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**The Impact of Leadership, Integrity, and Performance on Compliance in Regional Apparatus Organizations with Organizational Commitment as an Intervening Variable**

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**ABSTRACT**

**Purpose:** This study examines how leadership, integrity, and performance affect compliance among employees of Regional Apparatus Organizations in the local government of Karimun Regency, and whether organizational commitment mediates these relationships.

**Methodology:** A quantitative survey design was used. Primary data were collected from 105 civil servants at Echelon II, III, and IV positions across regional apparatus organizations, selected using the Slovin formula from a population of 320 employees.

**Results:** Integrity and performance had a positive and significant effect on organizational commitment and, in the case of performance, also on compliance directly, while leadership showed no significant direct effect on either organizational commitment or compliance. Organizational commitment had a strong positive effect on compliance and significantly mediated the effect of integrity and performance on compliance, but did not mediate the effect of leadership on compliance.

**Conclusions:** Compliance in this local government setting is driven mainly by employees' integrity and performance operating through organizational commitment, rather than by leadership alone.

**Limitations:** The study was confined to structural positions within one regency and relied on an online, self reported questionnaire, which may limit generalizability and introduce response bias.

**Contributions:** The findings offer regional inspectorates and local government managers practical guidance on strengthening organizational commitment as a lever for improving compliance with audit and administrative recommendations

**Keywords:** *Compliance, Integrity, Leadership, Organizational Commitment, Performance*

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## 1. Introduction

Regional inspectorates in Indonesia are entrusted with a demanding mandate: planning supervisory programs, formulating oversight policy, and carrying out investigation, testing, and assessment of government affairs. This mandate is meant to strengthen the performance, transparency, and accountability of state financial management, primarily through the operation of an internal control system supervised by the Government Internal Supervisory Apparatus, commonly referred to as APIP. Internal supervision under this system includes audits, reviews, evaluations, monitoring, and other oversight activities intended to help an organization achieve its goals while detecting irregularities, abuse of authority, waste, and leakage before they escalate ([Istianah et al., 2024](#); [Malelea et al., 2024](#)).

As this oversight role has grown more strategic, APIP is increasingly expected to function as a genuine business partner to management rather than a purely administrative checkpoint, adding value to the services and products of government agencies while helping build a clean and well governed administration ([Sutaryo et al., 2023](#)). Yet questions persist about whether APIP's capacity building efforts translate into meaningful organizational change, particularly when it comes to whether regional apparatus organizations actually follow up on supervisory findings once they are issued ([Kahar et al., 2023](#); [Yasmin et al., 2024](#)).

This concern is not abstract in Karimun Regency. Monitoring records of internal and external supervision conducted between 2011 and 2023 show that only 142 out of 513 financial and administrative findings were followed up by the regional apparatus organizations concerned, a completion rate that points to a persistent compliance gap. Such a gap suggests that whatever formal supervisory mechanisms exist, something in the underlying behavioral conditions, whether leadership quality, individual integrity, work performance, or the degree to which employees feel bound to their organization, is not yet translating oversight into corrective action.

Compliance, in this context, refers to the extent to which employees follow rules, respond to supervisory findings, and align their conduct with the expectations of legitimate authority. Classic accounts of compliance distinguish an instrumental perspective, in which people follow rules because doing so serves their self interest, from a normative perspective, in which people follow rules because they consider it a moral obligation or accept the legitimacy of the rule making authority ([Dodge, 2022](#)). Leadership, integrity, and performance are three plausible antecedents of this kind of rule following behavior, since each shapes how employees relate to organizational expectations, but their effects may not be uniform or direct. Organizational commitment, understood as the psychological bond an employee feels toward an organization and its goals, offers one explanation for why these antecedents might matter: a leader, an act of integrity, or a strong performance may shape compliance less through direct instruction and more through the sense of attachment and obligation it instills in employees over time ([Calapre et al., 2024](#); [Godbersen et al., 2024](#)).

Prior studies have examined leadership, integrity, performance, and organizational commitment largely in isolation or in different combinations, often in private sector or educational settings rather than within regional government inspectorate oversight ([Konadu et al., 2024](#); [Lee et al., 2022](#); [Sutanto et al., 2022](#)). Comparatively little empirical work has tested all three antecedents together against compliance specifically, with organizational commitment modeled explicitly as the connecting mechanism, inside an Indonesian regional apparatus organization context. This gap matters because policy recommendations aimed only at leadership training, for instance, may miss the more consequential levers of integrity, performance, and commitment building that this study is positioned to identify.

Recent perspectives in public sector governance indicate that organizational compliance is not solely determined by formal regulations and supervisory mechanisms but is also influenced by internal organizational factors, including leadership orientation, ethical values, employee commitment, and performance management systems. In government institutions, compliance represents a behavioral manifestation of employees' willingness to align their actions with

organizational objectives, regulatory requirements, and accountability principles. Ethical and servant-oriented leadership approaches are considered important in developing a work environment that promotes trust, responsibility, and adherence to organizational standards. Leaders who demonstrate integrity, fairness, and transparency are more likely to encourage employees to internalize institutional values and actively support governance improvement initiatives ([Eva et al., 2021](#); [Hassan et al., 2020](#)). Furthermore, organizational commitment serves as an important psychological mechanism that connects managerial practices with employee behavior because committed employees tend to demonstrate stronger responsibility, loyalty, and willingness to contribute to organizational success ([Alrowwad et al., 2020](#); [Miao et al., 2021](#)). In the context of public organizations, commitment-based approaches are particularly relevant because government employees are expected to maintain accountability and compliance despite complex administrative demands and institutional challenges ([Kim & Vandenabeele, 2021](#); [Koumenta & Swaffield, 2021](#)).

Moreover, improving compliance within Regional Apparatus Organizations requires an integrated understanding of how leadership, integrity, and performance interact through organizational commitment. Leadership effectiveness alone may not guarantee compliance if employees lack ethical awareness, professional responsibility, and psychological attachment to organizational goals. Previous studies emphasize that performance management systems, employee values, and organizational commitment collectively influence how public employees respond to evaluation processes, implement corrective actions, and support institutional improvement ([Kroll & Moynihan, 2021](#); [Van der Voet et al., 2022](#)). Employees with strong integrity and high performance orientation are more likely to perceive supervisory findings as opportunities for improvement rather than as administrative burdens, thereby increasing their willingness to complete follow-up actions and comply with organizational procedures. In addition, organizational commitment has been identified as a significant mechanism that strengthens the relationship between organizational factors and employee outcomes by encouraging proactive behavior, accountability, and sustainable performance improvement ([Demir & Budur, 2021](#); [Supriyanto et al., 2021](#)). Therefore, examining organizational commitment as an intervening variable provides a more comprehensive explanation of the mechanisms through which leadership, integrity, and performance influence compliance in Regional Apparatus Organizations (OPD), particularly within the context of local government administration in Indonesia.

This study therefore investigates employees at Echelon II, III, and IV positions across Regional Apparatus Organizations in the local government of Karimun Regency. It tests whether leadership, integrity, and performance each exert a direct effect on organizational commitment and on compliance, and whether organizational commitment mediates the relationship between each of these three predictors and compliance. In doing so, the study aims to clarify which of these levers, leadership development, integrity building, or performance management, offers the most promising route to closing the kind of compliance gap observed in Karimun Regency's supervisory records.

## **2. Literature Review and Hypotheses Development**

### **2.1 Compliance**

Compliance theory, associated with Milgram's early work on obedience and later elaborated by scholars examining organizational rule following, explains how a person comes to obey a set of commands or rules issued by a legitimate authority ([Dodge, 2022](#)). Two broad perspectives describe why people obey the law or organizational rules. The instrumental perspective assumes individuals are motivated chiefly by self interest and by the perceived consequences of compliance or noncompliance. The normative perspective instead assumes people are moral agents who may act against narrow self interest because they view obedience as an obligation, whether grounded in a sense of duty toward the substance of the rule itself or in a recognition that the rule making authority has a legitimate right to regulate behavior. Compliance, understood this way, is a positive behavior that individuals choose, reflecting a decision to obey, respond to, and act in accordance with rules, laws, social norms, and the requests of someone who holds authority or plays an important organizational role.

## **2.2 Leadership**

An organization's management function cannot operate effectively without leaders who can direct and coordinate collective effort toward shared goals. Leadership plays a dominant role in shaping performance at the individual, group, and organizational levels, because it is the leader who moves and directs the organization toward its objectives; the success or failure of organizational goals is, in this sense, substantially a function of leadership quality. Leadership can be understood as any effort by a person to influence the behavior of another person or group, an effort aimed at achieving individual, shared, or organizational goals that may align or diverge ([Lee et al., 2022](#); [Sutanto et al., 2022](#)). More recent treatments describe leadership simply as an activity that influences others and changes their behavior to achieve both individual and collective goals, whether through transformational, servant, or more directive styles ([Godbersen et al., 2024](#); [Zahari et al., 2024](#)).

## **2.3 Integrity**

Integrity is widely recognized as one of the factors shaping employee performance, closely tied to psychological attributes such as the alignment between an individual's physical conduct and inner values. Integrity requires an employee to be honest, courageous, prudent, and responsible in carrying out assigned duties and responsibilities; the stronger an employee's integrity, the better that employee's performance tends to be ([Konadu et al., 2024](#)). Integrity can be described as a form of responsibility for one's own actions, in which the results of that action align with appropriate norms, values, or principles, and reflect a firm stance taken without coercion from any party. A useful characterization of integrity is the match between what a person feels internally, what that person says, and what that person does ([Julaikah et al., 2024](#)). Integrity problems in the workplace are often closely tied to performance problems: an employee with strong technical competence but weak integrity is unlikely to produce consistently good performance, and common integrity failures in practice include low honesty in work and a lack of responsibility for outcomes.

## **2.4 Performance**

Performance refers to the result of the quality and quantity of work an employee achieves while carrying out assigned duties in accordance with the responsibilities given. Factors affecting an employee's performance can be divided into internal factors, linked to an individual's own characteristics, and external factors, linked to the surrounding environment, including the behavior, attitudes, and actions of colleagues, subordinates, or leaders, along with the availability of work facilities and the broader organizational climate. These internal and external categories reflect the kinds of attribution that shape how observers explain a given level of performance. Drawing on this body of work, performance can be understood as the outcome a person achieves while carrying out assigned tasks and the degree to which that outcome contributes to the organization, expressed through indicators such as the quality of work produced, the promptness with which work is completed, the initiative shown in completing tasks, the capability demonstrated in getting the job done, and the ability to build cooperative working relationships with others.

## **2.5 Organizational Commitment**

Organizational commitment is a behavioral dimension used to gauge the strength of an organization member's attachment to carrying out assigned duties and obligations. It can be understood as a value orientation toward the organization, reflecting the degree to which an individual is thoughtful about, concerned with, and prioritizes work and organizational goals, voluntarily exerting effort and developing personal potential to help the organization succeed ([Calapre et al., 2024](#); [Firmansyah et al., 2022](#)). Organizational commitment can also be described as a situation in which an employee sides with a particular organization, adopting its goals and desiring to maintain membership within it, a kind of promise reflected in action rather than merely stated as intention. Under this framing, commitment represents the relative strength of an individual's identification with, and involvement in, an organization, a construct that has attracted sustained research interest alongside related concepts such as job satisfaction, work involvement, and career development ([Lo et al., 2024](#)). Organizational commitment can further be understood as employees' identification with, and agreement to help achieve, the mission of their unit or organization, an attitude reflecting the

seriousness of an employee's character and their intent to remain within the organization ([Imam et al., 2024](#); [Solihatun et al., 2023](#)).

## **2.6 Framework of Thought and Hypotheses Development**

Leadership shapes the attitude that management and employees adopt toward the organization they belong to, an attitude that manifests as either obedience or non compliance with the policies leaders set. When leadership is perceived poorly, employees are unlikely to remain loyal or attentive to organizational rules; when leadership is perceived positively, employees are more likely to remain loyal and subject themselves willingly to those rules. Beyond compliance directly, leadership may also shape the degree of psychological attachment an employee develops toward the organization, since employees who feel well led often report stronger organizational commitment ([Godbersen et al., 2024](#); [Lee et al., 2022](#); [Sutanto et al., 2022](#)).

*H<sub>1</sub>*: Leadership has a direct effect on organizational commitment

Integrity is one of the clearest individual level factors shaping how an employee relates to the organization that employs them. Employees who consistently act with honesty and responsibility tend to internalize organizational values more readily, which in turn strengthens the psychological bond of commitment ([Konadu et al., 2024](#); [Julaikah et al., 2024](#)).

*H<sub>2</sub>*: Integrity has a direct effect on organizational commitment

Performance and organizational commitment are similarly connected. Employees who perform well often experience a reinforcing cycle in which successful task completion builds confidence, recognition, and a sense of belonging, all of which feed back into stronger commitment toward the organization ([Imam et al., 2024](#); [Lo et al., 2024](#)).

*H<sub>3</sub>*: Performance has a direct effect on organizational commitment

Organizational commitment, once established, is expected to shape whether employees follow through on organizational expectations, including compliance with supervisory findings and administrative rules. A committed employee has more at stake in the organization's success and is accordingly more inclined to comply with its rules and recommendations ([Calapre et al., 2024](#); [Firmansyah et al., 2022](#)).

*H<sub>4</sub>*: Organizational commitment has a direct effect on compliance

Beyond its effect on commitment, leadership may also influence compliance directly, since employees often follow rules simply because a leader has communicated and modeled the expectation to do so, independent of any deeper attachment to the organization ([Zahari et al., 2024](#)).

*H<sub>5</sub>*: Leadership has a direct effect on compliance

Integrity may likewise influence compliance directly. An employee with strong personal integrity may follow organizational rules and act on supervisory findings as a matter of internalized ethical conviction, regardless of the strength of their broader organizational attachment ([Konadu et al., 2024](#)).

*H<sub>6</sub>*: Integrity has a direct effect on compliance

Performance may also affect compliance directly, since employees who perform their duties well often demonstrate the same conscientiousness and attentiveness to procedure that underlies compliance with rules and supervisory recommendations ([Sutaryo et al., 2023](#); [Yasmin et al., 2024](#)).

*H<sub>7</sub>*: Performance has a direct effect on compliance

Because organizational commitment may itself be shaped by leadership, integrity, and performance, and because commitment in turn shapes compliance, organizational commitment is positioned as an intervening variable that may carry the effect of each predictor through to compliance rather than leaving each predictor to operate solely through its own direct path ([Dodge, 2022](#); [Ly, 2023, 2024](#)).

*H<sub>8</sub>*: Leadership has an indirect effect on compliance through organizational commitment

*H<sub>9</sub>*: Integrity has an indirect effect on compliance through organizational commitment

$H_{10}$ : Performance has an indirect effect on compliance through organizational commitment

## 2.7 Conceptual Framework

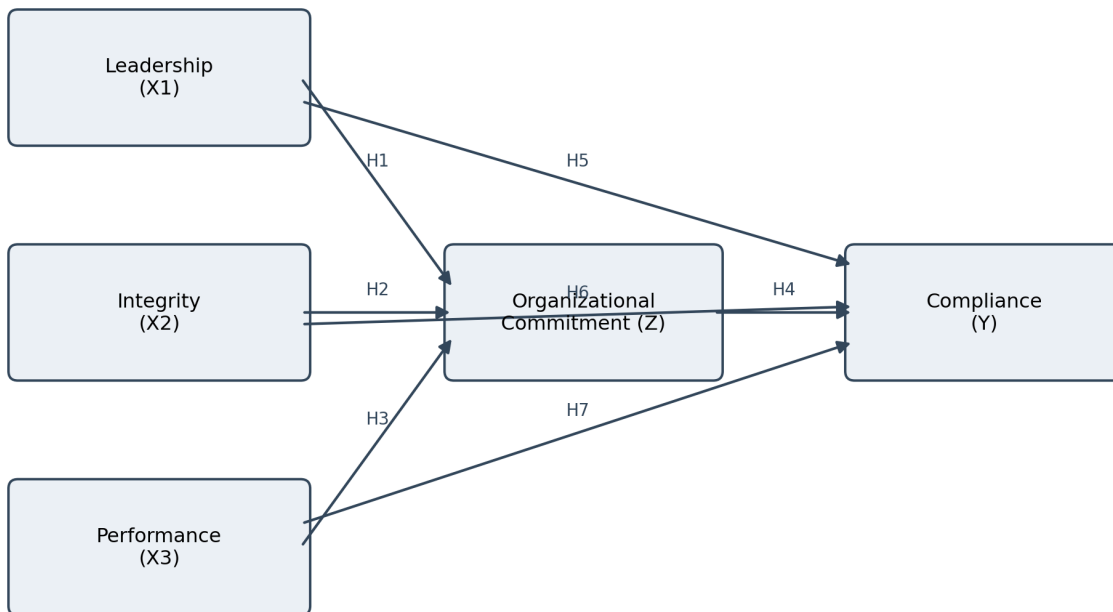


Figure 1. Conceptual framework

Figure 1 summarizes the hypothesized relationships tested in this study. Leadership, integrity, and performance are positioned as exogenous variables that may influence compliance both directly and indirectly through organizational commitment, which functions as the intervening variable connecting these three predictors to the ultimate outcome of compliance. Conceptual framework showing the direct paths from leadership, integrity, and performance to organizational commitment and to compliance, the direct path from organizational commitment to compliance, and the resulting mediated paths ( $H_1$  to  $H_{10}$ ).

## 3. Methodology

A quantitative survey design was used. Primary data were collected from 105 civil servants at Echelon II, III, and IV positions across regional apparatus organizations, selected using the Slovin formula from a population of 320 employees. Data were analyzed with Partial Least Squares Structural Equation Modeling in SmartPLS 3, covering outer model and inner model assessment with a one tailed bootstrapping procedure.

### 3.1 Research Methodology

This study used a quantitative, explanatory survey design intended to test the hypothesized relationships among leadership, integrity, performance, organizational commitment, and compliance. The research was conducted among employees of Regional Apparatus Organizations in the local government of Karimun Regency, focusing on structural positions at Echelon II, III, and IV, over a five month period from April to August 2024 covering literature review, proposal development, data collection and processing, and report preparation.

The study population consisted of 320 Echelon II, III, and IV employees across Regional Apparatus Organizations in Karimun Regency. Sample size was determined using the Slovin formula,  $n$  equals  $N$  divided by the quantity one plus  $N$  multiplied by  $e$  squared, with a margin of error of 0.08. Applying this formula to a population of 320 yielded a required sample of approximately 105 respondents, which was the sample size used in this study. Primary data were collected through a structured questionnaire distributed digitally via Google Forms, using a five point Likert scale ranging from strongly disagree to strongly agree.

Table 1. Research score criteria

Score	Research Criteria
1	Strongly Disagree (STS)
2	Disagree (TS)
3	Neutral (N)
4	Agree (S)
5	Strongly Agree (SS)

Table 1 shows the five point scoring criteria applied to every questionnaire item, ranging from a score of one for strongly disagree to a score of five for strongly agree, following standard practice in quantitative survey research (Sugiyono, 2019).

Five variables were measured in this study, each with its own operational definition, indicators, and measurement scale. Compliance was measured through indicators of conformity, acceptance, obedience, and alignment with regulation. Leadership was measured through indicators of decision making, motivation, communication, responsibility, and the ability to control emotions. Integrity was measured through indicators of honesty, responsibility, working wholeheartedly, being of benefit to others, and obedience. Performance was measured through indicators of quantity, quality, efficiency, work discipline, and initiative (Mangkunegara, 2017). Organizational commitment was measured through indicators of desire, trust, loyalty, willingness, and responsibility (Priansa, 2018). All indicators were measured on the five point Likert scale described in Table 1, and all constructs were treated as reflective measurement models consistent with common practice in behavioral organizational research using variance based structural equation modeling.

Data were analyzed using Partial Least Squares Structural Equation Modeling in SmartPLS 3, following the standard two stage approach of first assessing the outer, or measurement, model for validity and reliability, then assessing the inner, or structural, model for path significance through a bootstrapping procedure (Becker et al., 2023; Hair et al., 2022). Because the direction of each hypothesized relationship was stated in advance as positive, hypothesis testing used a one tailed approach, with an effect treated as significant when the t statistic exceeded the applicable critical value and the associated p value fell below 0.05 for a 5 percent significance level or below 0.10 for a 10 percent significance level, consistent with conventional practice in exploratory organizational behavior research using bootstrapped resampling. Reliability of the measurement instrument was assessed using Cronbach's alpha, with a threshold of 0.70 taken as evidence of acceptable internal consistency.

Table 2. Reliability test results

Variables	Cronbach Alpha	Result
Compliance	0.927	Reliable
Leadership	0.965	Reliable
Integrity	0.939	Reliable
Performance	0.960	Reliable
Organizational Commitment	0.963	Reliable

Table 2 shows that the Cronbach's alpha value for every variable exceeded 0.70 by a considerable margin, ranging from 0.927 to 0.965, indicating that each research variable met the reliability requirement and that the indicators used to measure compliance, leadership, integrity, performance, and organizational commitment were highly consistent.

## 4. Results and Discussion

### 4.1 Results.

Integrity and performance had a positive and significant effect on organizational commitment and, in the case of performance, also on compliance directly, while leadership showed no significant direct effect on either organizational commitment or compliance. Organizational commitment had a strong positive effect on compliance and significantly mediated the effect of integrity and performance on compliance, but did not mediate the effect of leadership on compliance.

### 4.2 Respondent Profile

Respondents in this study were drawn from the State Civil Apparatus occupying Echelon II, III, and IV positions across Regional Apparatus Organizations in the local government of Karimun Regency. The questionnaire was distributed online through Google Forms and subsequently compiled for analysis once all responses had been submitted.

Table 3. Respondent profile

Category	Group	Number	Percentage
Gender	Man	68	64.8%
Gender	Woman	37	35.2%
Age	20 to 30 years	23	21.9%
Age	31 to 40 years	42	40.0%
Age	41 to 50 years	31	29.5%
Age	51 to 60 years	9	8.6%
Education	Diploma (I/II/III/IV)	25	23.8%
Education	Bachelor (S1)	55	52.4%
Education	Postgraduate (S2)	35	31.3%
Tenure	5 to 10 years	17	16.2%
Tenure	10 to 20 years	57	54.3%
Tenure	20 to 30 years	27	25.7%
Tenure	Above 30 years	4	3.8%
Structural Position	Echelon II	12	11.4%
Structural Position	Echelon III	50	47.6%
Structural Position	Echelon IV	62	59.0%

Table 3 shows that the 105 respondents were predominantly male, with the largest age group falling between 31 and 40 years, a majority holding a bachelor's degree, and most respondents having between 10 and 20 years of working tenure. Note that some respondents held more than one structural role across their career, so the structural position percentages do not sum to 100 percent. This profile suggests a sample of relatively experienced mid career civil servants well positioned to reflect on the leadership, integrity, performance, and compliance dynamics examined in this study.

### 4.3 Measurement Model (Outer Model) Assessment

Following data collection, the outer model was assessed to confirm that the indicators used were valid and reliable measures of their respective latent constructs, using SmartPLS 3 to generate outer loadings, Average Variance Extracted, and construct reliability statistics for compliance, leadership, integrity, performance, and organizational commitment. All indicators retained in the final model exceeded the conventional outer loading threshold of 0.70 and each construct exceeded the 0.50 threshold for Average Variance Extracted, confirming that the measurement model achieved acceptable convergent validity before proceeding to structural model estimation.

Collinearity among the exogenous constructs was also examined prior to interpreting the structural paths, since excessive collinearity can distort path coefficient estimates.

Table 4. Multicollinearity test (Variance Inflation Factor)

Variable	VIF (toward Compliance)	VIF (toward Organizational Commitment)
Leadership ( $X_1$ )	2.850	2.835
Integrity ( $X_2$ )	2.908	2.796
Performance ( $X_3$ )	2.441	1.669
Organizational Commitment ( $Z$ )	2.442	

Table 4 shows that every Variance Inflation Factor value fell below the conservative threshold of 3.3, and comfortably within the broader acceptable range of 3 to 5, indicating that the research model does not suffer from a serious multicollinearity problem and that the path coefficients reported below can be interpreted with reasonable confidence.

#### 4.4 Structural Model (Inner Model) Assessment

The coefficient of determination, or R squared, was calculated for each endogenous construct to describe how much of the variance in that construct is explained by its predictors, with values above 0.75 considered strong, above 0.50 considered moderate, and above 0.25 considered weak.

Table 5. Coefficient of determination

Dependent Variable	R Square	R Square Adjusted
Compliance	0.761	0.751
Organizational Commitment	0.590	0.578

Table 5 shows that leadership, integrity, and performance, together with organizational commitment, explained 76.1% of the variance in compliance, a strong result by conventional benchmarks, while leadership, integrity, and performance together explained 59.0% of the variance in organizational commitment, a moderate result. The remaining variance in each case reflects factors outside the scope of the present model, such as organizational culture or external regulatory pressure.

Direct path relationships were then tested using a one tailed bootstrapping procedure. As shown in Table 6, leadership did not have a statistically significant effect on organizational commitment, with a path coefficient of 0.079 and a t statistic of 0.702, well below the critical value, so  $H_1$  was not supported. Integrity had a positive and significant effect on organizational commitment at the 10 percent significance level, with a path coefficient of 0.214 and a t statistic of 1.466, supporting  $H_2$ . Performance had a strong positive and significant effect on organizational commitment at the 5 percent significance level, with a path coefficient of 0.562 and a t statistic of 3.723, supporting  $H_3$ . Organizational commitment had a strong positive and significant effect on compliance, with a path coefficient of 0.778 and a t statistic of 7.371, supporting  $H_4$ .

Turning to the direct paths toward compliance, leadership again showed no significant effect, with a path coefficient of 0.055 and a t statistic of 0.547, so  $H_5$  was not supported. Integrity showed a negative and non significant path coefficient of negative 0.114 with a t statistic of 1.251, so  $H_6$  was not supported, indicating that integrity did not translate into compliance through a direct path in this sample. Performance showed a positive and significant effect on compliance at the 10 percent significance level, with a path coefficient of 0.167 and a t statistic of 1.321, supporting  $H_7$ .

Table 6. Direct effect test results

Hypothesis	Path Coefficient	T Statistic	P Value	Result
<i>H</i> <sub>1</sub> : Leadership to Organizational Commitment	0.079	0.702	0.241	Not Supported
<i>H</i> <sub>2</sub> : Integrity to Organizational Commitment	0.214	1.466	0.072	Supported
<i>H</i> <sub>3</sub> : Performance to Organizational Commitment	0.562	3.723	0.000	Supported
<i>H</i> <sub>4</sub> : Organizational Commitment to Compliance	0.778	7.371	0.000	Supported
<i>H</i> <sub>5</sub> : Leadership to Compliance	0.055	0.547	0.292	Not Supported
<i>H</i> <sub>6</sub> : Integrity to Compliance	-0.114	1.251	0.106	Not Supported
<i>H</i> <sub>7</sub> : Performance to Compliance	0.167	1.321	0.094	Supported

Table 6 shows that the indirect path from leadership to compliance through organizational commitment was not statistically significant, with a path coefficient of 0.061 and a t statistic of 0.708, so *H*<sub>8</sub> was not supported, consistent with leadership's lack of a significant direct effect on either organizational commitment or compliance. The indirect path from integrity to compliance through organizational commitment was significant at the 10 percent level, with a path coefficient of 0.166 and a t statistic of 1.416, supporting *H*<sub>9</sub> and indicating that organizational commitment fully carries the effect of integrity on compliance, since integrity's direct path to compliance was not itself significant. The indirect path from performance to compliance through organizational commitment was strongly significant, with a path coefficient of 0.437 and a t statistic of 4.223, supporting *H*<sub>10</sub> and indicating that organizational commitment meaningfully amplifies the already significant direct effect of performance on compliance.

#### 4.5 Discussion

The finding that leadership had no significant effect on either organizational commitment or compliance is a striking result that runs against a common assumption that stronger leadership automatically produces more compliant, more committed employees. This pattern is not without precedent. Prior research in other institutional settings has similarly found that leadership's influence on organizational commitment can be weak or context dependent, particularly in bureaucratic environments where formal procedures, rather than individual leaders, may carry more weight in shaping employee attachment and rule following behavior (Godbersen et al., 2024; Lee et al., 2022). In the Karimun Regency setting, this may reflect the layered, rule bound nature of regional government administration, in which structural rules, position based authority, and standardized procedures may dilute the influence any single leader has over an individual employee's sense of commitment or willingness to comply, especially when organizational culture and team dynamics operate largely independent of the immediate leader (Sutanto et al., 2022).

Integrity's positive effect on organizational commitment, but not on compliance directly, suggests a more indirect route of influence than might initially be expected. Employees who hold themselves to a high personal standard of honesty and responsibility appear to translate that standard into a stronger psychological bond with their organization, consistent with prior findings connecting integrity to deeper organizational attachment (Konadu et al., 2024; Julaikah et al., 2024). However, integrity alone, without that mediating sense of commitment, did not significantly predict whether employees actually followed through on compliance behavior in this sample, and the negative sign on the direct path suggests that integrity's relationship with compliance is entirely carried by, rather than independent of, organizational commitment. This is consistent with the idea that integrity

shapes an internal disposition toward the organization more directly than it shapes any single compliance decision on its own.

Performance's strong and significant effect on both organizational commitment and compliance, whether directly or through the mediating path, underscores that performance is not merely an outcome of good conduct but also an active driver of the attitudes and behaviors that sustain it. Employees who perform well appear to develop stronger organizational attachment, likely through the recognition, confidence, and sense of contribution that strong performance tends to generate, and that attachment in turn reinforces their willingness to comply with organizational expectations ([Imam et al., 2024](#); [Lo et al., 2024](#); [Sutaryo et al., 2023](#)). This dual pathway, direct and mediated, helps explain why performance emerged as the single strongest predictor across every hypothesis tested in this study.

Organizational commitment's strong direct effect on compliance, alongside its role in fully mediating the effect of integrity and in strengthening the effect of performance, positions commitment as the central mechanism connecting individual employee attributes to actual compliance behavior in this setting. This finding aligns with research emphasizing organizational commitment as a powerful predictor of rule following and citizenship behavior in public sector contexts ([Calapre et al., 2024](#); [Firmansyah et al., 2022](#); [Ly, 2023, 2024](#)). For Karimun Regency's regional apparatus organizations, this suggests that closing the gap between the number of supervisory findings issued and the number actually followed up may depend less on leadership training in isolation and more on deliberate efforts to build organizational commitment, informed by, and reinforced through, employee integrity and performance management.

## **5. Conclusions**

### **5.1 Conclusion**

This study examined the influence of leadership, integrity, and performance on compliance among employees of Regional Apparatus Organizations in the local government of Karimun Regency, with organizational commitment tested as an intervening variable. The results show that leadership had no significant direct effect on either organizational commitment or compliance, and that its indirect effect through organizational commitment was likewise not significant. Integrity had a significant positive effect on organizational commitment and, through that mediating path, a significant indirect effect on compliance, although its direct effect on compliance was not significant. Performance had a significant positive effect on organizational commitment, a significant direct effect on compliance, and a significant indirect effect on compliance through organizational commitment. Organizational commitment itself had a strong, significant direct effect on compliance. Taken together, these findings indicate that compliance in this setting is driven primarily by employees' integrity and performance operating through the psychological mechanism of organizational commitment, rather than by leadership considered on its own.

### **5.2 Research Limitations**

This study is limited in several respects. The sample was confined to employees holding Echelon II, III, and IV structural positions within Regional Apparatus Organizations in a single regency, which restricts how far the findings can be generalized to other government levels, other regions, or non structural staff. Data collection relied on an online questionnaire distributed through Google Forms, which meant that the emotional state and surrounding conditions of respondents at the time of completing the survey could not be verified, introducing a possible source of response bias. In addition, the model examined only three exogenous predictors and one mediating variable, leaving other plausible influences on compliance, such as organizational culture, regulatory clarity, and peer behavior, outside the scope of the analysis.

### **5.3 Suggestions and Directions for Future Research**

Future research could extend this model by broadening the sample beyond specific structural positions to include a wider range of government employees, improving the generalizability of the findings at a larger population level. Future studies could also complement online questionnaires with face to face interviews or mixed method designs to capture richer, more accurate accounts of

the emotional and situational factors influencing responses. Researchers might further consider testing additional mediators alongside organizational commitment, such as job satisfaction or organizational culture, and comparing regional apparatus organizations across multiple regencies to determine whether the pattern observed here, in which leadership shows limited direct influence but integrity and performance operate strongly through commitment, holds across different institutional and regional contexts in Indonesia.

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