

THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON TEAM PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MODERATING VARIABLE

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Abstract. This study aims to analyze the influence of leadership style and organizational culture on team performance, with organizational commitment as a moderating variable. The research uses a quantitative approach with a survey technique through questionnaires distributed to 30 staff members as respondents. Data analysis was performed using the Partial Least Squares (PLS-SEM) method with the help of SmartPLS 4.0 software. The results show that leadership style has an influence on team performance, as does organizational culture. Furthermore, organizational commitment was found to moderate the relationship between leadership style and team performance and to weaken the relationship between organizational culture and team performance. This indicates that team performance is not only influenced by leadership and organizational culture but is also strengthened by a high level of organizational commitment.

Keywords: Leadership Style, Organizational Culture, Organizational Commitment, Team Performance

1. Introduction

In today's era of globalization, human resources (HR) are the most important asset compared to other resources. This is evident from the significant role of HR in achieving organizational goals; without quality HR, it is very difficult for an institution to achieve its vision, mission, and established targets. According to Ambarwati (2018:1), an organization is a place for a group of individuals who work systematically and in a planned manner to achieve a specific goal. According to Suhermin et al., (2021), the human resources aspect plays an important role in various operational activities of a productive organization

An organization can be defined as a social group that has clear objectives, recognizable boundaries, and operates continuously to achieve specific targets. Various values and assumptions are agreed upon and applied by organizational members, and their impact is felt and passed down from generation to generation, making organizational culture a habit in solving problems within it.

The interrelation between individual characteristics and various interests forms a way of life, attitudes, and work ethics, all of which reflect the state of the organization itself. Thus, every organizational member cannot be separated from the cultural values they hold, and these values will work in concert with the organizational structure, technology, systems, strategy, and leadership approach. The success of an organization is judged by its achievement of goals and the fulfillment of its social responsibilities, which depend on the type of leadership applied. If a leader performs their duties well, the organization can achieve its targeted goals.

Leadership in an organization is essentially about influence and motivation for all individuals within the organization to achieve the desired goals. In this process of influencing, the role of the leader as the primary party is crucial. Suhermin et al., (2024) stated that the key to organizational success lies in the ability of leaders to adapt quickly to ever-growing businesses. Leadership style refers to the way a leader carries out their responsibilities with the skills and attitudes they possess. Variations in leadership style can depend on motivation, power, or a

focus on specific tasks or individuals. Therefore, a leader in an organization should have a charismatic character that allows them to carry out organizational responsibilities as best as possible. As leaders, they are able to instill ideological values and convey the organization's vision and mission more clearly. This shows that a leader must be trustworthy, sincere, intelligent, and wise in interacting with their members, although a richness in these traits does not always have a significant effect on organizational commitment.

Organizational commitment can be influenced by various elements, including leadership style and organizational culture. The application of leadership and culture in an organization will ultimately impact the level of commitment. Organizational commitment includes an individual's belief in the organization's goals and values, as well as a desire to remain loyal and actively involved in organizational activities. This commitment is an internal drive for every individual that arises from their loyalty and concern for the organization, as well as a desire to see the organization grow, thus prioritizing the interests of the organization and doing things that are aligned with the established goals.

2. Literature Review

Team Performance

Performance is the quality and quantity of work results that can be achieved by an employee in carrying out duties in accordance with the responsibilities given (Mangkunegara, 2001). Performance is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of employees who work within them and by developing the capabilities of teams and individual contributors (Armstrong and Baron, 1998). Performance is the result of a person's effort and hard work to meet the targets and responsibilities that have been given. The indicators of team performance according to Robbins (2012:155) are as follows: (a). Quality, (b). Quantity, (c). Timeliness, (d). Effectiveness, (e). Autonomy, (f). Work commitment.

Leadership Style

Leadership is the ability to influence a group toward the achievement of goals (Robbins, 2006). A similar opinion is expressed by Yukl (2005) that leadership is the process of influencing others to understand and agree with what needs to be done and how tasks are done effectively, as well as a process to facilitate individual and group efforts to achieve common goals. Leadership style is a behavioral pattern aimed at aligning organizational goals with individual goals to achieve a specific purpose. This shows that with a good leadership style, the organization will achieve the expected performance targets. The general indicators of leadership style according to Kartono (2020:34) are as follows: (a). character, (b). habits, (c). personality, (d). temperament.

H1: Leadership style has an influence on team performance.

Organizational Culture

According to Robbins and Coulter (2009), organizational culture is a set of values, principles, traditions, and ways of doing things that are shared by the members of the organization and influence the way they act. Organizational culture is a number of important understandings, such as norms, attitudes, and beliefs, that are shared by the members of an organization (Stoner et al., 1996). This culture differentiates one organization from another in the way they interact and act to complete a job. The indicators of organizational culture according to Robbins and Judge (2008) are as follows: (a). innovation and risk-taking, (b). attention to detail, (c). results orientation, (d). team orientation, (e). aggressiveness, (f). stability.

H2: Organizational culture has an influence on team performance.

Organizational Commitment

The definition of organizational commitment is stated by Mowday et al. (1982) as the relative strength and partiality and involvement of a person towards an organization. Organizational commitment reflects a sense of identification (belief in the organization's values), involvement (willingness to try one's best for the sake of the organization), and loyalty (the desire to remain a member of the organization) expressed by a member towards their organization (Steers, 1985). Organizational commitment means not just being an official member, but also includes positive feelings towards the organization as well as a willingness to make great efforts for the benefit of the organization to achieve its goals. The indicators of organizational commitment according to Neale and Noetherraft (1991) are as follows: (a). employee willingness, (b). employee loyalty, (c). employee pride.

H3: Organizational commitment moderates the influence of leadership style on team performance.

H4: Organizational commitment moderates the influence of organizational culture on team performance.

3. Method

This study uses a quantitative approach, more specifically, the quantitative approach used is causal quantitative. The population of this study is the staff working at the Politeknik Maritim AMI Makasar (POLIMARIM) with a total of 30 people. The sampling technique used in this study is non-probability sampling. Sampling uses total sampling. This condition is used if the population is relatively small, so the entire population is used as the sample. This research was conducted at the Politeknik Maritim AMI Makasar (POLIMARIM).

The data used in this study is Primary Data, which is data obtained directly from the research object. The primary data in this study is in the form of respondents' perceptions of the variables studied. The data collection procedure used in this study is the use of Questionnaires (surveys). The measurement technique for questionnaire responses can be measured using a Likert scale. The data analysis technique in this study uses the Partial Least Square (PLS) method with SmartPLS version 4 software. PLS (Partial Least Square) is a variance-based structural equation modeling (SEM) analysis that can simultaneously test the measurement model and the structural model. The measurement model is used to test validity and reliability, while the structural model is used to test causality (hypothesis testing with a predictive model).

4. Result and Discussion

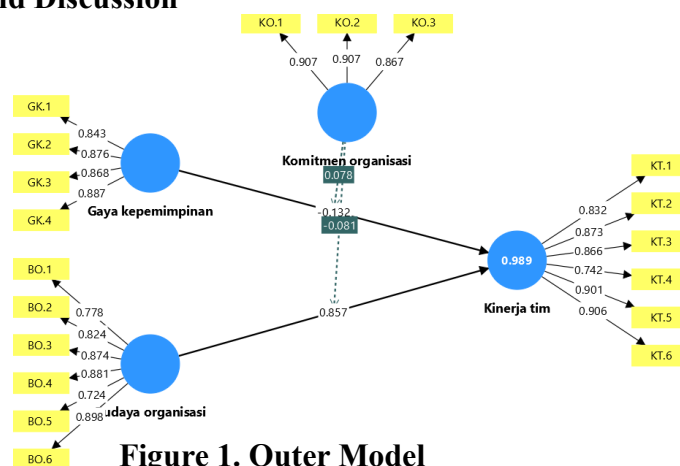


Figure 1. Outer Model

Convergent Validity Test

The following are the results of the convergent validity test in this study:

Table 1. Convergent Validity Test Results

	BO	GK	KT	KO	KO x GK	KO x BO
BO.1	0.778					
BO.2	0.824					
BO.3	0.874					
BO.4	0.881					
BO.5	0.724					
BO.6	0.898					
GK.1		0.843				
GK.2		0.876				
GK.3		0.868				
GK.4		0.887				
KO.1				0.907		
KO.2				0.907		
KO.3				0.867		
KT.1			0.832			
KT.2			0.873			
KT.3			0.866			
KT.4			0.742			
KT.5			0.901			
KT.6			0.906			
KO x BO						1.000
KO x GK					1.000	

Source: Processed Data, 2025

Based on the test results, it is shown that all variable indicators have met the requirement of a Loading Factor ≥ 0.7 , so the data in this study can be declared valid.

Discriminant Validity Test

Table 2. Discriminant Validity Test Results

	BO	GK	KT	KO	KO x GK	KO x BO
BO.1	0.778	0.698	0.703	0.650	0.085	0.089
BO.2	0.824	0.783	0.832	0.781	0.071	0.020
BO.3	0.874	0.769	0.873	0.774	0.154	-0.042
BO.4	0.881	0.782	0.866	0.757	0.201	0.024
BO.5	0.724	0.538	0.742	0.620	-0.010	-0.137
BO.6	0.898	0.800	0.901	0.792	0.014	-0.066
GK.1	0.740	0.843	0.761	0.907	0.017	0.038
GK.2	0.746	0.876	0.745	0.867	-0.041	0.041
GK.3	0.806	0.868	0.778	0.709	0.160	0.131
GK.4	0.762	0.887	0.751	0.751	0.125	0.154
KO.1	0.860	0.789	0.906	0.907	0.068	-0.086
KO.2	0.740	0.843	0.761	0.907	0.017	0.038
KO.3	0.746	0.876	0.745	0.867	-0.041	0.041
KT.1	0.824	0.783	0.832	0.781	0.071	0.020
KT.2	0.874	0.769	0.873	0.774	0.154	-0.042
KT.3	0.881	0.782	0.866	0.757	0.201	0.024
KT.4	0.724	0.538	0.742	0.620	-0.010	-0.137

	BO	GK	KT	KO	KO x GK	KO x BO
KT.5	0.898	0.800	0.901	0.792	0.014	-0.066
KT.6	0.860	0.789	0.906	0.907	0.068	-0.086
KO x BO	-0.024	0.105	-0.054	-0.008	0.736	1.000
KO x GK	0.105	0.076	0.099	0.020	1.000	0.736

Source: Processed Data, 2025

From the cross-loading results, it is shown that the correlation value of the construct with its indicators is greater than the correlation value with other constructs. Thus, all constructs or latent variables have good discriminant validity, where the indicators in the construct's indicator block are better than the indicators in other blocks. The discriminant validity test is measured by comparing the AVE (Average Variance Extracted) value of each construct with the correlation between other constructs in the model. The AVE value criterion for being accepted and valid is ≥ 0.5 .

Reliability Test

The reliability test measurement in this study uses the criterion of a Cronbach Alpha value ≥ 0.6 to be declared reliable; if the Cronbach Alpha value is < 0.6 , it is declared unreliable. The following are the results of the reliability test:

Table 3. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
BO	0.910	0.916	0.931	0.693
GK	0.891	0.891	0.925	0.754
KT	0.925	0.929	0.942	0.731
KO	0.875	0.885	0.923	0.799

Source: Processed Data, 2025

Based on the table above, each variable has a Cronbach alpha value ≥ 0.6 , so the variables used in this study are reliable. Thus, it can be concluded that the entire construct has met the reliable requirements, both according to the Cronbach Alpha criteria.

R-Square

R-Square (R²) can indicate the strength of a research model. The R-Square value criterion is considered weak if the R-Square value is ≥ 0.25 and < 0.5 , and the R-Square value criterion is considered moderate if the R-Square value is ≥ 0.5 and < 0.75 , and the R-Square value criterion is considered strong if the R-Square value is ≥ 0.75 . The following are the results:

Table 4. R-Square Results

	R-square	R-square adjusted
KT	0.989	0.988

Source: Processed Data, 2025

After testing with SmartPLS, it was found that team performance (KT) has an R-Square value of 0.989, which is in the "strong" category with a value range of ≥ 0.75 , so it is said that the ability of the leadership style (GK) and organizational culture (BO) variables to explain the

team performance (KT) variable is quite strong at 98.9%, while the remaining 1.1% is the influence of other independent variables not measured in this study.

Hypothesis Test

The hypothesis test in this study uses a t-test with a significance level of >1.96 and a P-Value of $0.000 < \alpha = 0.05$ (5%).

Table 5. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
BO -> KT	0.857	0.858	0.036	24.132	0.000
GK -> KT	-0.132	-0.131	0.047	2.834	0.005
KO -> KT	0.274	0.273	0.044	6.286	0.000
KO x BO -> KT	-0.081	-0.080	0.029	2.788	0.005
KO x GK -> KT	0.078	0.078	0.028	2.779	0.005

Source: Processed Data, 2025

Discussion

The research results show that leadership style has a negative impact on team performance. This means that the application of a certain leadership style can reduce team work efficiency, hinder collaboration, and result in low achievement of targets. According to Robbins and Judge (2017), leadership is the process of influencing other individuals to understand and agree on what needs to be done and how to do it effectively. However, if the leadership style applied does not suit the team's situation, the impact can be the opposite. For example, an overly authoritarian leadership can cause excessive pressure, reduce innovation, and weaken the morale of team members. This finding is in line with the opinion of Lewin, Lippitt, and White (1939) who stated in their research that an authoritarian leadership style tends to cause conflict, reduce motivation, and limit group member participation. In addition, Yukl (2013) explains that a rigid, less communicative leadership style that does not provide room for subordinate participation will have a negative impact on team performance. Empirically, Judge and Piccolo's (2004) research found that a laissez-faire or passive leadership style is negatively related to team efficiency. Leaders who hesitate to make decisions and do not provide clear instructions will create confusion, reduce collaboration, and ultimately reduce the team's ability. Thus, the results of this research confirm that not all types of leadership produce positive results. A leadership style that is not in line with the team's needs can lower morale, reduce motivation, and hinder the achievement of organizational goals.

The research results show that organizational culture has a positive impact on team performance. This study is in line with Pramestialevi, and Suhermin (2019), who showed that the stronger the organizational culture applied, the better the team performance obtained. Organizational culture serves as a guide for behavior, values, and norms that influence how team members work together and achieve goals. Schein (2010) reveals that a good organizational culture can create cohesion, commitment, and provide a clear direction for work. Robbins and Judge (2017) also emphasize that a strong culture can increase motivation and team effectiveness. These findings are consistent with Denison and Mishra's (1995) research, which states that participation, consistency, and willingness to adapt within organizational culture are positively related to team performance. Thus, it can be concluded that a supportive

organizational culture will strengthen synergy, increase motivation, and support the achievement of optimal team performance.

The results of the study prove that organizational commitment can strengthen the impact of leadership style on team achievement. This means that although leadership style is very important in guiding a team, that influence will be greater if team members have a high level of commitment to the organization. Based on Meyer and Allen's (1991) explanation, organizational commitment is the psychological relationship of an employee with the organization that is reflected in the form of affective, normative, and continuance commitment. Teams that have a high level of commitment are more open to a leader's direction, synergize well, and focus on achieving targets. On the other hand, if commitment is low, the effectiveness of leadership can decrease, which impacts a decrease in team performance. These findings are consistent with Yukl's (2013) study, which shows that effective leadership requires support from subordinates who have strong loyalty and commitment. Robbins and Judge (2017) also highlight that the combination of good leadership and solid organizational commitment can create maximum team performance. Thus, it can be concluded that organizational commitment has a crucial role as a supporting factor, so that the positive influence of leadership style on team performance becomes more significant.

The results of this study indicate that the level of commitment to the organization actually has a negative effect on moderating the influence of organizational culture on team performance. This means that when organizational commitment is at a high level, the impact of organizational culture on team performance becomes weaker. Schein (2010) argues that organizational culture should serve as a guide that shapes the behavior of team members. However, if members have a very high level of commitment, they may focus more on individual loyalty to the organization than on following the prevailing cultural values. This can reduce the ability to adapt to the culture, so that the positive impact of the culture on team performance cannot be maximized. Meyer and Allen (1991) explain that commitment based on norms or continuance sometimes makes individuals stay because they feel bound or forced, not because of value alignment. This situation may make the role of organizational culture in improving team performance less effective. Robbins and Judge (2017) also explain that not all combinations of variables in an organization are mutually supportive; in some situations, a high level of commitment can reduce the role of other factors such as organizational culture. Therefore, it can be concluded that in this study, organizational commitment acts as a negative moderator that reduces the strength effect of organizational culture on team performance. Gultom et al., (2023) state, managerially, one of the strategies for improving civil servant performance is to strengthen the role of multidimensional leadership,

5. Conclusions

Leadership style has a negative effect on team performance. This indicates that the application of an inappropriate leadership style, such as an authoritarian, rigid, or laissez-faire one, can reduce morale, hinder innovation, weaken collaboration, and decrease the team's ability to achieve targets.

Organizational culture has a positive impact on team performance. The stronger the culture instilled in the organization, the better the team's performance. A culture that emphasizes the values of togetherness, consistency, adaptability, and goal orientation is proven to be effective in strengthening synergy, increasing motivation, and encouraging the achievement of optimal performance.

Organizational commitment has a positive moderating effect on the influence of leadership style on team performance. This means that good leadership will be more effective if team members have a high level of commitment to the organization. This psychological bond strengthens loyalty, increases collaboration, and makes it easier for the team to be directed to achieve goals.

Organizational commitment has a negative moderating effect on the influence of organizational culture on team performance. A level of commitment that is too high can actually weaken the role of organizational culture in improving performance. This is because excessive loyalty to the organization can make individuals less flexible towards cultural values, so that the positive impact of organizational culture is not utilized optimally.

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