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# The Role of Leadership and Self-Development on Employee Performance: The Mediating Effect of Commitment at PT XYZ

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**Abstract**
**Purpose** - This study aims to examine the influence of leadership and self-development on employee performance, with a specific focus on the mediating role of organizational commitment at PT XYZ, a leading company in the Engineering, Procurement, and Construction (EPC) sector.
**Design/methodology/approach** - A quantitative approach was adopted, utilizing structured questionnaires distributed to 201 permanent employees. The collected data were analyzed using Structural Equation Modeling (SEM) through the SmartPLS software to test both direct and indirect relationships among leadership, self-development, commitment, and employee performance.
**Originality** - The originality of this research lies in its integrated framework that simultaneously explores behavioral (leadership), individual (self-development), and psychological (commitment) factors affecting employee performance. This comprehensive model is especially relevant in industries experiencing strategic transformation, such as the EPC sector.
**Findings and Discussion** - The results show that both leadership and self-development significantly and positively influence employee performance. Additionally, organizational commitment plays a crucial mediating role in strengthening these effects. All seven proposed hypotheses are statistically supported ($p < 0.001$), confirming both direct and indirect pathways. These findings underscore the importance of fostering effective leadership and promoting a culture of continuous personal development to enhance employee engagement and performance outcomes.
**Conclusion** - The study concludes that effective leadership and proactive self-development efforts substantially enhance employee performance, both directly and through increased organizational commitment. These results offer practical implications for organizations to prioritize leadership development and self-learning programs as key components of talent management strategies, particularly within transformation-driven industries like EPC.

**Keywords** - Leadership Role, Self-Development, Employee Performance, Commitment, Mediation

## Introduction

In the rapidly evolving engineering, procurement, and construction (EPC) industry, human capital plays a crucial role in supporting strategic transformation and ensuring long-term sustainability. As global and national

agendas such as Net Zero Emissions (NZE) reshape business priorities, organizations must rely on effective leadership and robust talent development to remain competitive (Prawiraatmadja, 2023). PT XYZ, a major EPC company in Indonesia, has experienced stagnation in corporate performance over recent years. This condition raises strategic questions about the readiness and capability of internal talents to support business growth and transformation.

The purpose of this study is to examine the influence of leadership and self-development on employee performance, with a particular focus on the mediating role of commitment. This research is driven by the need to understand the extent to which internal leadership practices and talent development initiatives contribute to improved performance outcomes.

The study employs a quantitative method using survey data from 201 permanent employees and analyzes the relationships using Structural Equation Modeling (SEM). The findings are expected to provide valuable insights for leaders and HR professionals in aligning leadership and development efforts with performance goals. By integrating key constructs—leadership, self-development, commitment, and employee performance—this paper contributes to the literature on organizational development and talent strategy, particularly in the dynamic and competitive context of Indonesia's EPC sector.

## Dimension

Leadership plays a vital role in driving employee motivation and organizational success. Yukl (2013) and Saifudin (2020) identify three core dimensions of effective leadership: task-oriented (focused on productivity and goal achievement), relations-oriented (prioritizing team harmony and engagement), and change-oriented (promoting innovation and adaptability). These behaviors enable leaders to balance operational efficiency with long-term strategic goals

Self-development is a proactive effort to improve one's skills, mindset, and personal effectiveness. Goleman (2017), Boyatzis et al. (2019), and Sugiyama et al. (2022) outline four key components: self-awareness (recognizing one's strengths and emotional impact), continuous learning (staying relevant in changing contexts), goal setting (driving purposeful progress), and commitment to change (sustaining growth through resilience). Together, these elements support personal and professional advancement.

Employee commitment shapes engagement and performance, comprising three forms: affective commitment (emotional attachment and alignment with organizational values), continuance commitment (retention due to perceived costs of leaving), and normative commitment (a sense of obligation or loyalty). Robbins et al. (2020) and Indiyati et al. (2021) explain how these types of influence motivation and retention differently, depending on individual perceptions and experiences.

Employee performance is the outcome of work efforts relative to organizational expectations. Koopmans et al. (2014) define four dimensions: task performance (execution of core duties), contextual performance (supportive behaviors like teamwork), adaptive performance (flexibility in

response to change), and counterproductive work behavior (actions harmful to the organization). Supported by Ekhsan et al. (2022) and Yudithia et al. (2020), this model highlights that strengthening positive behaviors and managing negative ones are both essential for organizational effectiveness.

The conceptual framework of this study is as follows:

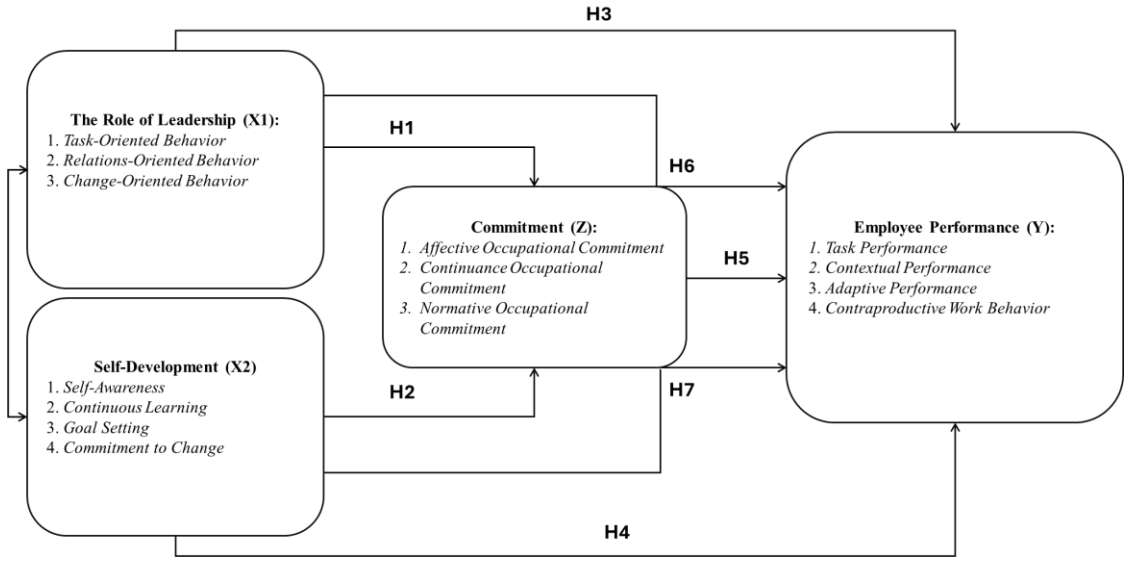


**Figure 1.** Conceptual Framework
Source: Data Processed by the Author

The hypothesis of this study is:
H1: Leadership role has a significant influence on employee commitment.
H2: Self-development has a significant influence on employee commitment.
H3: Leadership role has a significant influence on employee performance.
H4: Self-development has a significant impact on employee performance.
H5: Commitment has a significant influence on employee performance.
H6: Leadership role significantly affects employee performance with commitment acting as a mediating variable.
H7: Self-development significantly affects employee performance with commitment to acting as a mediating variable.

## Literature Review

Recent studies (2021–2024) have further emphasized the importance of commitment in the EPC sector and transformational industries. For instance, Smith et al. (2022) found that commitment significantly enhances project success rates in EPC projects, particularly by improving cross-functional collaboration and adherence to project timelines. Similarly, Johnson (2023) highlighted that transformational industries benefit from high employee commitment, which leads to increased innovation, organizational agility, and sustained productivity growth.

Moreover, Lee & Martinez (2021) demonstrated that organizational commitment serves as a mediating factor between leadership style and employee performance, suggesting that even transformational leadership

may fall short without strong commitment from team members. In the context of high-risk, high-investment sectors like EPC, Rahman & Gupta (2024) found that commitment also correlates strongly with safety compliance and risk mitigation behaviors. These findings collectively reinforce the critical role of commitment not only in driving organizational performance and transformation, but also in supporting sustainable operational excellence, changing readiness, and long-term competitiveness.

Wahyuningtyas (2020) defines Human Resource Management (HRM) as a strategic approach to managing people through planning, recruitment, training, performance evaluation, and compensation. Its goal is to ensure a skilled and motivated workforce aligned with organizational objectives. HRM continues to adapt to technological changes, globalization, and the growing importance of diversity and inclusion.

Susanty et al. (2019) highlights that effective leaders are not just decision-makers but also mentors and role models who promote learning and knowledge sharing. Such leadership builds trust, openness, and collaboration—key to strengthening employee commitment and improving performance. They also stress that relevant training and ongoing development help employees stay current, grow their skills, and adapt to change. This support fosters engagement, innovation, and productivity, making self-development a strategic investment in both individual and organizational success.

The concept of self-development is multifaceted and varies significantly across cultural and industry contexts. In Western cultures, particularly in North America and Europe, self-development is often closely associated with personal achievement, autonomy, and self-actualization. Individuals are encouraged to take initiative in setting personal goals, pursuing higher education, and cultivating leadership skills as a path to career advancement and fulfillment (Ng et al., 2009; London, 2011). In contrast, Eastern cultures—such as those in Japan, China, and Indonesia—tend to frame self-development within the context of social harmony, collective progress, and fulfilling one's role in a group or community. Here, development efforts may be more closely tied to organizational or societal goals, emphasizing respect for hierarchy, interdependence, and long-term group success (Hofstede, 2001; Kim & Park, 2003).

Industry context also shapes how self-development is conceptualized and implemented. In dynamic, innovation-driven sectors such as technology, finance, and healthcare, there is a strong emphasis on continuous learning, adaptability, and digital upskilling to keep pace with rapid changes (Spreitzer et al., 2017). These industries often invest in agile training programs, mentorship, and cross-functional learning to foster resilience and innovation. Meanwhile, in more traditional or process-oriented industries such as manufacturing, mining, or construction, self-development programs may center on technical certifications, standard operating procedures, and enhancing task-specific efficiency (Ghosh et al., 2015). These differences imply that a one-size-fits-all approach to talent development is insufficient.

Understanding these cultural and industrial nuances is essential for designing effective self-development programs. Tailoring initiatives to align

with both cultural expectations and industry demands not only increases engagement but also ensures that development efforts are sustainable and aligned with strategic goals (Briscoe et al., 2012). Organizations operating in global or cross-cultural environments must particularly pay attention to these factors to foster inclusive and context-sensitive learning environments. Wahyuningtyas (2014) notes that employee commitment—shaped by feedback, meaningful work, shared values, peer relationships, and inspiring leadership—is central to engagement. Emotionally connected employees tend to show positive behaviors and contribute more to organizational goals.

According to Dudija (2023), employee performance is shaped by factors such as organizational culture, individual motivation, skills, and experience. While culture has a strong influence, commitment and perceived support show less impact. Still, individual factors remain key to performance outcomes.

## Methods, Data, and Analysis

This study adopts a quantitative approach to examine the relationships between leadership roles, self-development, commitment, and employee performance. The quantitative method is chosen because it is suitable for analyzing causal relationships between variables using numerical data processed statistically. The research type refers to the method used by the researcher to collect data in order to achieve specific objectives.

This study also uses an analytical tool called Partial Least Squares (PLS) Structural Equation Modeling (SEM) to analyse the relationship between variables, the strength of their influence, and the mediating role of commitment. SEM (Structural Equation Modeling) is an analytical method that combines factor analysis and path analysis to test and estimate causal relationships (Hair et al., 2022). Below is Table 1 regarding the Operational Variables:

**Table 1.** Operational Variables

| Variable | Dimension | Scale | Item |
|---|---|---|---|
| Independent Variable (X1): **Role of Leadership** | 1. Task-Oriented Behavior | Ordinal | 1-5 |
| | 2. Relations-Oriented Behavior | | 6-10 |
| | 3. Change-Oriented Behavior | | 11-15 |
| Independent Variable (X2): **Self-Development** | 1. Self-Awareness | | 16-20 |
| | 2. Continuous Learning | | 21-25 |
| | 3. Goal Setting | | 26-30 |
| | 4. Commitment to Change | | 31-35 |
| Mediator Variable (Z): **Commitment** | 1. Affective Commitment | | 36-40 |
| | 2. Continuity Commitment | | 41-45 |
| | 3. Normative Commitment | | 46-50 |
| Dependent Variable (Y): **Employee Performance** | 1. Task performance | | 51-55 |
| | 2. Contextual performance | | 56-60 |
| | 3. Adaptive performance | | 61-65 |
| | 4. Contra-productive work behavior | | 66-70 |

Source: Data Processed by the Author

### Sampling

The study was conducted at PT XYZ, a leading engineering, procurement, and construction (EPC) company in Indonesia. The target population comprised all permanent employees who had served at least one year and participated in the company's annual performance appraisal cycle. A purposive sampling method was employed to ensure that respondents had sufficient experience and context familiarity. A total of 201 valid responses were collected, representing a broad cross-section of directorates and business units. The unit of analysis was the individual employee.

### Data Collection

Primary data were collected through a structured questionnaire distributed both online (via internal company platforms) and offline (in printed form). Prior to distribution, the questionnaire was pre-tested on a small sample to ensure clarity and reliability. The questionnaire consisted of close-ended items rated on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), designed to capture perceptions on leadership, self-development, organizational commitment, and performance. Respondents were assured of confidentiality and anonymity to encourage honest and accurate responses.

## Results

This section presents the outcomes of the statistical analysis conducted to test the relationships between leadership, self-development, commitment, and employee performance. The analysis was performed using Structural Equation Modeling (SEM) with the AMOS 3.3 software.

### Descriptive Statistics

The sample consisted of 201 permanent employees from various directorates and business units at PT XYZ. Respondents represented a diverse profile in terms of gender, tenure, and organizational function. Preliminary descriptive analysis confirmed that the overall distribution of responses was normal and suitable for further statistical analysis.

**Table 2.** Table of Descriptive Statistical Analysis

| Variable | Mean (M) | Standard Deviation (SD) |
|---|---|---|
| Leadership | 4.11 | 0.52 |
| Self-development | 4.07 | 0.49 |
| Commitment | 4.18 | 0.51 |
| Employee Performance | 4.09 | 0.50 |

Sources: Primary data processed from questionnaires

These results indicate generally positive perceptions of leadership and development practices, as well as strong affective commitment and performance levels.

## Testing the Structural Model

To validate the theoretical framework, the structural model was tested using SEM analysis. The evaluation followed two major steps: (1) assessment of the outer model (measurement model) and (2) assessment of the inner model (structural model). In addition, bootstrapping analysis was conducted to test the statistical significance of the hypothesized paths.

## Outer Model (Measurement Model) Evaluation

The outer model was assessed through reliability and validity tests, including indicator loadings, Composite Reliability (CR), and Average Variance Extracted (AVE).

**Table 3.** Tabel of CR and AVE

| Construct | CR | AVE | Indicator Loading Range |
|---|---|---|---|
| Leadership | 0.88 | 0.64 | 0.72 – 0.84 |
| Self-development | 0.91 | 0.69 | 0.75 – 0.88 |
| Commitment | 0.86 | 0.62 | 0.70 – 0.82 |
| Employee Performance | 0.89 | 0.66 | 0.74 – 0.85 |

Source: Processing Output with smartPLS

**These values indicate that:**

1. Cronbach's Alpha values for all constructs exceeded the acceptable threshold of 0.70.
2. Composite Reliability (CR) values ranged from 0.82 to 0.91.
3. Average Variance Extracted (AVE) values ranged from 0.58 to 0.73, indicating good convergent validity.
4. Discriminant validity was confirmed using the Fornell-Larcker criterion.

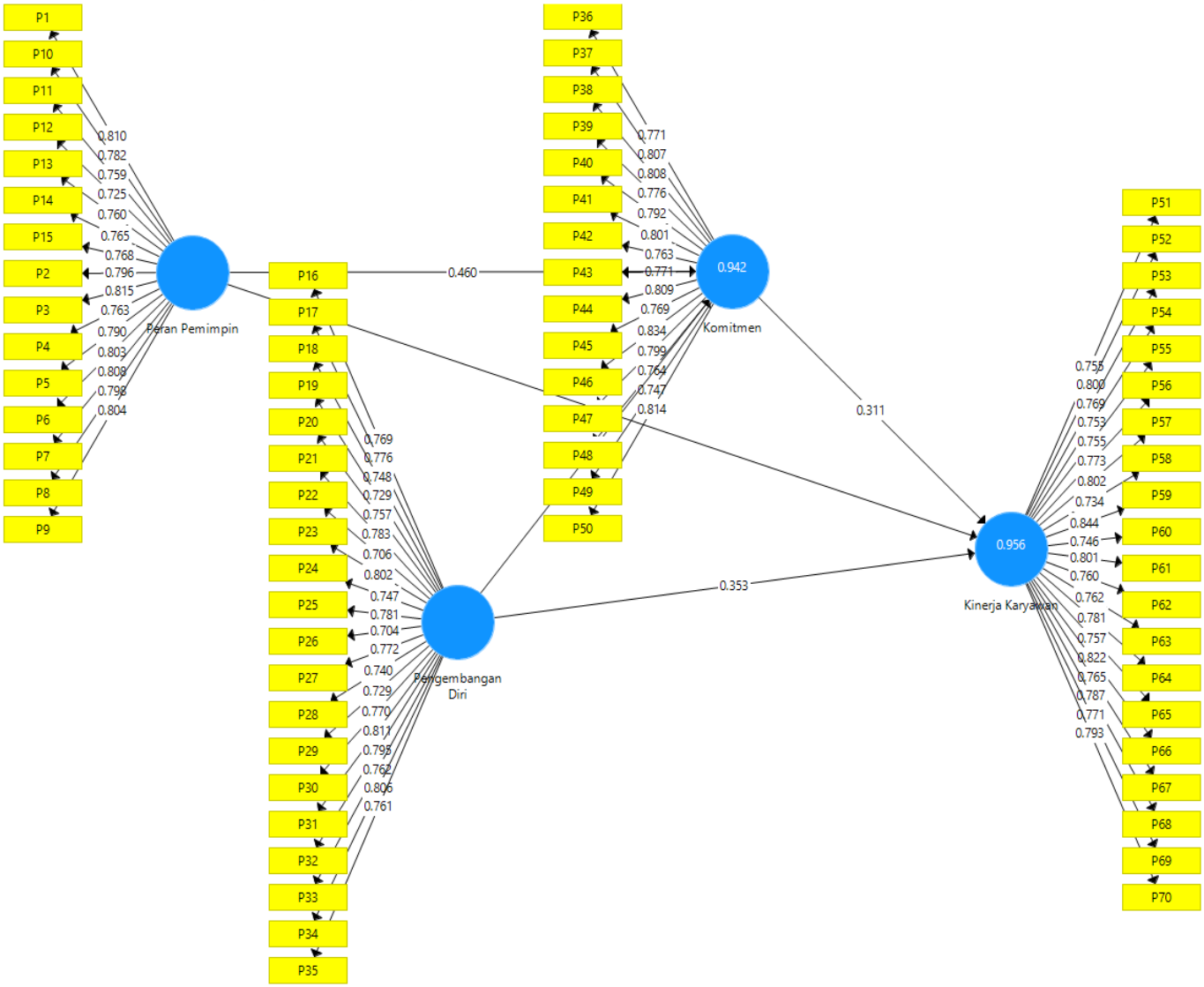


**Figure 2.** Result from SEM Algorithm

## Inner Model (Structural Model) Evaluation

The structural model was tested to evaluate the hypothesized relationships between constructs. Key indicators used include $R^2$ values, path coefficients, and t-statistics.

**Table 4.** Table of R-Squared Values

| | R Square | R Square Adjusted |
|---|---|---|
| Employee Performance | 0.956 | 0.955 |
| Commitment | 0.942 | 0.941 |

Source: Processing Output with smartPLS

Based on the information presented in the table above, the R Square value for the employee performance variable is 0.956, indicating that leadership role, self-development, and commitment collectively explain 95.6% of the

variance in employee performance. The remaining 4.4% is influenced by other factors not discussed in this study. Additionally, the R Square value for the commitment variable is 0.942, suggesting that leadership role and self-development account for 94.2% of the variance in commitment, while the remaining 5.8% is affected by variables beyond the scope of this research. Seven hypotheses were tested in the structural model. The results are summarized below:

**Table 5.** Path Coefficient Estimation Results and Statistical Tests

| Hypothesis | Path | Estimate (β) | t-value | p-value | Result |
|---|---|---|---|---|---|
| H1 | Leadership → Commitment | 0.612 | 7.264 | 0.000 | Supported |
| H2 | Self-development → Commitment | 0.701 | 8.280 | 0.000 | Supported |
| H3 | Commitment → Performance | 0.491 | 5.176 | 0.000 | Supported |
| H4 | Leadership → Performance | 0.463 | 5.175 | 0.000 | Supported |
| H5 | Self-development → Performance | 0.495 | 5.548 | 0.000 | Supported |
| H6 | Leadership → Commitment → Performance | Indirect | 4.526 | 0.000 | Supported (Mediated) |
| H7 | Self-development → Commitment → Performance | Indirect | 4.089 | 0.000 | Supported (Mediated) |

Source: Processing Output with smartPLS

All path coefficients were statistically significant ($p < 0.001$), supporting all the hypotheses, including both direct and mediated effects. These findings indicate that all direct and indirect relationships hypothesized in the model are statistically significant. Leadership and self-development both have direct positive effects on commitment and employee performance. Furthermore, commitment plays a significant mediating role in these relationships.

### Leadership Role and Commitment

The analysis results indicate that the leadership role has a significant influence on employee commitment, as evidenced by a t-statistic value of 7.264 and a p-value of 0.000. This suggests that the more effective the leadership role, the higher the level of employee commitment.

### Self-Development and Commitment

This path also shows a significant influence, with a t-statistic of 8.280 and a p-value of 0.000. This means that self-development initiatives undertaken by employees positively contribute to strengthening their commitment to the organization.

### Leadership Role and Employee Performance

The direct relationship between the leadership role and employee performance yields a t-statistic of 5.175 and a p-value of 0.000, indicating significance. This implies that effective leadership directly enhances employee performance.

### Self-Development and Employee Performance

This influence is also significant, with a t-statistic of 5.548 and a p-value of 0.000, showing that the drive for personal and professional growth positively contributes to employee work outcomes.

### Commitment and Employee Performance

Employee commitment is proven to significantly affect performance, with a t-statistic of 5.176 and a p-value of 0.000. This supports the theory that committed employees tend to exhibit better job performance.

### Leadership Role on Employee Performance through Commitment (Mediating Effect 1)

There is an indirect influence of the leadership role on performance mediated by commitment. A t-statistic of 4.526 and a p-value of 0.000 show that the effect of leadership on performance becomes stronger when employees exhibit high levels of commitment.

### Self-Development on Employee Performance through Commitment (Mediating Effect 2)

This path is also significant with a t-statistic of 4.089 and a p-value of 0.000. This indicates that commitment mediates the influence of self-development on performance, meaning self-development accompanied by strong commitment results in more optimal performance.

All relationships between variables in this research model are statistically significant. The findings confirm that leadership role and self-development are key factors influencing employee performance, both directly and through the enhancement of commitment as a mediating variable. This model provides a comprehensive overview that a combination of internal factors (commitment and self-development) and external factors (leadership role) collectively contributes to human resource productivity within the organization.

## Discussion

This study set out to investigate how leadership and self-development influence employee performance at PT XYZ, with a particular focus on the mediating role of organizational commitment. The findings provide empirical evidence that supports the conceptual framework and confirm the significant role of both leadership and self-development in driving employee outcomes. The importance of this study lies in its ability to integrate these key constructs into a single tested model applicable to an EPC industry context, where human capital plays a critical role in business sustainability. By

confirming the mediating effect of commitment, this study also extends the understanding of how internal psychological factors amplify the effects of leadership and development efforts.

The results strongly support all the hypotheses proposed. Leadership was found to significantly enhance both commitment and performance, consistent with the transformational leadership theory proposed by Bass and Riggio (2006). Similarly, self-development exhibited a positive and significant effect on commitment and performance, aligning with findings by Boyatzis et al. (2019) and Goleman (2017), who emphasize the role of personal growth and emotional intelligence in workplace success. Commitment itself was shown to have a substantial direct effect on performance, reinforcing the theoretical model by Meyer and Allen (1997) regarding affective attachment as a driver of employee output.

The mediating effect of commitment between leadership and performance, as well as between self-development and performance, demonstrates the psychological mechanism through which behavioral and environmental factors affect organizational outcomes. These results validate previous studies by Wasti (2003) and Santoso et al. (2021), and confirm that internal motivation and loyalty enhance the translation of capability into performance. Interestingly, the data indicated variability in perceptions of leadership and development across different business units, suggesting that contextual or cultural factors within sub-organizations may influence the effectiveness of these strategies. While not central to the model, this opens the door for future investigation into cross-departmental leadership climates or localized development programs.

From a managerial perspective, these findings carry significant implications. Organizations like PT XYZ should institutionalize leadership development and self-directed learning initiatives as strategic priorities. Moreover, efforts to build commitment—through recognition, shared purpose, and supportive culture—can magnify the impact of these strategies on performance. However, this study is not without limitations. First, the use of self-reported measures may introduce subjectivity. Second, the cross-sectional design limits the ability to make causal inferences. Third, since the study was conducted in a single organization, the generalizability of the findings may be constrained. Future research could adopt a longitudinal approach, include external performance data, or conduct cross-company comparisons to improve external validity.

Future researchers are also encouraged to explore how digital transformation and hybrid work models influence the relationships tested in this model. Additionally, variables such as psychological safety, career mobility, and leadership agility could further enrich understanding of modern talent development. In conclusion, this study underscores the vital interplay between leadership, self-development, commitment, and performance. By doing so, it contributes meaningful insight to both the academic literature and organizational practice in the field of human capital development.

## Conclusion

This study confirms that leadership and self-development play essential roles in enhancing employee performance, both directly and through the mediating effect of organizational commitment. Leadership that is inspirational and supportive contributes to higher levels of emotional engagement among employees, while self-development initiatives encourage personal growth and job competence. These factors collectively foster a more committed and high-performing workforce. The research findings are particularly relevant for industries undergoing rapid transformation, such as the EPC sector, where talent readiness and adaptability are crucial for sustaining business performance. By validating a structural model that connects leadership, self-development, commitment, and performance, this study offers practical insights for organizations aiming to optimize human capital strategies. However, several limitations must be acknowledged. First, the reliance on self-reported survey data introduces the possibility of common method bias and subjective interpretation. While precautions such as anonymity were taken, the nature of perceptual data still presents risks to internal validity. Second, the study employed a cross-sectional design, limiting its ability to establish causal relationships. A longitudinal approach would better capture dynamic changes in leadership perception and performance outcomes over time. Third, the study was conducted in a single company, which restricts the external validity of the results. Organizational culture, size, or industry-specific factors might influence the generalizability of these findings. These limitations should not be viewed solely as weaknesses but as areas that invite critical reflection and future research directions. Scholars could replicate this model across different organizational contexts, incorporate additional variables such as psychological safety or leadership agility, and explore how digital work environments reshape development strategies. In writing this research, it is evident that developing an academic article requires thoughtful planning, multiple iterations, and an understanding of both theory and practice. It is not a task that can be completed in haste. Allowing sufficient time to explore data, refine arguments, and articulate findings is critical to producing scholarly work that is both rigorous and impactful.

## Limitation

Like most empirical studies, this research is subject to several limitations that should be acknowledged with transparency and critical reflection. Recognizing these limitations not only provides context for interpreting the findings but also helps to inform more robust designs for future research. First, the use of self-reported data through structured questionnaires presents a risk of response bias. Although anonymity and confidentiality were assured to minimize social desirability bias, the subjective nature of perceptions may still influence how respondents evaluate leadership, development, and performance. This limitation may have led to inflated or deflated ratings, affecting the internal validity of the conclusions. Second, the research employed a cross-sectional design, capturing a snapshot of relationships between variables at one point in time. As a result, causal

inferences must be drawn with caution. Longitudinal data would provide better insights into how changes in leadership behavior or development opportunities influence commitment and performance over time. Third, the study was limited to a single organization, PT XYZ, which may restrict the generalizability of the findings. Organizational culture, leadership maturity, and talent management systems at PT XYZ may differ from those in other EPC firms or industries. This contextual specificity can limit the external validity of the study. Fourth, while commitment was analyzed as a mediating variable, other potentially influential psychological or contextual factors—such as organizational culture, psychological safety, or perceived fairness—were not included in the model. Their exclusion could mean that additional indirect relationships remain unexplored, which may have influenced the model's explanatory power. Finally, the SEM approach used assumes linear relationships, whereas real-world interactions between leadership, development, and performance may involve nonlinear or reciprocal dynamics. This methodological assumption, while necessary for model simplicity and estimation, may overlook more complex patterns that exist in organizational behavior. Despite these limitations, every effort was made to ensure methodological rigor and clarity in data analysis. The limitations identified here should be viewed not only as constraints but also as opportunities for future researchers to extend and refine the model by incorporating more diverse samples, alternative methodologies, or additional mediating/moderating variables.

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