 25.2% so it can be concluded that organizational commitment is able to act as an intermediary variable or mediate the influence of leadership on employee performance because the value of the contribution of the influence is greater and positive or unidirectional. This means that organizational commitment is able to mediate the influence of leadership on employee performance which is because if the organization's commitment to employees and the company is fulfilled, it can create good leadership. From the direct or indirect influence on leadership on employee performance, it has an effective contribution of 25.2% so it can be concluded that organizational commitment is capable of being an intermediary variable or mediating the influence of leadership on employee performance because the value of the contribution of the influence is greater and positive or unidirectional.

7. Effect of Compensation on Employee Performance Through Organizational Commitment

Compensation with a path coefficient of 0.202 has a positive and significant effect on employee performance because the critical ratio (CR) value is  $2.407 > 2.00$  with a significant level of  $0.014 < 0.05$  which means H<sub>7</sub> (seventh hypothesis) in this study is accepted. These findings indicate that the compensation variable has a positive or unidirectional and significant relationship to employee performance through organizational commitment, which means that compensation is able to create employee

performance through organizational commitment felt by employees at Bank Kaltimara Syariah in Samarinda. Compensation has a direct effect on organizational commitment by 11.6% while the indirect effect through employee performance is 2.6% with an effective or total contribution resulting from the 2 (two) relationship patterns of 14.

This means that organizational commitment is able to mediate the effect of compensation on employee performance which is because if the organization's commitment to employees and the company is fulfilled, it can create good compensation. From the direct or indirect influence on leadership on employee performance, it has an effective contribution of 14.2% so it can be concluded that organizational commitment is capable of being an intermediary variable or mediating the effect of compensation on employee performance because the value of the contribution of the influence is greater and positive or unidirectional.

8. The Effect of Communication on Employee Performance Through Organizational Commitment

Communication with a path coefficient of 0.155 has a positive and significant effect on employee performance because the critical ratio (CR) value is  $2.455 > 2.00$  with a significant level of  $0.014 < 0.05$ , which means H8 (eighth hypothesis) in this study is accepted. These findings indicate that the communication variable has a positive or unidirectional and significant relationship to employee performance through organizational commitment, which means that leadership is able to create employee performance through organizational commitment felt by employees at Bank Kaltimara Syariah in Samarinda. This means that organizational commitment is able to mediate the effect of communication on employee performance which is because if the organization's commitment to employees and the company is fulfilled, it can create good communication.

9. Influence of Work Environment on Employee Performance Through Organizational Commitment

The work environment with a path coefficient of 0.658 has a positive and insignificant effect on employee performance because the critical ratio (CR) value is  $2.032 > 2.00$  with a significant level of  $0.262 < 0.05$ , which means H9 (the ninth hypothesis) in this study is rejected. These findings indicate that the work environment variable has a positive or unidirectional and insignificant relationship to employee performance through organizational commitment, which means that the work environment is not able to create employee performance through organizational commitment felt by employees at Bank Kaltimara Syariah in Samarinda. The work environment has a direct effect on organizational commitment by 5.8% while the indirect effect through employee performance is 3.4% with an effective or total contribution resulting from the 2 (two) relationship patterns of 9.2% obtained from direct influence and indirect influence. This means that organizational commitment is not able to mediate the influence of the work environment on employee performance which is due to the non-fulfillment of organizational commitment to employees and the company, which can create an unfavorable work environment.

From the direct or indirect influence on the work environment on employee performance, it has an effective contribution of 9.2% so it can be concluded that organizational commitment is not capable as an intermediary or mediating variable to

influence the work environment on employee performance because the value of the contribution of the influence is greater and negative or not in the same direction.

## **5. Conclusion**

Leadership has a positive and significant effect on employee performance at Bank Kaltimtara Syariah Samarinda Branch. This means that leadership is able to encourage employee performance which is because most of it shows that leadership includes directives; supportive; participatory and setting sustainable goals. This means that the better the leadership achieved by employees at Bank Kaltimtara Syariah Samarinda Branch, it can have an impact on employee performance so as to create leadership felt by employees of Bank Kaltimtara Syariah Samarinda Branch.

Compensation has a negative and insignificant effect on employee performance at Bank Kaltimtara Syariah Samarinda Branch. compensation has a unidirectional and insignificant relationship to employee performance which means that indirect financial compensation has not been able to encourage employee performance perceived by employees at Bank Kaltimtara Syariah Samarinda Branch.

Communication has a positive and significant impact on employee performance at Bank Kaltimtara Syariah Samarinda Branch. Which means that communication is able to encourage employee performance perceived by employees at Bank Kaltimtara Syariah Samarinda Branch. This means that the better communication between employees at Bank Kaltimtara Syariah Samarinda Branch, it can have an impact, namely the increased communication will improve employee performance.

The work environment has a positive and significant effect on employee performance at Bank Kaltimtara Syariah Samarinda Branch. which means that the work environment is able to encourage employee performance perceived by employees at Bank Kaltimtara Syariah Samarinda Branch. This means that the better the work environment among employees at Bank Kaltimtara Syariah Samarinda Branch, the better the employee performance.

Organizational Commitment has a positive and significant effect on employee performance at Bank Kaltimtara Syariah Samarinda Branch. Which means that organizational commitment is able to encourage employee performance perceived by employees at Bank Kaltimtara Syariah Samarinda Branch. This means that the better the organizational commitment among employees at Bank Kaltimtara Syariah Samarinda Branch, it can have an impact on employee performance so as to create organizational commitment felt by employees.

Leadership has a positive and significant effect on employee performance through Organizational Commitment at Bank Kaltimtara Syariah Samarinda Branch. This means that organizational commitment is able to mediate the influence of leadership on employee performance which is because if the organization's commitment to employees and the company is fulfilled, it can create good leadership.

Compensation has a positive and significant effect on employee performance through Organizational Commitment at Bank Kaltimtara Syariah Samarinda Branch. This means that organizational commitment is able to mediate the effect of compensation on employee performance which is because if the organization's commitment to employees and the company is fulfilled, it can create good compensation.

Communication has a positive and significant impact on employee performance through Organizational Commitment at Bank Kaltimtara Syariah Samarinda Branch. This means that organizational commitment is able to mediate the effect of communication on employee performance which is because if the organization's commitment to employees and the company is fulfilled, it can create good communication.

The work environment has a negative and insignificant effect on employee performance through Organizational Commitment at Bank Kaltimtara Syariah Samarinda Branch. This means that organizational commitment is not able to mediate the influence of the work environment on employee performance which is because the non-fulfillment of organizational commitment to employees and the company can create an unfavorable work environment.

### **5.1 Research Suggestions and Implications**

In accordance with the conclusions described above regarding the Influence of Leadership, Compensation, Communication and Work Environment on Employee Performance Through Organizational Commitment as an Intervening Variable (Study at Bank Kaltimtara Syariah Samarinda Branch, the suggestions given are as follows:

For Bank Kaltimtara Syariah Samarinda Branch The management at Bank Kaltimtara Syariah Samarinda Branch should further improve the relationship or relate between these employees which can be done by adding facilities and others. This is because in order to provide a sense of comfort among employees not only to customers and services but; The management of Bank Kaltimtara Syariah Samarinda Branch should retain outstanding employees and improve the services provided through physical or direct evidence. This is because so that customers feel satisfied not only in terms of products but also in terms of emotions by creating other facilities such as motivation for employees which is to provide a spirit of employee performance for the management at work; This is because if it meets or matches the expectations of employees, it can improve Bank Kaltimtara Syariah Samarinda Branch; The management at Bank Kaltimtara Syariah Samarinda Branch should further improve leadership in terms of experience or experiential which is not only in terms of products and services but also compensation is provided or given to employees so that employees feel at home at Bank Kaltimtara Syariah Samarinda Branch; The management at Bank Kaltimtara Syariah Samarinda Branch should maintain and improve communication through the performance of the employees given which if employees are satisfied with the organizational commitment it can create positive communication to others.

For further research related to human resource strategy, in this case compensation and work environment variables, it is necessary to develop this research by combining it with other variables; And researchers should not use leadership variables that are not significant on employee performance and in organizational commitment are not able to mediate the effect of the work environment on employee performance because it is proven not to have an indirect effect.



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