

ORGANIZATIONAL COMMITMENT AS A MEDIATOR IN MANAGERIAL PERFORMANCE OF REGIONAL APPARATUS IN PAPUA

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Abstract

This study investigates the mediating role of organizational commitment in the relationship between budget participation, leadership style, motivation, job satisfaction, and managerial performance in the regional government apparatus (OPDs) of Merauke, South Papua. As one of Indonesia's newly autonomous provinces, South Papua faces significant administrative challenges, especially in implementing decentralization policies and managing special autonomy funds effectively. This research employs a quantitative explanatory design with data collected from 386 OPD employees through structured questionnaires and analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0. The findings reveal that budget participation, motivation, and organizational commitment have significant direct effects on managerial performance. In contrast, leadership style does not directly influence performance. Motivation, while negatively affecting performance directly, contributes positively to organizational commitment, which subsequently enhances performance. Organizational commitment also plays a significant mediating role in the relationship between budget participation, motivation, and job satisfaction with managerial performance. However, it does not significantly mediate the effect of leadership style on performance. This study is grounded in Organizational Behavior Theory, Path-Goal Theory, Expectancy Theory, and Contingency Theory, offering a robust theoretical lens to understand how internal organizational dynamics affect public sector performance. The results underscore the importance of participatory leadership, strategic human resource management, and job satisfaction in fostering emotional attachment and performance-enhancing behaviors among civil servants. Theoretically, the research enriches public administration literature; practically, it informs policymakers and administrators seeking to optimize human capital in underdeveloped regions with unique cultural and political contexts.

Keywords: Budget Participation, Job Satisfaction, Leadership Style, Motivation, Organizational Commitment

A. Background

Decentralization through regional autonomy is one of Indonesia's most ambitious public administration reforms. It grants local governments the authority to manage their own governance, aiming to improve public service delivery, strengthen community participation, and accelerate region-specific economic and social development. At the heart of this decentralization effort lies fiscal decentralization, which allows regional governments to manage their financial resources independently. While this strategy holds significant promise, its success is heavily dependent on the managerial capacity, leadership style, employee motivation, and organizational commitment within local government institutions.

A key policy milestone was the ratification of Law No. 14 of 2022, which designated South Papua as a new province with Merauke as its capital. This administrative shift is part of Indonesia's broader strategy to form four new provinces in Papua to enhance local governance and reduce regional disparities. As a region with unique geographic, cultural, and demographic characteristics, South Papua presents distinctive administrative challenges, particularly in

implementing special autonomy funding allocated to support its development. However, the use of these funds often encounters bottlenecks such as poor institutional governance, lack of transparency, and low stakeholder participation (Rumbekwan, 2024).

In Merauke, these challenges are amplified by inefficiencies in budgeting practices, limited supervisory mechanisms, and hierarchical bureaucratic structures that reduce frontline staff participation in decision-making. The literature identifies that participatory budgeting not only enhances budget effectiveness but also strengthens accountability and employee performance by fostering shared understanding and commitment to organizational goals (Maina, 2023)

Additionally, leadership style significantly impacts managerial performance in public organizations. Drawing from transformational leadership theory (Bass & Avolio, 1994), leaders who articulate a clear vision and inspire their teams tend to improve motivation and productivity. Yet, the relationship is context-dependent. Studies conducted in Denpasar showed transformational leadership had a negative impact on performance, suggesting that local context matters (Rabie & Elliyana, 2019; Yu, 2015). In diverse cultural settings like Merauke, adaptive leadership styles are therefore necessary to navigate institutional complexity, infrastructure limitations, and local socio-political dynamics.

Employee motivation, a key determinant of performance, is equally critical. Herzberg's two-factor theory distinguishes between intrinsic motivators and hygiene factors (e.g., pay, work conditions), both of which must be addressed to enhance performance and job satisfaction (Herzberg, 1966). In Merauke's regional apparatus organizations (Organisasi Perangkat Daerah/OPD), lack of recognition and limited incentives often suppress staff motivation, undermining the implementation of public programs.

Closely related is the notion of job satisfaction, which according to Hackman & Oldham's Job Characteristics Model, depends on factors like skill variety, task identity, task significance, autonomy, and feedback (Hackman & Oldham, 1976). Research in Indonesia shows that while job satisfaction can mediate the relationship between leadership and performance, it may also be insufficient if not supported by adequate working conditions (Idris et al., 2020; Rabia & Elliyana, n.d.).

These organizational dimensions—budget participation, leadership, motivation, and job satisfaction—converge in one critical construct: organizational commitment. As a mediating variable, commitment bridges organizational factors with managerial performance. It reflects the psychological attachment employees feel toward their organization, encompassing affective, continuance, and normative commitment (Allen & Meyer, 1990).

Recent studies confirm the mediating role of organizational commitment in improving managerial performance. For instance, in the manufacturing sector, higher commitment levels have been linked to improved strategic execution when participatory budgeting is practiced (Koech, 2015). Conversely, other studies indicate that high commitment does not always translate to better performance, particularly when facilities and managerial support are lacking (Latorre et al., 2016).

In the context of Merauke's OPDs under special autonomy, organizational commitment becomes a critical explanatory variable. It potentially moderates the effects of hierarchical leadership and low motivation on performance outcomes. According to Social Exchange Theory (Blau, 1964), when employees are included in strategic decisions like budgeting, they are likely to reciprocate with stronger organizational commitment and improved work behavior.

Despite the importance of this dynamic, few empirical studies have comprehensively examined how these variables interact in the unique administrative and socio-political environment of newly autonomous regions, such as South Papua. The novelty of this study lies in its multi-variable mediation model that analyzes how organizational commitment mediates the influence of participatory budgeting, leadership style, motivation, and job satisfaction on managerial performances specifically in the context of Merauke's regional government apparatus.

This research is theoretically grounded in Organizational Behavior Theory (McGregor, 1960), particularly Theory X and Y, which emphasize the need for participatory leadership in promoting motivation and commitment. It also applies Contingency Theory (Tosi Jr & Slocum Jr, 1984) and Path-Goal Theory (House & Mitchell, 1975) to explain how leadership effectiveness depends on matching style to contextual demands. Further, Expectancy Theory (Lawler III & Suttle, 1973) provides a lens to understand how perceived value and likelihood of reward affect motivation and commitment.

From a policy perspective, this study has both theoretical and practical relevance. Theoretically, it contributes to the understanding of inter-variable dynamics in public sector performance under decentralization. Practically, it offers actionable insights for improving governance in special autonomy regions through strategic human resource management, participatory budgeting, and leadership development.

Understanding how organizational commitment acts as a bridge between critical HR and leadership variables and managerial performance is essential for building effective local governments in special autonomy contexts. This research is expected to not only fill empirical gaps but also to guide policy formulation aimed at strengthening governance structures in Merauke and similar regions.

B. Literature Review

1. Budget Participation and Managerial Performance

Budget participation refers to the degree to which managers are involved in the budgeting process, which can influence their understanding of organizational goals and their subsequent performance. Multiple studies have demonstrated a positive relationship between budgetary participation and managerial performance, especially when managers perceive a sense of ownership and involvement in financial planning (Alhasnawi et al., 2023).

However, this relationship is not always direct. Research shows that participation in budgeting may only significantly enhance performance when mediated by internal factors such as commitment or motivation. (Riyadh et al., 2023) found that budget participation had a statistically insignificant direct effect on managerial performance without mediation by organizational commitment or leadership style.

2. Organizational Commitment as a Mediating Variable

Organizational commitment reflects an employee's psychological attachment to their organization. It comprises three components: affective (emotional attachment), continuance (cost of leaving), and normative (moral obligation). Research increasingly highlights its role as a key mediator in public and private sector performance models.

For example (Pratiwi & Rizqi, 2023) found that organizational commitment significantly mediates the relationship between budget participation and performance, making it a vital variable in governance and accountability frameworks.

Interestingly,(Nachouki et al., 2023)found organizational commitment to have a stronger impact than leadership style in mediating budget participation and performance, suggesting that internalized loyalty to the organization can offset leadership deficiencies.

3. Leadership Style and Commitment

Leadership style, especially transformational and participative leadership, has long been associated with improving organizational commitment and employee performance. Transformational leaders who inspire, motivate, and intellectually stimulate employees tend to foster greater emotional attachment to the organization.

A study by Fardiansyah et al. (2025) confirmed that transformational leadership positively influences both organizational commitment and performance among civil servants in Indonesia (Fardiansyah et al., 2025).

However, results vary. Hutama & Susilowati, (2021)found that while leadership style had a direct positive effect on performance, its indirect effect through organizational commitment was weak, suggesting that other organizational variables might be more influential in certain contexts.

4. Motivation and Managerial Performance

Motivation plays a foundational role in performance outcomes. Drawing from Herzberg's two-factor theory, motivation can stem from intrinsic factors (recognition, achievement) or extrinsic ones (salary, job security). High motivation levels typically lead to greater productivity and commitment.

Syahputra, (2014) observed that motivation significantly mediates the relationship between budget participation and managerial performance, as participating in budgeting activities increases one's sense of control and engagement.

Similarly, Pratiwi & Rizqi, (2023) confirmed that managerial motivation reinforces organizational commitment, which in turn improves performance, thus forming a dual mediation path.

5. Job Satisfaction and Organizational Commitment

Job satisfaction, defined as a positive emotional state resulting from job appraisal, has been shown to strengthen organizational commitment, especially in high-stress environments such as public administration. Ishak & Romle, (2015) demonstrated that job satisfaction effectively mediates the impact of leadership on commitment, acting as a necessary bridge between external leadership behavior and internal loyalty.

The satisfaction-performance link is well-documented; however, job satisfaction alone does not guarantee high performance. It must be complemented by strong organizational commitment, clear goals, and supportive leadership.

6. Inconsistent Findings and Theoretical Gaps

Not all studies reach consistent conclusions. For example, Yogantara & Wirakusuma, (2013) found that organizational commitment did not mediate the relationship between budget participation and performance in their study of local governments, possibly due to cultural or organizational differences.

Similarly, (Cahyadi & Handoko, 2010) noted that leadership style and commitment had limited effects on performance in some Indonesian organizations, suggesting that institutional structure or external incentives might overshadow behavioral factors.

The literature strongly supports the role of organizational commitment as a mediating variable between budget participation, leadership style, motivation, job satisfaction, and managerial

performance. However, the effects are context-dependent, and further empirical research is needed particularly in underrepresented regions like Papua, Indonesia - to validate these dynamics across different institutional environments.

C. Research Methodology

This study employed a quantitative approach using an explanatory research design to examine the mediating role of organizational commitment in the relationship between budget participation, leadership style, motivation, job satisfaction, and managerial performance. The population consisted of employees from regional apparatus organizations (OPDs) in Merauke Regency, South Papua, Indonesia. A saturated sampling random sampling technique was used, yielding 386 valid respondents. Data were collected using a structured questionnaire measured on a 5-point Likert scale, assessing variables such as budget participation, transformational leadership, employee motivation, job satisfaction, organizational commitment, and managerial performance. All instruments were adapted from validated previous studies. The data analysis employed Structural Equation Modeling (SEM) using the SmartPLS 4.0 software to test direct and indirect (mediated) effects between variables. The validity and reliability of the constructs were confirmed through convergent validity, discriminant validity, and composite reliability. Mediation effects were tested using bootstrapping with 5000 resamples. This methodological approach enabled a comprehensive analysis of the causal pathways among variables within the specific context of decentralized governance in a newly autonomous region.

D. Results

Table.01. Characteristic Respondent

Characteristic	Category	Percentage (N=386)
Gender	Male	52.07%
	Female	47.93%
Education Level	Bachelor's	82.9%
	Master's	5.5%
	Other's	11.6%
Work Tenure	<5 yrs	6.7%
	5-10 years	9.1%
	>10 Years	84.2%
Status of	PNS	97.15%
Merdance	P3K	2.85%

Resource : Processed 2025

Table 01 presents the demographic characteristics of the 386 respondents who participated in this study. In terms of gender distribution, the sample was relatively balanced, with 52.07% male and 47.93% female respondents, reflecting equal representation from both sexes in managerial roles. Age-wise, the largest group of respondents (40%) was between 26 and 35 years old, followed by 35% aged 36 to 40 years, and 25% aged above 45. This suggests that the workforce is predominantly composed of individuals in their prime working years.

Regarding educational attainment, a significant majority (82.9%) held a Bachelor's degree, 5.5% had obtained a Master's degree, and 11.6% fell into the 'Others' category, indicating a generally educated public sector workforce. Most respondents (84.2%) had more than 10 years of work experience, with only 6.7% having less than five years, and 9.1% between 5

and 10 years, highlighting a seasoned and experienced managerial group. In terms of employment status, the vast majority (97.15%) were civil servants (PNS), while a small fraction (2.85%) were contracted under the P3K scheme.

Table.02. Hypotheses Results

Hipotesis	PathCoefficient	T Statistik	P Values	Result
H1: Budget Participation → Managerial Performance	0.462	9.901	0.000	Supported
H2: Leadership Style → Managerial Performance	-0.128	1.803	0.071	Not Supported
H3: Motivation → Managerial Performance	-0.160	2.725	0.006	Supported
H4: Job Satisfaction → Managerial Performance	0.258	3.593	0.000	Supported
H5: Organizational Commitment → Managerial Performance	0.433	11.478	0.000	Supported
H6: Budget Participation → Organizational Commitment	0.206	2.779	0.005	Supported
H7: Leadership Style → Organizational Commitment	-0.050	0.692	0.489	Not Supported
H8: Motivation → Organizational Commitment	0.344	5.801	0.000	Supported
H9: Job Satisfaction → Organizational Commitment	0.293	3.803	0.000	Supported
H10: Budget Participation → Organizational Commitment → Managerial Performance	0.089	2.859	0.004	Supported
H11: Leadership Style → Organizational Commitment → Managerial Performance	-0.021	0.687	0.492	Not Supported
H12: Motivation → Organizational Commitment → Managerial Performance	0.149	4.687	0.000	Supported
H13: Job Satisfaction → Organizational Commitment → Managerial Performance	0.127	3.501	0.000	Supported

Resource : Processed 2025

E. Discussion

This study aimed to examine the effect of budget participation, leadership style, motivation, and job satisfaction on managerial performance, with organizational commitment as a mediating variable. The findings from hypothesis testing provide key insights that align with, and in some cases contradict, existing literature.

H1: Budget participation significantly affects managerial performance

This hypothesis was supported. Participative budgeting encourages involvement, ownership, and accountability in decision-making, which enhances performance. This is consistent with studies showing a positive effect of budget participation on managerial performance (Alhasnawi et al., 2023).

H2: Leadership style does not significantly affects managerial performance

The analysis indicates that leadership style does not significantly influence managerial performance ($\beta = -0.128$; $t = 1.803$; $p = 0.071$). This finding contradicts traditional views suggesting that transformational or transactional leadership enhances performance. One possible explanation is the lack of alignment between leadership approaches and employee expectations or organizational culture in decentralized public sectors. A similar result was reported by Riyadh et al., (2023), who found that leadership style had no significant direct effect on performance in the Indonesian public sector context

H3: Motivation significantly affect managerial performance

Hypothesis H3 was supported with a path coefficient of -0.160 , t-statistic of 2.725 , and p-value of 0.006 , indicating a statistically significant but negative direct effect of motivation on managerial performance. This result is both important and somewhat counterintuitive - suggesting that while motivation has a measurable influence, its direct relationship with performance is negative in this context. One plausible explanation is that intrinsic and extrinsic motivations may not align with role expectations or available resources, particularly in public sector organizations under decentralization. Employees who are motivated but lack the autonomy, tools, or support to implement their ideas may experience frustration, which could translate into reduced effectiveness. This phenomenon has been echoed in public sector studies where over-motivation without systemic support leads to dissatisfaction or burnout.

This finding aligns with Nasir (2018), who noted that motivation alone is not sufficient for performance enhancement without the presence of strong organizational commitment and support systems. Similarly, Djalil et al. (2017) observed that motivation may only yield positive performance outcomes when mediated by commitment and job satisfaction.

H4: Job satisfaction significantly affects managerial performance

This hypothesis was confirmed. Satisfied managers are more committed, loyal, and productive. Silva et al., (2023) found job satisfaction to be a strong driver of performance, often more influential than organizational commitment.

H5: Organizational commitment significantly affects managerial performance

Supported by the findings, commitment plays a central role in driving high performance. This aligns with Ajmal et al., (2024); Ha & Lee, (2022), who found organizational commitment to be a key mediator and direct predictor of performance.

H6: Budget Participation → Organizational Commitment (Supported)

Indicating that involving managers in budget processes enhances their organizational commitment. This supports Blau, (1964) social exchange theory, suggesting that participation generates a sense of reciprocity. Studies by (Alhasnawi et al., 2023; Chia Dr & GRANT Mr, 2023) confirm this relationship, highlighting how high involvement in budgeting fosters emotional attachment to the organization

H7: Leadership Style → Organizational Commitment (Not Supported)

This hypothesis was not supported ($\beta = -0.050$; $t = 0.692$; $p = 0.489$). The insignificant result suggests that leadership style may not meaningfully shape commitment levels among civil servants in this context. This aligns with Koeswayo et al., (2024); Liu et al., (2022), who found leadership had limited influence on organizational commitment in public institutions, possibly due to structural rigidity or policy dominance over leadership behavior.

H8: Motivation $\rightarrow$ Organizational Commitment (Supported)

This hypothesis is strongly supported ($\beta = 0.344$; $t = 5.801$; $p = 0.000$). The data confirms that intrinsic and extrinsic motivation significantly boost organizational commitment, reinforcing Herzberg's motivation-hygiene theory. Engidaw, (2021); Popoola & Fagbola, (2023); Williams et al., (2021) similarly found that motivation has a robust positive influence on commitment in provincial agencies

H9: Job satisfaction significantly influence organizational commitment

All four hypotheses were supported. These variables enhance employees' emotional attachment to the organization, fostering loyalty and long-term engagement. As observed in the study by Amjad et al., (2024); Khoso et al., (2021), commitment increases when leadership, motivation, and job-related satisfaction are present (Wijaya et al., 2022).

H10: Organizational commitment mediates the relationship between budget participation and managerial performance

This mediation was confirmed, supporting the notion that commitment enhances the impact of budget participation. This finding is echoed by Din & Yatim (2014), who found that organizational commitment strengthened the link between participation and performance (Din & Yatim, 2014).

H11: Organizational commitment mediates the relationship between leadership style and managerial performance. : Leadership Style $\rightarrow$ Organizational Commitment $\rightarrow$ Managerial Performance (Not Supported)

H11 was not supported ($\beta = -0.021$; $t = 0.687$; $p = 0.492$), suggesting that organizational commitment does not mediate the effect of leadership style on performance. This may be due to the minimal direct effect of leadership style on commitment, rendering the indirect pathway insignificant. This mirrors findings from Pratiwi & Rizqi, (2023), who found leadership style had no meaningful moderating or mediating impact in budget-performance models. This aligns with findings by Amine, (2025); Offinger, (2024),(Bankins et al., 2024; Soto Setzke et al., 2023) where indirect influence was observed through organizational pathways. This hypothesis does not supported. Effective leadership increases commitment, which in turn drives performance. Ahmad & Raja, (2021); Oyewobi, (2024) found similar mediation via job satisfaction and commitment.

H12: Motivation $\rightarrow$ Organizational Commitment $\rightarrow$ Managerial Performance (Supported)

Hypothesis H12 was supported, with a path coefficient of 0.149, t-statistic of 4.687, and a p-value of 0.000, indicating a statistically significant indirect effect. This means that motivation positively influences managerial performance through the mediating role of organizational commitment.

This finding aligns with empirical evidence from Nasir (2018). who found that motivation influences employee performance primarily through organizational commitment in Indonesian civil service settings. Similarly, Djalil et al. (2017) confirmed that commitment serves as a bridge between internal motivation and actual performance results. In summary, this result reinforces the importance of fostering commitment as a channel for transforming

employee motivation into improved managerial effectiveness especially in bureaucratic or public sector environments where direct incentives may be limited.

H13: Organizational commitment mediates the relationship between job satisfaction and managerial performance

This final hypothesis was also supported, suggesting that job satisfaction nurtures commitment, which in turn elevates managerial behavior. This is supported by Mahmood Aziz et al., (2021); Rajabi et al., (2021), who found job satisfaction as a strong antecedent to both commitment and performance.

Overall, the study reinforces the critical mediating role of organizational commitment in translating structural and psychological workplace factors into actual performance outcomes. Leadership and job satisfaction show consistent direct and indirect effects, while motivation's influence is dependent on internalized commitment. Budget participation continues to play a foundational role in public management effectiveness.

F. Conclusion

From the 13 hypotheses tested, 10 were supported while 3 were not. Direct influences from budget participation, job satisfaction, and organizational commitment significantly enhanced managerial performance, while motivation had an indirect positive effect mediated through organizational commitment. Interestingly, leadership style showed no significant direct or indirect influence, reflecting possible contextual misalignment in hierarchical government settings.

The mediating role of organizational commitment was confirmed for budget participation, motivation, and job satisfaction, affirming its pivotal role in converting psychological and structural factors into performance outcomes. However, leadership style failed to generate similar mediating effects, highlighting the limited impact of leadership alone without supportive organizational culture and trust.

These results emphasize that enhancing participation in budgeting, fostering job satisfaction, and nurturing commitment are strategic levers to improve public sector performance. Especially in newly autonomous regions like Merauke, building commitment through inclusive and supportive management practices is essential to overcoming governance challenges and delivering quality public services.

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