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The Effect of Adaptive Organizational Culture and Leadership Effectiveness on Performance Through Organizational Commitment as A Mediating Variable (A Study of Employees at The Directorate General of Intellectual Property)

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Abstract

This study aims to analyze the influence of adaptive organizational culture and leadership effectiveness on performance through organizational commitment as a mediating variable. The research design used is hypothesis testing. This study is quantitative non-experimental, using questionnaires administered to 130 respondents. The research period was from July to October 2025. Data analysis was performed using SmartPLS software. Results: Adaptive organizational culture has a positive and significant effect on employee performance. Leadership effectiveness has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Adaptive organizational culture has a positive and significant effect on organizational commitment. Leadership effectiveness has a positive and significant effect on organizational commitment. Adaptive organizational culture has an effect on employee performance mediated by organizational commitment, and leadership effectiveness has an effect on employee performance mediated by organizational commitment. This study has limitations, including that it is quantitative in nature, conducted over a relatively short period of time, and limited to one government.

Keywords: Adaptive Organizational Culture, Leadership Effectiveness, Organizational Commitment, Employee Performance.

1. Introduction

The success of an organization is largely determined by the quality of performance of the individuals who are part of its employee structure (Husada, 2023). Every organization strives continuously to improve the performance of its employees in order to achieve its established goals. Employee performance is a key reflection of an organization's success in implementing its strategies and work programs. Management must be able to recognize and understand various factors that influence performance, such as work motivation and employee competence, so that management can be carried out effectively (Wijayanto, 2021). Effective management will improve employee performance and support the achievement of overall organizational goals (Setyo Widodo, 2022).

Performance is the results achieved and work behavior demonstrated in carrying out the tasks and responsibilities assigned during a certain period of time (Kasmir, 2018). The performance of government agencies is essentially the result of fulfilling one of the work requirements that all employees must understand. Employees can be motivated to work more enthusiastically if their needs, both physical and non-physical, are met. Therefore, the performance of government agencies is highly dependent on the performance of employees who play a key role in carrying out official duties (Angraini et al., 2021).

Organizational culture is a collection of values, beliefs, norms, and habits that serve as a reference for all members in acting and interacting in the work environment. This culture plays an important role in shaping the identity of the organization and influences the way of

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working, decision-making processes, and the level of contribution of each individual to the achievement of common goals. Every organization has a unique culture that differs from others, depending on its historical background, vision, leadership style, and the values it upholds (Soomro & Shah, 2018).

The concept of adaptive culture is a form of organizational culture that emphasizes the ability of teams and individuals to face challenges by continuously changing, adapting, and developing, where this process encourages flexibility, creativity, and innovation in various aspects of work while strengthening the capacity to learn from experience, so that members of the organization are able to quickly adapt to the dynamics of change (Vientiany *et al.*, 2024).

Leadership effectiveness is also a crucial factor that influences employee performance. Leadership can be defined as a leader's ability to use influence, authority, and power to direct, motivate, and mobilize subordinates to contribute optimally to achieving organizational goals (Fachrurazi *et al.*, 2022). Leadership effectiveness is the effectiveness or ability of a leader to mobilize, encourage, and influence members of an organization, as well as maintain good relationships with members and have an enthusiastic and humble attitude (Marbun *et al.*, 2023).

Another factor that influences employee performance is organizational commitment (Kasmir, 2018). Organizational commitment reflects an individual's ability to identify with and engage in the interests of the organization (Ade *et al.*, 2022). This commitment refers to the extent to which an individual is involved in the company and their desire to continue working there. Organizational commitment is divided into three main dimensions. Affective commitment describes an individual's emotional attachment to the organization and their willingness to remain involved because of love and loyalty. Continuance commitment relates to the costs or losses that must be borne if an individual leaves the organization, so the decision to stay is based more on necessity. Normative commitment refers to an individual's sense of obligation or moral responsibility to the organization, so that they feel they must remain with the company (Umar, 2022).

Research conducted by Anggraeni & Rahardja (2018) shows that organizational commitment has a significant relationship with employee performance, meaning that the higher an individual's organizational commitment, the better their performance. This emphasizes the importance of creating a supportive work environment to increase employee commitment to the organization.

Currently, commitment is no longer defined solely as an employee's willingness to stay with the organization for a long time, but more than that, it is the desire to give their best to the organization, even being willing to do things beyond their required duties. One of the factors that influence employee performance is the level of organizational commitment possessed by the employee (Angraini *et al.*, 2021).

Based on the above background, the research questions in this study are as follows: Does adaptive organizational culture affect the performance of employees at the Directorate General of Intellectual Property? Does leadership effectiveness affect the performance of employees at the Directorate General of Intellectual Property? Does organizational commitment affect the performance of employees at the Directorate General of

Intellectual Property? Does adaptive organizational culture affect the organizational commitment of the Directorate General of Intellectual Property? Does leadership effectiveness influence organizational commitment in the Directorate General of Intellectual Property? Does adaptive organizational culture influence employee performance in the Directorate General of Intellectual Property with the mediation of organizational commitment? Does leadership effectiveness influence employee performance in the Directorate General of Intellectual Property with the mediation of organizational commitment?

2. Literature Review

2.1 Adaptive Organizational Culture

Organizational culture is a shared way of behaving, thinking, and acting within a coordinated group of people with mutual expectations (Serpa, 2016). Organizational culture is characterized by the sharing of values and beliefs. Organizational culture is seen as a prerequisite for becoming a member of an organization (Chaerudin, 2019).

Adaptive behavior is the ability of a person to adjust to the norms or standards that apply in their environment (Safiri, 2022). According to (McShane & Von Glinow, 2010), adaptive culture is an organizational culture in which employees accept change, including organizational rescue that maintains the environment and continuous improvement of internal processes.

2.2 Leadership Effectiveness

Leadership effectiveness is the ability of a leader to influence and direct the behavior of organizational members to achieve common goals that have been set efficiently and satisfactorily for all parties involved (Cooper & Nirenberg, 2004). Effective leadership is a managerial skill in carrying out collaborative work, where a leader is required to have technical skills in their field as well as professional managerial skills in leading others (Soliha & Hersugondo, 2008). Overall, leadership effectiveness reflects a harmonious combination of technical skills, managerial abilities, and interpersonal influence in moving the organization towards achieving its established vision and mission.

2.3 Employee Performance

Performance is the actual behavior demonstrated by individuals as a result of work achievements in accordance with their roles in the company. In an organization, performance is carried out by all human resources, both leaders and workers. According to Nur Indah (2021), there are several factors that influence the performance of human resources in carrying out their duties. Meanwhile, Afandi (2021) states that performance can be measured through several indicators, such as the quantity of work output, the quality of work output, efficiency in carrying out tasks, work discipline, initiative, accuracy, leadership, honesty, and creativity.

2.4 Organizational Commitment

Organizational commitment is a condition in which an employee shows support for the organization, including its goals, and also has a desire to remain part of the organization (Samsuddin, 2018). Organizational commitment is an attitude and behavior that shows an individual's loyalty to the organization where they work. This commitment is reflected in the acceptance of the organization's values and goals, the willingness to be involved in it, and the desire to remain part of the

organization. In addition, organizational commitment can influence the actions and decision-making of organization members. Therefore, organizational commitment plays a very important role in shaping the behavior and performance of organization members (Aulia, 2023).

2.5 Interrelationship Among Variables Organizational culture and employee performance

The results of Maula et al.'s (2020) research show that organizational culture has a positive and significant effect on employee performance. This finding is in line with Lutfiana (2020), who also states that a good organizational culture can increase employee motivation and responsibility in carrying out tasks. When the organizational culture is adaptive, each employee has a tendency to innovate, be responsive to change, and contribute optimally to the achievement of organizational goals.

Thus, the higher the level of adaptive organizational culture an agency has, the better the performance of its employees, because the values of adaptability encourage employees to continuously adapt, work efficiently, and be results-oriented. The hypothesis created is:

H1 Adaptive organizational culture influences employee performance

Leadership effectiveness and employee performance

In the context of public organizations such as the Directorate General of Intellectual Property, leadership effectiveness is essential to ensure that all employees can work well in the face of dynamic public service demands. Leaders who are able to make the right decisions, provide motivation, and delegate tasks fairly will encourage employees to contribute maximally to the achievement of organizational performance (Edy, 2019)

Research conducted by (Lohongsili et al., 2022) proves that leadership effectiveness has a positive and significant effect on employee performance. This is in line with Luthans' (2011) view that effective leadership can increase subordinates' work enthusiasm, discipline, and responsibility, which ultimately has a direct impact on increasing work productivity. The hypothesis created is:

H2 Leadership effectiveness affects employees

Organizational commitment and employee performance

Research conducted by Renita, Anwar, and Nuryanti (2021) shows that organizational commitment has a positive and significant effect on employee performance. This is reinforced by Hasrun's (2022) research, which found that the higher the organizational commitment, the higher the employee performance, because a sense of belonging to the organization encourages individuals to work with discipline and be results-oriented.

In addition, Dwinuarisha, Gunarto, and Aziz (2021) also found that organizational commitment is an important factor that strengthens the relationship between motivation, job satisfaction, and employee performance. Employees who have high commitment to the organization tend to display positive behaviors such as loyalty, responsibility, and teamwork. The hypothesis created is:

H3 Organizational commitment influences employee performance

Adaptive organizational culture and organizational commitment

Research conducted by Maula, Jamil, and Zuana (2020) shows that organizational culture has a positive and significant effect on organizational commitment. Similar findings were also presented by Lutfiana (2020), who stated that a good organizational culture will increase employees' sense of attachment and loyalty to the company or agency where they work. In addition, Umar and Norawati (2022) also proved that organizational culture has a direct effect on increasing organizational commitment because it is able to create a sense of security, comfort, and participation in the work environment.

Thus, in the context of the Directorate General of Intellectual Property, an adaptive organizational culture can strengthen organizational commitment because employees who work in an environment that is open to change, supports innovation, and values individual contributions will tend to be more loyal and enthusiastic in carrying out their duties. The hypothesis created is as follows:

H4 Adaptive organizational culture toward organizational commitment

Leadership effectiveness and organizational commitment

Leadership effectiveness is the ability of a leader to influence, direct, and motivate subordinates to achieve organizational goals through good communication, motivation, appropriate decision-making, and the creation of a conducive work environment (Lohongsili et al., 2022). Effective leadership can build trust, create healthy interpersonal relationships, and encourage a sense of responsibility and loyalty among employees towards the organization.

Research conducted by Hasrun (2022) shows that effective leadership has a positive influence on organizational commitment, because leaders who are able to communicate and motivate subordinates will increase employee trust and loyalty. Similar findings were also presented by Dwinuarisha, Gunarto, and Aziz (2021), who stated that a participatory and supportive leadership style can strengthen employee commitment to the organization through increased motivation and job satisfaction. The hypotheses created are as follows:

H5 Leadership effectiveness influences organizational commitment

Adaptive organizational culture, employee performance, and organizational commitment

An adaptive organizational culture that emphasizes the values of openness, collaboration, and self-development can increase employees' sense of belonging and loyalty to the organization. Employees who work in an adaptive organizational environment tend to feel valued and supported, thereby fostering a sense of attachment and willingness to contribute more to the achievement of organizational goals. With this increased commitment, employee performance will also be optimized.

Research by (Utami & Bandiastuti, 2022) also shows that organizational commitment acts as a mediating variable in the relationship between organizational culture and employee performance, where a strong organizational culture can increase commitment, and high commitment will encourage improved employee performance. The hypothesis created is:

H6 Adaptive organizational culture influences employee

performance through the mediation of organizational commitment

Leadership effectiveness, employee performance, and organizational commitment

Leadership effectiveness is a leader's ability to influence, motivate, and direct employees to achieve organizational goals in an efficient and humane manner (Lohongsili, Lengkong, & Sendow, 2022). Effective leaders not only focus on work results but also play a role in building employee commitment and emotional attachment to the organization.

Research conducted by Hasrun (2022) shows that effective leadership has a significant effect on organizational commitment, which in turn has an impact on improving employee performance. This is in line with research by Dwinuarisha, Gunarto, and Aziz (2021), which found that organizational commitment can be a mediating variable between leadership and performance, because supportive and communicative leaders encourage employee loyalty to the organization. Therefore, organizational commitment can strengthen the influence of leadership on improving employee performance. The hypothesis created is:

H7 Leadership effectiveness influences employee performance with organizational commitment as a mediator

3 Research Method

3.1 Type and Period of Research

This research is a quantitative descriptive study with a cross-sectional design. The research was conducted from July to September 2025.

3.2 Population and Sample

The population under investigation consists of employees working at the Directorate General of Intellectual Property, totaling 1,125 employees. The sample consists of 130 employees of the Directorate General of Intellectual Property.

The sampling technique used in this study is *accidental sampling*.

3.3 Data Analysis Method

The research hypothesis was tested using the Structural Equation Model (SEM) approach with Partial Least Square (PLS) software.

4 Results and Discussion

Based on the results of data analysis, it is known that most respondents were in the 25-35 age range, namely 50 people or 38.5% of the total respondents. Furthermore, respondents aged 35- 45 years were in second place with 44 people or 33.8%. Meanwhile, employees under the age of 25 numbered 26 people or 20%, and those over the age of 45 numbered 10 people or 7.7%. Most respondents had a bachelor's degree, namely 52 people or 40%. Furthermore, respondents with a master's degree numbered 27 people or 20.8%, while diploma holders numbered 11 people or 8.5%, and high school graduates numbered 39 people or 30%.

The results of the analysis using SmartPLS software obtained Beta Coefficient and T Statistics values can be seen in the following figure:

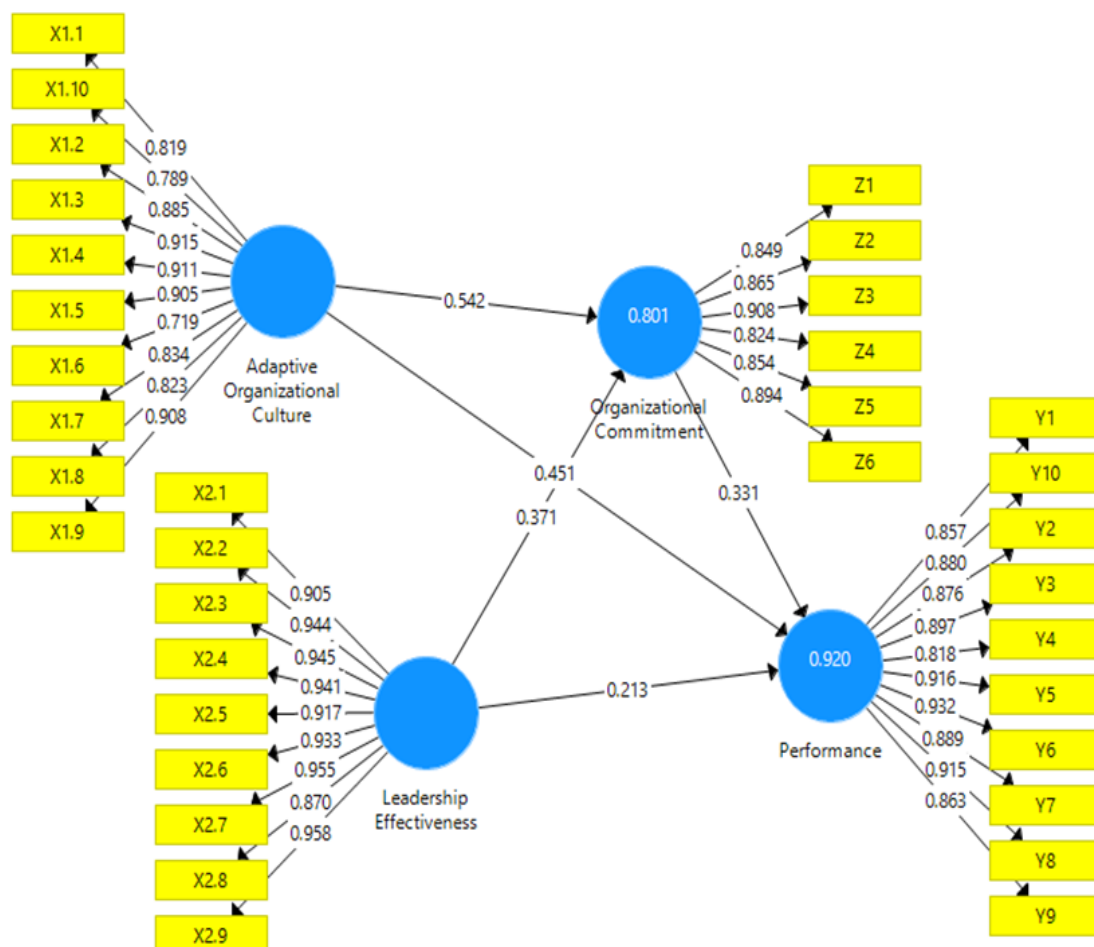


Fig. 4.1: Path Coefficient.

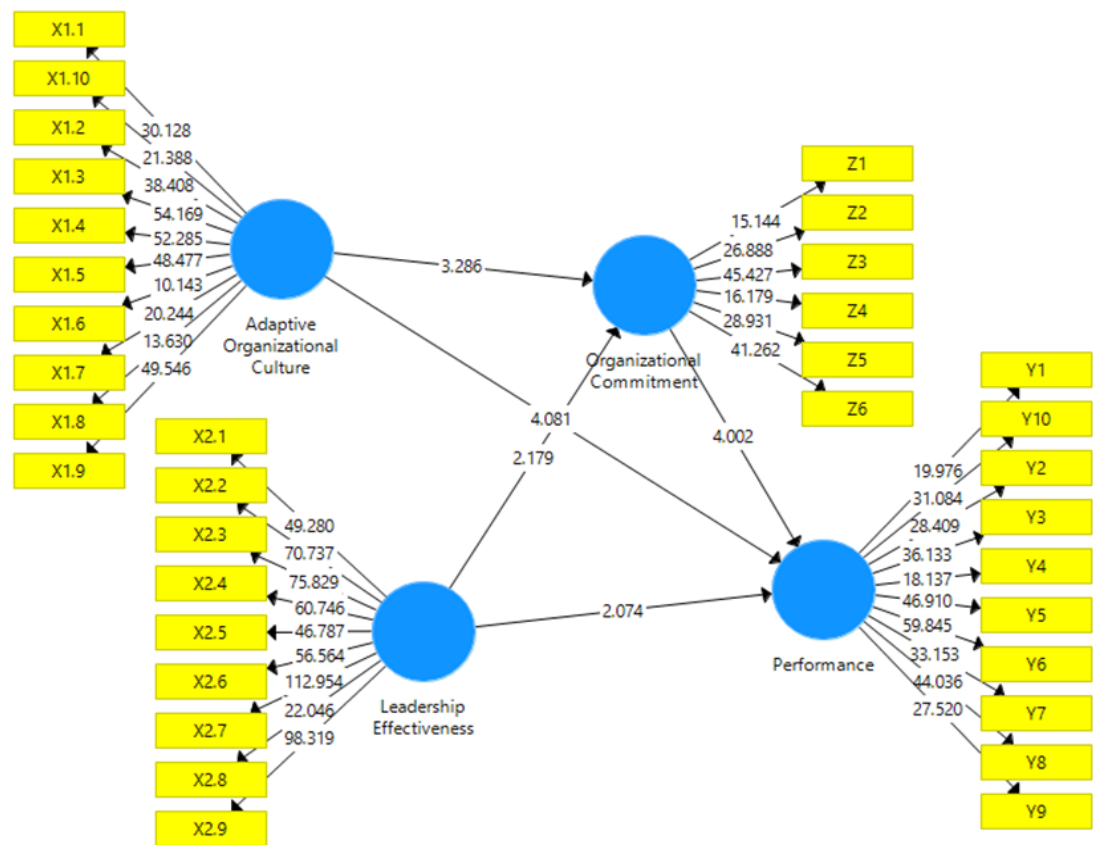


Fig. 4.2: T Statistics.

The results of the hypothesis testing can be seen in the following table:

Table 4.1: Hypothesis Testing Results.

	Path Coefficient	T Statistics	P Values
Adaptive Organizational Culture → Organizational Commitment	0.542	3.286	0.001
Adaptive Organizational Culture → Performance	0.451	4.081	0.000
Leadership Effectiveness → Organizational Commitment	0.371	2.179	0.030
Leadership Effectiveness → Performance	0.213	2.074	0.039
Organizational Commitment → Performance	0.331	4.002	0.000

Source: Processed primary data, 2025.

Table 4.2 Mediation Hypothesis Test Results.

	Path Coefficient	T Statistics	P Values
Adaptive Organizational Culture → Organizational Commitment → Performance	0.180	2.575	0.01
Leadership Effectiveness → Organizational Commitment → Performance	0.123	1.968	0.050

Source: Primary data processed, 2025.

4.1 Discussion

1. The Effect of Adaptive Organizational Culture on Performance

Adaptive organizational culture has a significant effect on employee performance with a path coefficient value of 0.451, a t-statistic value of 4.081, and a p-value of 0.000. This value meets the criteria for statistical significance ($t > 1.96$; $p < 0.05$), so hypothesis H1 can be accepted. The positive coefficient confirms that the higher the level of adaptive organizational culture, the higher the employee performance. Empirically, this relationship shows a fairly strong and consistent effect. This means that a dynamic

work culture that is open to change contributes significantly to improving the quality of work results.

2. The Influence of Leadership Effectiveness on Performance

Leadership effectiveness has a positive and significant influence on employee performance with a path coefficient of 0.213, a t-statistic of 2.074, and a p-value of 0.039. Because the t-value is greater than 1.96 and the p-value is less than 0.05, the hypothesis is accepted. These results show that the more effective the leadership applied, the better the employee performance. This positive coefficient reflects the real contribution of the leader's role in

directing, motivating, and coordinating the work of their subordinates.

3. The Effect of Organizational Commitment on Performance

Organizational commitment has a positive and significant effect on employee performance with a path coefficient value of 0.331, *t-statistics* of 4.002, and a *p-value* of 0.000. Because the *t-value* is greater than 1.96 and *p* is less than 0.05, the third hypothesis is accepted. These results confirm that the higher the level of employee commitment to the organization, the higher the performance shown. This positive effect reflects a consistent relationship between loyalty, emotional attachment, and work performance.

4. The influence of adaptive organizational culture on organizational commitment

Adaptive organizational culture has a positive and significant effect on organizational commitment with a path coefficient value of 0.542, *t-statistics* of 3.286, and a *p-value* of 0.001. With a *t-value* exceeding 1.96 and a *p-value* less than 0.05, the fourth hypothesis is accepted. This positive coefficient indicates that the stronger the implementation of adaptive organizational culture, the higher the level of employee commitment to the organization. This indicates that organizational values that encourage openness, collaboration, and responsiveness to change play a major role in fostering employee loyalty and sense of belonging.

5. The Influence of Leadership Effectiveness on Organizational Commitment

Leadership effectiveness has a positive and significant effect on organizational commitment, with a path coefficient value of 0.274, *t-statistics* of 2.126, and a *p-value* of 0.034. Since the *t-value* is greater than 1.96 and the *p-value* is less than 0.05, this hypothesis is accepted. The positive coefficient value indicates that the more effective a leader is in carrying out their role, the higher the level of employee commitment to the organization. This reflects that effective leadership not only focuses on task completion but also plays a role in building emotional closeness and trust between superiors and subordinates.

6. The influence of adaptive organizational culture on performance with organizational commitment as a mediator

Organizational commitment was found to mediate the relationship between adaptive organizational culture and employee performance. The indirect effect value was recorded at 0.179, with *t-statistics* of 3.105 and a *p-value* of 0.002, indicating that the mediating effect was significant ($t > 1.96$; $p < 0.05$). This shows that adaptive organizational culture not only has a direct effect on performance but also through an increase in organizational commitment as an intermediary variable.

A strong adaptive culture can foster employees' emotional attachment and loyalty to the organization, which then drives improved individual and collective performance. This mediating effect shows that there is a psychological pathway connecting organizational values with employee work behavior. Thus, this hypothesis is accepted because it meets the criteria of statistical and theoretical significance.

7. The influence of leadership effectiveness on employee performance with organizational commitment as a mediator

Organizational commitment also mediates the effect of leadership effectiveness on employee performance, with an

indirect effect value of 0.091, *t-statistics* of 2.025, and a *p-value* of 0.043. Since the *t-value* is greater than 1.96 and the *p-value* is less than 0.05, the mediating effect is significant, and the seventh hypothesis is accepted. This means that effective leadership not only has a direct impact on improving performance, but also through the formation of organizational commitment as an intermediary mechanism. Leaders who are able to provide direction, support, and motivation have been proven to foster a sense of belonging among employees towards the organization. In turn, this attachment strengthens employee morale and contribution in achieving better results.

5 Conclusion

The conclusions of this study are as follows: Adaptive organizational culture has a positive and significant effect on employee performance, leadership effectiveness has a positive and significant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, adaptive organizational culture has a positive and significant effect on organizational commitment, and leadership effectiveness has a positive and significant effect on organizational commitment.

Adaptive organizational culture has an effect on employee performance mediated by organizational commitment, and leadership effectiveness has an effect on employee performance mediated by organizational commitment.

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