

Aligning People and Purpose: The Moderating Role of Leadership Commitment on Employee Performance in a Navigation Authority

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Abstract

This study examines the impact of employee competence and commitment on employee performance, as well as the role of leadership commitment as a moderating variable within the public sector navigation organization in Indonesia. A quantitative research design using Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to 66 respondents from a population of 195 employees. The results indicate that both employee competence and commitment have a significant and positive impact on employee performance. Leadership commitment has the strongest direct influence on performance and also strengthens the impact of employee competence and commitment on performance. These findings emphasize the importance of aligning individual capabilities and leadership commitment within high-risk public sector operations. The theoretical implications enhance the understanding of contingency leadership and the resource-based view, while practical implications suggest strengthening the people capability system aligned with leadership accountability.

Keywords: Employee Competence, Employee Commitment, Leadership Commitment, Employee Performance, Public Sector, PLS-SEM.

1. Introduction

Public organizational performance is heavily supported by the quality of human resources and leadership effectiveness. In the navigation unit, the demands for service reliability and maritime safety make human factors and leadership crucial strategic elements. Conceptually, competence is defined as a combination of knowledge, skills, and personal attributes that enable individuals to perform at a high level, while employee commitment reflects the psychological bond with organizational goals. However, the influence of these two factors often depends on the leadership context. Contingency leadership theory argues that leadership effectiveness depends on the alignment between leadership style and organizational circumstances. This study investigates whether leadership commitment not only directly influences performance but also strengthens the effect of employee competence and commitment on performance in the context

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of Indonesia's public sector navigation organization ([Barnas et al., 2021](#); [Silaban et al., 2021](#); [Xing & Tekin, 2021](#)).

In the public sector, especially within the navigation sector, employee performance is significantly influenced by technical competence and organizational commitment ([Latorcai et al., 2025](#); [Notanubun, 2021](#); [Tanesab, 2019](#); [Torfing et al., 2019](#)). However, in many cases, individual competence and commitment may not be fully realized without strong leadership commitment. This is particularly relevant in the face of high-risk public sector challenges, such as maritime navigation, which involves public safety and operational sustainability. In Indonesia, this sector faces the challenge of managing high-quality human resources in work environments that are often high-pressure and resource-constrained.

2. Literature Review

2.1 Resource-Based View (RBV) dan Contingency Leadership Theory

The Resource-Based View (RBV) considers human resources as valuable assets that can create sustainable competitive advantages for an organization. In this context, employee competence is viewed as a resource that allows the organization to operate more efficiently and effectively ([Aygoren & Yilmaz, 2013](#); [David & David, 2017](#); [Yaskun et al., 2023](#)). Leaders who are able to adapt their leadership style to team or organizational conditions can enhance performance ([Shane, 2010](#)).

2.2. Employee Performance

Employee performance is the outcome achieved by an individual in fulfilling the tasks assigned by the organization, measured through two main dimensions: task performance and contextual performance ([Bawazir et al., 2024](#); [Gustiah & Nurhayati, 2022](#); [Kaiman, 2013](#); [Muktamar et al., 2024](#); [Wallace et al., 2013](#)). Task performance involves an employee's ability to accomplish specific tasks related to their job, such as meeting targets, completing administrative tasks, and following standard operating procedures. This measures how well employees achieve organizational goals in terms of the quality and quantity of their work. Indicators used to measure task performance include the completion of tasks on time, which refers to an employee's ability to meet deadlines, and problem-solving skills, reflecting their expertise in addressing challenges and resolving issues in their work ([Astuty et al., 2016](#)).

On the other hand, contextual performance relates to behaviors that support organizational culture, such as collaboration, innovation, and initiative. Indicators for measuring this dimension include public service quality, which shows how well employees provide the best service to the public or clients, and attendance, which reflects employee participation in organizational activities. Finally, initiative and participation in organizational activities measure the extent to which employees take an active role in activities beyond their routine tasks, such as contributing to joint projects or organizational initiatives ([Hadi, 2023](#); [Riduan et al., 2024](#)).

2.3. Employee Competence

Employee competence refers to the knowledge, skills, and attitudes necessary to perform tasks effectively. [Wallace et al., 2013](#) identified competence as a factor influencing performance, which consists of three main dimensions: cognitive competence, interpersonal competence, and behavioral competence. The first dimension, technical knowledge, assesses how well employees understand the theories and practices required for their jobs. Indicators for measuring technical knowledge include a deep understanding of work systems, operational

procedures, and knowledge relevant to their specific tasks ([Abraham et al., 2001](#); [Shet et al., 2019](#)).

The second dimension is interpersonal skills, which focuses on an employee's ability to interact with others, including colleagues, supervisors, and clients. Indicators for interpersonal skills include effective communication abilities, teamwork skills, and the ability to build productive working relationships. The ability to adapt to changes and challenges is the third indicator, measuring how well employees cope with shifting situations, such as dealing with new technologies or organizational policy changes. Additionally, problem-solving skills are an important indicator, showing employees' ability to identify issues, find appropriate solutions, and implement them effectively in their work. Lastly, time management skills assess how well employees can manage their time efficiently, meet deadlines, and prioritize tasks ([Idris et al., 2024](#)).

2.4. Employee Commitment

Employee commitment refers to the emotional and psychological attachment of employees to the organization, which influences their willingness to remain with and contribute to organizational goals. According to [Meyer and Allen \(1991\)](#), employee commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment is the emotional attachment of employees to the organization, reflecting how "reluctant" they are to leave the organization and how much they prefer to stay. Indicators for affective commitment include emotional attachment to the organization, measuring employees' feelings toward the organization's values and goals ([Kaiman, 2013](#); [Muktamar et al., 2024](#); [Pramanda Putra et al., 2023](#); [Venter, 2020](#)).

Continuance commitment reflects the need for employees to stay in the organization because they feel they will lose more if they leave. Indicators for continuance commitment include the desire to stay in the organization despite other opportunities, reflecting that employees feel working in the organization is the best practical and financial choice. Normative commitment refers to a moral obligation to stay in the organization. Indicators for normative commitment include a sense of responsibility toward tasks and organizational goals, reflecting that employees feel morally obligated to contribute to the success of the organization ([Aziz et al., 2022](#); [Ennis et al., 2018](#); [Zerner et al., 2021](#)).

2.5. Leadership Commitment

Leadership commitment involves the dedication and perseverance of leaders in supporting organizational goals and setting an example for employees. Inspirational leadership is one of the key indicators of leadership commitment, measuring how well leaders inspire employees to actively participate in achieving organizational goals. Indicators for inspirational leadership include the ability of leaders to lead by example through their actions and decisions, as well as their motivation in encouraging employees to give their best ([Ahmed et al., 2020](#); [Hong et al., 2016](#); [Kabbani et al., 2022](#); [Romi & Suryadi, 2020](#)).

Commitment to the organization's vision and mission is another indicator showing the extent to which leaders are dedicated to achieving long-term organizational goals. This includes how leaders communicate the vision and mission clearly to employees and their role in strategizing to achieve it. Additionally, providing adequate resources to achieve organizational goals reflects leadership commitment in ensuring that employees have the necessary tools and support to perform effectively, including training, technology, and other resources. Clear and open

communication with employees is an essential indicator of leadership, ensuring the presence of effective and transparent communication channels within the organization. Lastly, consistent and fair decision-making within leadership is crucial for maintaining equity and consistency in decisions that affect employee welfare and performance ([Ahmed et al., 2020](#); [Ausat et al., 2022](#); [Gebert et al., 2016](#); [Hoang et al., 2022](#); [Hong et al., 2016](#); [Kabbani et al., 2022](#); [Meixner & Pospisil, 2021](#); [Romi & Suryadi, 2020](#)).

2.6. Hypothesis Development

Previous studies indicate that employee competence is directly related to employee performance, as competent employees have the ability to perform tasks more efficiently and effectively ([Purwanto et al., 2019](#); [Yaskun et al., 2023](#); [Zaini et al., 2022](#)). Employee commitment has also been shown to improve performance, as [Meyer and Allen \(1991\)](#) demonstrate that employees committed emotionally and normatively to the organization exhibit higher engagement levels in their work. Furthermore, leadership commitment has been proven to influence employee performance within the public sector context. Strong leadership commitment can enhance the impact of employee competence and commitment on their performance ([Armanto & Gunarto, 2020](#); [Bangunan et al., 2024](#); [Pearson, 2019](#)). Hence, the following hypotheses are proposed:

H1: Employee competence positively affects employee performance.

H2: Employee commitment positively affects employee performance.

H3: Leadership commitment positively affects employee performance.

H4: Leadership commitment moderates the relationship between employee competence and employee performance.

H5: Leadership commitment moderates the relationship between employee commitment and employee performance.

3. Research Method

3.1 Research Design

This study employs a quantitative research approach using a survey design. A quantitative approach was chosen because it allows for the measurement of relationships between variables by collecting numerical data via questionnaires, which are then analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). This method is suitable for analyzing complex relationships between latent variables that are interconnected ([Hair et al., 2022](#)). The study is designed to examine both the direct and moderating relationships among employee competence, employee commitment, leadership commitment, and employee performance. It also aims to assess the moderating role of leadership commitment on the relationships between employee competence and employee performance, as well as between employee commitment and employee performance.

3.2. Population and Sample

The population of this study is all employees working in a Type A Class II Navigation District in Indonesia, which has a total population of 195 employees. The sample was taken using a simple random sampling method to reduce bias in the selection of respondents. Based on population size and statistical considerations, the selected sample was 66 employees, which was sufficient for SEM model analysis with PLS ([Gunarto, 2018](#)).

3.3 Research Instruments

The instrument used in this study is a questionnaire designed to measure four main variables in the research: employee performance, employee competence, employee commitment, and leadership commitment. All constructs were measured using a 5-point Likert scale, which serves to measure respondents' level of approval of each statement from strongly disagree (1) to strongly agree (5).

1. Employee performance is measured using the dimensions of *task performance* and *contextual performance*, with indicators such as timely task completion, problem-solving ability, quality of public services, initiative, and attendance ([Park & Park, 2019](#); [Tabiu et al., 2020](#)).
2. Employee competence is measured based on three dimensions: technical knowledge, interpersonal skills, and adaptability, with indicators such as technical knowledge, communication skills, problem-solving skills, and adaptability to change ([Chen & Chang, 2013](#); [Maizar et al., 2023](#)).
3. Employee commitment is measured using three components according to [Meyer & Allen \(1991\)](#): affective commitment, sustainable commitment, and normative commitment. Indicators include emotional attachment to the organization, a desire to stay employed despite other opportunities, and a sense of responsibility towards the organization.
4. Leadership commitment is measured by indicators such as inspiring leadership, commitment to the organization's vision and mission, adequate provision of resources, and open communication with employees ([Granger, 2009](#); [Richter, 2014](#); [Romi & Suryadi, 2020](#)).

Each item in the questionnaire is tested for validity and reliability. Construct validity was measured using *outer loadings* greater than 0.70, and internal reliability was measured using Cronbach's alpha and Composite Reliability, with values greater than 0.70 ([Hair, J.P., Black, J.P., Babin, J. P., & Anderson, 2019](#); [Hair et al., 2012](#)).

3.4. Data Analysis Techniques

The collected data was analyzed using the *Partial Least Squares Structural Equation Modeling* (PLS-SEM) method with SmartPLS 4 software. The PLS-SEM approach was chosen because of its ability to handle complex models with latent variables and allows hypothesis testing involving direct influence and moderation between constructs ([Hair et al., 2022](#)).

The analysis procedure consists of two main stages:

1. Measurement Model: Measures the validity and reliability of constructs, by testing the *outer loadings* for each indicator and ensuring that Cronbach's alpha and Composite Reliability values exceed 0.70. The measurement model must show a good match, with an Average Variance Extracted (AVE) value greater than 0.50 ([Hair et al., 2022](#)).
2. Structural Model: Testing the relationship between variables using *path coefficients* and significance tests through bootstrapping techniques. A statistical t-value above 1.96 and a p-value below 0.05 indicate a significant influence. In addition, the influence of moderation was tested by analyzing the interaction between leadership commitment and employee competence as well as employee commitment to employee performance.

The model tested for a *fit model* using SRMR (Standardized Root Mean Square Residue)

with a value below 0.10 indicates an adequate model ([Hair et al., 2022](#)).

4. Findings and Discussions

4.1. Respondent Characteristics

The characteristics of the respondents in this study consisted of gender, age, and working period as shown in Table 1.

Table 1. Respondent Characteristics

No	Characteristics	Category	Frequency	Percentage
1	Gender	Male	41	62,1
		Female	25	37,9
2	Age	20-30 Years	8	12,1
		31-40 Years	45	68,2
		40-50 Years	13	19,7
		< 5 Years	11	16,7
3	Working period	5-10 Years	45	68,2
		>10 Years	10	15,1

Table 1 shows the characteristics of the respondents in this study reflecting the demographic composition of employees in the Type A Navigation District Class II Benoa. All of these characteristics give an idea that the respondents in this study are dominated by men of productive age and have significant work experience.

4.2 Hypothesis Testing Results

Table 2 presents the results of the hypothesis test using the PLS-SEM method, which shows the *path coefficients*, t-statistical values, and p-values for each hypothesis tested.

Table 2. Hypothesis Testing Results

Hypothesis	Koef.	t-Statistics	p-Value
H1: Employee Performance → Competencies	0.469	8.053	0.000
H2: Employee Commitment → Employee Performance	0.469	6.316	0.000
H3: Leadership Commitment → Employee Performance	0.689	11.098	0.000
H4: Leadership Commitment × Competence → Performance	0.200	3.454	0.001
H5: Leadership Commitment × Employee → Commitment	0.104	2.161	0.031

Table 2 shows that employee commitment has a positive and significant effect on employee performance. A p-value smaller than 0.05 indicates this relationship is statistically significant. This means that the higher the level of commitment that employees have, the higher the performance they show. Employee competencies play an important role in performance improvement, where any improvement in employees' abilities and knowledge contributes significantly to their performance output. These results show that leadership commitment has the strongest influence among all variables on employee performance. Leadership exemplary and consistency in showing commitment to organizational goals is a crucial factor in motivating employees to perform optimally. These results indicate a significant moderation effect, meaning that the influence of employee competence on performance will increase when supported by strong leadership commitment. The t-statistic value of 2.161, and the p-value of 0.031 also

showed significant moderation, although with a smaller effect than moderation on competence. This means that employee commitment will have a greater impact on performance if it is supported by a strong commitment from the leadership.

4.3. Visualisasi Model PLS-SEM

The relationship between variables in the study is shown in the path of direct influence and moderation as shown in Figure 1.

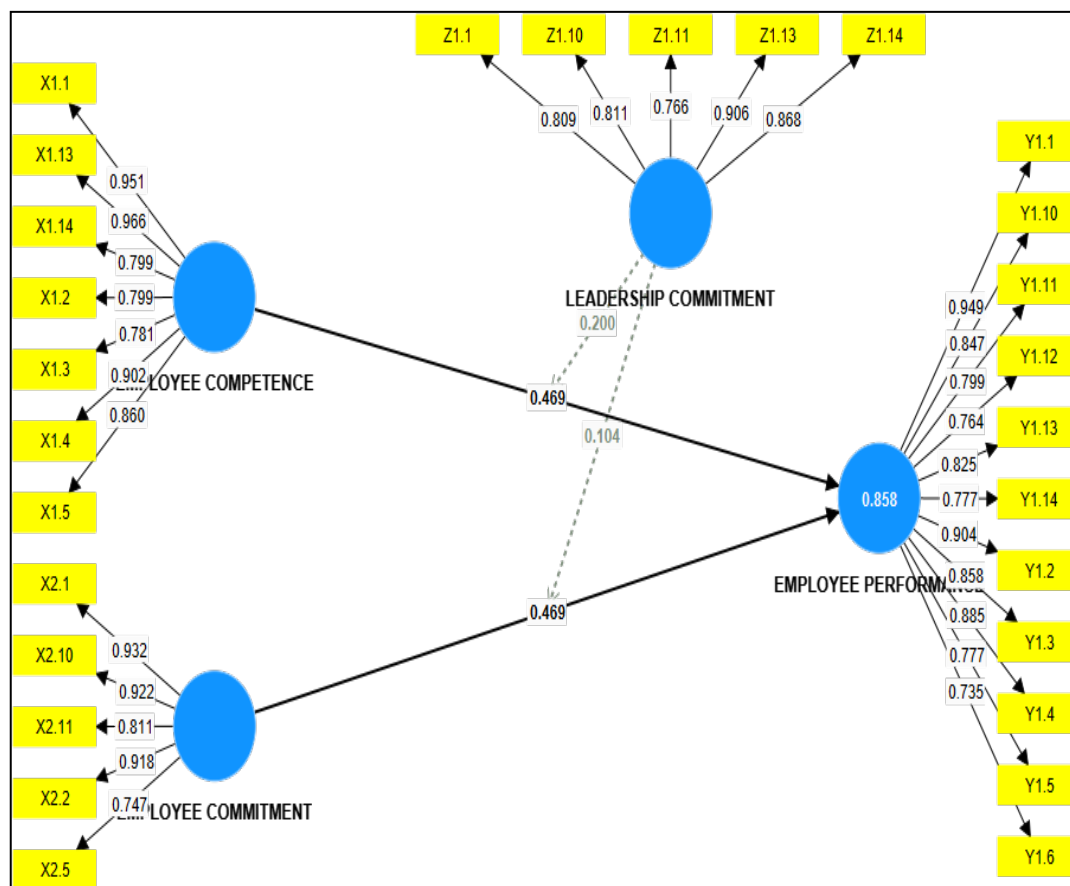


Figure 1. Structural model of the relationship between variables

The results of this study show that employee competence, employee commitment, and leadership commitment significantly influence employee performance. Furthermore, leadership commitment has been shown to moderate the relationships between employee competence and employee performance, as well as between employee commitment and employee performance. These findings confirm that, in public organizations, especially in high-risk sectors such as aviation, the role of committed leaders is essential to maximizing employee performance by strengthening individual capabilities and commitment. Therefore, increasing leadership commitment must be a priority in HR management strategies in public organizations.

4.4 Discussion

This study reveals the importance of employee competence, employee commitment, and leadership commitment in improving employee performance, as well as the role of leadership commitment as a moderating variable between employee competence and employee

performance, as well as between employee commitment and employee performance. This discussion will relate the results of the research to previous theories and research and present the implications and weaknesses of this research.

1. Employee Competencies and Employee Performance

Employee competence has been proven to have a significant positive influence on employee performance. These findings align with previous research showing that competence is a key factor in determining individual performance in organizations. Wallace (2013) stated that competence is directly related to work performance because individuals with high competence are better able to cope with the tasks assigned, thereby improving their performance. Research by Yaskun et al., 2023 also found that work competencies have a positive effect on employee performance in the public sector. Thus, the results of this study confirm that improving employee competence, especially in terms of technical knowledge and interpersonal skills, can improve the quality and quantity of their performance ([Purwanto and Asbari, 2019](#)).

2. Employee Commitment and Employee Performance

Employee commitment, whether affective, sustainable, or normative, has been shown to positively affect employee performance. [Meyer and Allen's \(1991\)](#) research on organizational commitment shows that high commitment is associated with greater engagement and loyalty to the organization, which in turn can improve employee performance. Research by [Riduan et al., 2024](#) also found that employee commitment has a significant impact on performance, with employees who have high commitment tending to be more engaged and motivated to achieve organizational goals. The results of this study support the view that employee commitment not only affects job satisfaction, but can also contribute to improving individual performance in the organization.

3. Leadership Commitment and Employee Performance

Leadership commitment has a significant effect on employee performance. These findings are consistent with the theory of *contingency leadership* put forward by Wallace et al, which states that a leadership style that is appropriate to the situation and conditions of the organization will improve team performance. [Shane \(2010\)](#) research also supports this finding by showing that high leadership commitment, through example and resource support, can motivate employees to work better. A leader's commitment, reflected in his policies and support for employee development, can create an environment conducive to better performance (Shane, 2010). This research confirms that committed leaders not only influence the work atmosphere, but also improve employee performance by providing clear direction and necessary support.

4. The Effect of Moderation of Leadership Commitment

One of the most significant findings in this study is the role of moderation from leadership commitment. The results of the moderation test showed that leadership commitment strengthened the relationship between employee competence and employee performance, as well as between employee commitment and employee performance. These findings are in line with research by [Shane 2010](#) which showed that leadership commitment strengthens the relationship between individual competencies and team performance. It also supports the view in the *resource-based view* (RBV) theory, which states that human resources, including individual capabilities and leadership support, are factors that determine organizational performance [Shet et al, 2019](#). Thus, strong leadership commitment serves as a catalyst that

increases the positive influence of employee competencies and commitment on their performance.

This research provides a number of theoretical and practical implications. From the theoretical side, this research expands the understanding of the role of leadership in improving employee performance, especially in the context of public organizations. These findings reinforce the theory of *contingency leadership* and the *resource-based view*, which posits that the success of an organization depends heavily on the competencies and commitment of individuals supported by committed leaders. The practical implication of this study is that public organizations, especially those related to public safety such as navigation, need to pay more attention to the development of employee competencies and increase leadership commitment. Technical training alone is not enough; Organizations must create systems that support competency development and ensure that leadership is supportive and provides clear direction. In addition, this study also shows the importance of strengthening leaders' commitment in improving employee performance. Public organizations must pay more attention to developing leadership qualities that can inspire and provide an example for employees, as well as creating a work environment that supports the development of employee competencies.

While this research makes an important contribution, there are some drawbacks to be aware of. First, the sample used was limited to employees in one Class II Type A Navigation District, so the results of this study may not be fully generalized to other public organizations, especially those with different characteristics. Second, the cross-sectional design of the study limits the ability to draw causal conclusions about the relationships between variables. Future research can refine this by using longitudinal designs that make it possible to look at the relationships between variables over time. Third, although research instruments have been tested for validity and reliability, the use of questionnaires as the only method of data collection can introduce subjectivity bias, especially in terms of individual perceptions of the variables measured. Therefore, further research may consider the use of objective data or a combination of methods to improve the accuracy of findings.

5. Conclusion

This study confirms three main points. First, employee competence and employee commitment have been proven to significantly improve employee performance. The effect is consistent across all indicators, which means that improved technical knowledge, interpersonal skills, problem-solving skills, as well as affective attachment and employee sense of responsibility contribute directly to the quality and reliability of services. Second, the commitment of the leadership has the strongest direct influence on performance. Example, consistency of decisions, clarity of priorities, and provision of resources from leaders create a conducive work context so that operational targets are achieved stably. Third, leadership commitment acts as a lever that magnifies the impact of employee competence and commitment on performance. This means that an organization's investment in human capability development will yield much higher benefits when running in a leadership ecosystem that is strongly committed to safety, execution discipline, and public service. Overall, the combination of individual capabilities, employee psychological bonding, and consistent leadership commitment is a complementary trio of performance drivers in high-risk public organizations such as navigation authorities.

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