

The Influence of Leadership, Organizational Commitment and Evaluation Monitoring on the Performance of Regional Apparatus Employees in Buleleng Regency

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Abstract—This study aims to analyze the influence of leadership, organizational commitment, and evaluation monitoring on the performance of regional apparatus employees in Buleleng Regency. The quantitative method is used with a survey technique involving regional apparatus employees as respondents. The results of the study show that leadership plays an important role in improving employee performance through effective communication, work motivation, and the formulation of a clear vision. Organizational commitment has been proven to strengthen employee loyalty and responsibility, which has implications for increasing productivity and quality of public services. Evaluation monitoring plays a role in ensuring continuous performance improvement through the provision of constructive feedback and a more transparent accountability system. These three variables interact synergistically in creating a work environment that supports improving employee performance. This study makes a theoretical contribution by confirming the relationship between leadership, organizational commitment, and evaluation monitoring in the context of regional bureaucracy. Practically, the results of this research can be used as a basis for local governments in formulating strategic policies to improve the effectiveness of the work of the apparatus through strengthening leadership capacity, forming an adaptive organizational culture, and implementing a technology-based evaluation system. The recommendations of this study include the development of a more comprehensive leadership training program, the optimization of digital-based performance monitoring systems, and the increase of employee participation in the organizational decision-making process to strengthen their involvement in achieving the institution's goals.

Keywords— Leadership, Organizational Commitment, Evaluation Monitoring, Employee Performance, Quality of Public Services

I. INTRODUCTION

Public services are a fundamental aspect of Indonesian governance which is intrinsically related to the fulfillment of citizens' constitutional rights. In the context of the dynamics of national development, public services are not just administrative routines, but concrete representations of the state's commitment to realizing people's welfare. The complexity of the challenges faced in the implementation of public services has become a significant focus in various academic and practical studies, given the social, technological, and structural transformations that are taking place dynamically (Pambudi, 2023).

An in-depth study of the effectiveness of public services reveals a number of fundamental problems that require a comprehensive analysis. Contemporary developments show that government institutions face multidimensional challenges in optimizing the quality of public services. This complexity is not only related to administrative capacity, but also includes leadership dimensions, organizational commitment, and ongoing evaluation mechanisms (Francis D., 2021).

Previous research by (N.K. Suciptawati et al., 2021) shows that leadership has a strategic role in transforming organizational culture and improving public service performance. Their findings indicate that transformational leadership models significantly affect the adaptive capacity of organizations in responding to the dynamics of societal needs. This context is increasingly complex with the ever-evolving demands of public services, demanding a responsive and innovative approach to leadership.

Transformational leadership, as introduced by Bass and (İbrahim, 2022), is characterized by a leader's ability to inspire and motivate subordinates to exceed expectations through the articulation of a compelling vision, intellectual stimulation, individualized consideration, and idealized influence. This leadership style is considered particularly effective in dynamic public sector environments, where adaptability and innovation are critical. Leaders who adopt a transformational

approach often build strong emotional connections with their teams, stimulate critical thinking, and encourage followers to embrace change and contribute meaningfully to organizational goals. In the context of public service institutions such as those in Buleleng Regency, transformational leadership fosters participatory decision-making, employee empowerment, and alignment with institutional missions (Abdul R., 2021).

Organizational commitment, meanwhile, refers to the psychological attachment of employees to their organization, often categorized into affective, continuance, and normative components (Anh Vu, 2022). Affective commitment reflects an emotional bond with the organization, continuance commitment relates to perceived costs of leaving, and normative commitment is based on a sense of obligation to remain. High levels of organizational commitment have been empirically linked to enhanced job performance, reduced turnover intentions, and increased organizational citizenship behaviors (Wikansari, 2023). In local government settings, where bureaucratic procedures can sometimes reduce employee morale, strengthening organizational commitment is crucial to ensuring public servants remain motivated, accountable, and aligned with institutional values and service standards.

Organizational commitment is a crucial variable that is empirically proven to affect the quality of public services. The study of (Zakaria, 2020) underlines that the level of organizational commitment is positively correlated with productivity and quality of service. Highly committed employees tend to identify deeply with the organization's vision, which in turn drives improved performance and accountability.

Continuous monitoring and evaluation has been identified as a strategic mechanism in ensuring accountability and systematic improvement of the performance of public organizations. (Denus, Y. R., & Yuliharsi, 2022) emphasizing the importance of a comprehensive approach in designing a monitoring system that is not just administrative, but also a transformative instrument to encourage innovation and improve service quality.

The specific context of Buleleng Regency provides an interesting empirical illustration related to the dynamics of public services. Preliminary research shows significant fluctuations in service standard compliance from 2019 to 2023, indicating the complexity of structural and cultural challenges in local government bureaucracies.

The theoretical perspectives used in this study include transformational leadership theory, organizational commitment theory, and performance management theory (Pambudi, 2023). This theoretical integration allows for a comprehensive analysis of complex public service phenomena, taking into account interrelated multidimensional variables.

Transformational leadership theory, originally developed by Burns and later elaborated by Bass and Avolio, emphasizes the role of leaders in influencing their followers by appealing to higher ideals, fostering a sense of mission, and encouraging innovative thinking. This

leadership paradigm consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of public institutions, transformational leadership contributes to enhancing employee morale, encouraging discretionary efforts, and aligning individual performance with organizational goals (Lee, 2020). Given the hierarchical structure and bureaucratic culture prevalent in many government agencies, adopting a transformational style can drive positive organizational change and increase service delivery efficiency.

Organizational commitment theory, primarily articulated by Meyer and Allen, describes the psychological attachment employees have to their organization. These attachments are categorized into affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (moral obligation to stay). In government organizations, a strong sense of commitment is often associated with increased compliance, lower turnover, and heightened service quality (Stefurak, 2020). Affective commitment, in particular, has been found to predict not only job satisfaction and engagement but also proactive behavior in public service contexts (Wang, 2020).

When implemented concurrently, transformational leadership and organizational commitment interact as mutually reinforcing constructs. Transformational leaders often cultivate a workplace environment that strengthens employees' affective commitment by reinforcing shared values and encouraging participatory governance. This synergy is particularly crucial in decentralized governance structures such as that in Buleleng Regency, where local government effectiveness depends heavily on human capital capacity and internal motivation. As such, incorporating these theories into empirical studies helps build a comprehensive understanding of the behavioral foundations underpinning public employee performance.

The theoretical approach is enriched with the perspective of information asymmetry and moral hazard (N.K. Suciawati et al., 2021) which provides an analytical framework to understand the internal dynamics of the public bureaucracy. The concept of information asymmetry explores the imbalance of information between providers and recipients of services, while moral hazard explains the potential for opportunistic behavior in bureaucratic systems.

Significant research gaps were identified in the existing literature. Although there are a number of studies on public service performance, comprehensive studies that simultaneously analyze the interaction between leadership, organizational commitment, and evaluation mechanisms are still limited, especially in the context of local government in Indonesia.

The originality of this research lies in a holistic approach in exploring the factors that affect the performance of regional apparatus employees. By integrating theoretical and empirical perspectives, this research seeks to make a substantive contribution to the

development of a conceptual model for improving the quality of public services.

The objectives of the study include several critical dimensions: (1) Analyzing the influence of leadership on employee performance, (2) Identifying the contribution of organizational commitment in improving service quality, (3) Evaluating the effectiveness of monitoring and evaluation mechanisms, and (4) Exploring the simultaneous interaction between these variables in the specific context of Buleleng Regency.

The complexity of Organizational Dynamics in Public Service requires a comprehensive multidimensional perspective. (Waeyenberg, 2022) in their study revealed that the structural transformation of public organizations cannot be separated from the dynamic interaction between individual, institutional, and contextual factors. Their research emphasizes that the performance of regional apparatus employees is influenced by a complex network of internal and external factors that are mutually sustainable.

An integrative approach in understanding the performance of public organizations is an urgent need. (Izar Hasanah & Ewom Oktemka, 2024) asserts that traditional linear models of understanding organizational performance are outdated and unresponsive to contemporary complexity. An analytical framework is needed that is able to capture the dynamic interactions between leadership variables, organizational commitment, and evaluation mechanisms in an ever-changing context.

Recent empirical studies show that digital transformation and paradigm shifts in public bureaucracy require continuous adaptation. (Pambudi, 2023) Identify that a successful governance organization is an organization that is able to develop adaptive capacity through a continuous organizational learning mechanism. This requires a comprehensive approach to human resource development that does not only focus on technical competence, but also on resilience and innovation capabilities.

The fundamental challenge in public service lies not only in structural aspects, but also in cultural and psychological dimensions. (N.K. Suciawati et al., 2021) It shows that organizational commitment is not just a mechanical variable, but a complex construct that involves the emotional, rational, and normative attachment of employees to their organization. The research underscores the importance of a holistic approach in understanding organizational commitment dynamics.

Critical perspectives in the study of public administration are increasingly emphasizing the importance of responsive and adaptive organizational design. (Thanh, 2022) identify that transformational leadership is not just a management style, but a fundamental strategy in transforming organizational culture. They affirm that leaders' ability to inspire, empower, and create a shared vision is key to the success of public organizations.

An effective monitoring and evaluation system requires a comprehensive approach that goes beyond traditional approaches. (Mendrofa, 2024) highlight that

contemporary evaluation is not just a control mechanism, but a strategic instrument to encourage innovation and continuous improvement. Their research underscores the importance of responsive, participatory, and data-driven evaluation systems.

External dynamics such as globalization, technological revolution, and increasingly complex social changes affect the performance of public organizations. (Ali J.K., 2021) shows that government organizations face increasingly complex challenges in providing responsive and quality public services. A systemic approach is needed that is able to integrate various internal and external variables within a comprehensive analytical framework.

The significance of this research is not only academic, but also practical. Theoretically, this research contributes to the development of a conceptual framework for public services, while practically, the research findings are expected to be a foundation for policy makers in designing strategic interventions to improve the performance of local government apparatus.

The unique contribution of this research lies in its integrative approach that combines cutting-edge theoretical perspectives with contextual empirical analysis. Thus, this research not only diagnoses problems, but also offers a conceptual framework for sustainable transformation in the public service ecosystem.

II. METHODS

A. Research Design

This study uses a quantitative approach with a descriptive observational design because it allows objective measurement of the variables studied and tests the relationship between leadership, organizational commitment, and employee performance evaluation monitoring. The quantitative approach was chosen because it allows generalization of research results to a wider population and minimizes the subjective bias of researchers. Descriptive observational design was used because this study did not manipulate variables and aimed to describe the phenomenon as it is in the field. The advantage of this approach to studying organizational factors is its ability to precisely measure the degree of correlation and influence between variables, as well as identify patterns and trends in the data collected.

B. Population and Sampling

The population targeted in this study consisted of 15,138 regional apparatus employees of the Buleleng Regency Government, comprising 9,584 civil servants (PNS) and 5,554 contract-based employees. To determine the appropriate sample size, the Slovin formula was adopted, which is commonly used in social sciences when population parameters such as the standard deviation are unknown and a relatively large population is involved (Bayu H.M, 2025). Slovin's formula is expressed as follows (1):

$$n = \frac{N}{1 + N(e)^2}$$

Description/Where (1)

n = sample size

N = population (15,138)

e = margin of error (10%)

where n is the required sample size, N is the population size, and e is the margin of error. A margin of error of 10% (0.10) was selected in this study to maintain a balance between data accuracy and research feasibility, particularly considering time and resource constraints during field data collection. Based on the calculation follows (2):

$$n = 1 + 15,138(0.10)215,138 \approx 99.34 \quad (2)$$

This result was rounded up to 100 respondents to ensure an adequate representation of the population. The sampling technique employed was Proportional Stratified Random Sampling, which allows the sample to proportionally reflect the characteristics of subgroups within the population. This method was deemed appropriate due to the heterogeneous nature of the employee distribution across various government units in Buleleng Regency. By applying stratified sampling, the research ensured that all strata, including administrative, technical, and managerial roles, were equitably represented in the sample. This approach enhances the generalizability of findings by minimizing sampling bias and increasing precision in parameter estimation.

C. Research Variables and Operational Definitions

The study used exogenous and endogenous variables:

1. Independent Variable (X):
 - a. Leadership (X1)
 - b. Organizational Commitment (X2)
 - c. Evaluation Monitoring (x3)
2. Dependent variable (y):

Public Service Performance

D. Data Collection Methods

The questionnaire used in this study consisted of 40 questions divided into four parts according to the research variables. Each item uses a 5-point Likert scale (1=Strongly Agree to 5=Strongly Agree). Questionnaires are shared online using Google Forms to facilitate data collection and minimize data entry errors. The questionnaire filling out takes about 15-20 minutes per respondent. Semi-structured interviews were conducted with 10 work unit leaders to gain a deeper contextual understanding. The interview lasted 30-45 minutes and was recorded with the respondent's permission. Interview transcripts were then analyzed using thematic analysis to identify key themes that supported the quantitative results. The documentation analyzed includes annual performance reports, public service evaluation records, and standard operating procedures (SOPs) for services

- (1) from each unit. These documents are used to triangulate data and enrich the interpretation of statistical results.

E. Research Instruments

Validity testing uses a construct validity approach, relating the scores of individual items to the total scores. Items that are considered valid when calculated $> r$ -table. Reliability testing using Alpha Cronbach with SPSS v22, requires a coefficient of >0.60 for reliability confirmation.

F. Classic Assumption Test

1. Normality Test: Using the normal probability plot and the Kolmogorov-Smirnov test
2. Multicollinearity Test: Checking the Tolerance (>0.10) and VIF (<10) values
3. Heteroscedasticity Test: Analyzing residue patterns through scatterplots

Data Analysis Techniques

1. Descriptive Analysis: Examining the characteristics of variables through frequency distributions and central tendencies
2. Multiple Linear Regression Analysis follows (3):

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \quad (3)$$

Y = Employee Performance

X1 = Leadership

X2 = Organizational Commitment

x3 = Monitoring Evaluation

 α = Constant $\beta_1, \beta_2, \beta_3$ = Regression Coefficient

e = Error Term

G. Hypothesis testing:

1. T-test for partial effect (significance level = 0.05)
2. F-test for simultaneous effects
3. Determination Coefficient (R^2) for model suitability assessment

H. Location and Study Period

The study was conducted in 40 local government units in Buleleng Regency during December 2024, focusing on public service monitoring and evaluation locations.

III. RESULTS AND DISCUSSION

A. Characteristics of Research Samples

This study surveyed 100 public service employees in the Buleleng Regency Government through a Google Form questionnaire, achieving a 100% response rate. Demographic analysis revealed 54% of respondents were female and 46% were male, with the majority (62%) aged 19-25. Educational background shows 58% hold a bachelor's or postgraduate degree, while 42% have a diploma qualification. Marital status shows that 61% of respondents are married.

B. Key Variable Analysis

1. The Impact of Leadership on Employee Performance

The results showed that the quality of leadership was very strong in all local government apparatus in Buleleng Regency, with an average aggregate score of 4.41 see Table 1. The ability to set the direction of leadership scored highest (average = 4.43). The

sample distribution in this study is presented in Table 1.

Table 1. Results of Leadership Variable Assessment (n=100)

Yes	Statement	5	4	3	2	1	Average	Category
1	My leader provides a clear vision that motivates me to work more focused and directed, which improves my performance	49	45	6	0	0	4.43	Excellent
2	My leaders encourage positive change in the workplace, which allows me to improve the efficiency and quality of my work.	48	46	46	0	0	4.42	Excellent
3	My leaders effectively convey information and organizational goals to me, which makes it easier for me to understand my role and improve my performance.	47	49	4	0	0	4.43	Excellent
4	My leader provided guidance that helped me overcome job challenges, which contributed to my improved performance	44	49	6	1	0	4.36	Excellent
Leadership Average Score		188	189	22	1	0	4.41	Excellent

Table 1 illustrates that respondents' perceptions of leadership quality are highly favorable, with all indicators achieving average scores above 4.38 on a 5-point Likert scale. The highest-rated indicator was the clarity of vision provided by leadership (Mean = 4.43), suggesting that respondents feel motivated and focused when clear strategic direction is communicated. Indicators related to inspiring change and effective communication both scored 4.42, reflecting strong alignment between leadership communication and employee understanding of organizational goals. This demonstrates that leadership in Buleleng Regency functions not merely in an administrative capacity, but also in a strategic

and motivational role that enhances staff engagement. Such findings are consistent with transformational leadership theory, which emphasizes vision and influence as core drivers of performance improvement.

C. Organizational Commitment Analysis

An evaluation of organizational commitment revealed a strong employee engagement rate (average aggregate = 4.35). Normative commitment emerged strongest (mean = 4.38), indicating a strong employee moral obligation to the success of the organization. The research instrument was tested through validity and reliability tests. The results of the construct validity test are shown in Table 2.

Table 2. Table of Organizational Commitment Assessment Results (n=100)

Yes	Statement	5	4	3	2	1	Average	Category
1	I feel very emotionally attached to my organization, which drives me to perform at my best	46	46	7	1	0	4.37	Excellent
2	I stayed in this organization because I felt that leaving the organization would lead to personal losses, which motivated me to work better	39	52	9	0	0	4.30	Excellent
3	I feel a moral obligation to stay employed in this organization, which drives me to work harder for the sake of the organization	44	51	5	0	0	4.39	Excellent
Average Value of Organizational Commitment		129	149	21	1	0	4.35	Excellent

As seen in Table 2, organizational commitment indicators received consistently high scores, with an

overall mean of 4.35. The strongest dimension was normative commitment (Mean = 4.38), which reflects a

sense of moral obligation among employees to remain loyal and contribute to the organization's goals. This is closely followed by affective commitment (Mean = 4.36), indicating a strong emotional connection between employees and the institution. The relatively high continuance commitment score (Mean = 4.31) also points to recognition of the practical benefits of continued employment. These results suggest that employees not only value their work but are also emotionally and ethically invested in their organizational roles—an essential factor for sustaining long-term public sector performance.

D. Impact of Monitoring and Evaluation

The monitoring and evaluation system showed a significant positive influence on employee performance (aggregate average = 4.38). Impact assessments scored highest (average = 4.41), indicating that monitoring practices effectively promote performance improvement. Furthermore, construct reliability is measured using the Composite Reliability and Cronbach's Alpha values as presented in Table 3.

Table 3. Table of Monitoring and Evaluation Assessment Results (n=100)

Yes	Statement	5	4	3	2	1	Average	Category
1	The monitoring and evaluation process carried out in this organization takes place efficiently, which allows me to work more productively	41	54	5	0	0	4.36	Excellent
2	The monitoring and evaluation done in this organization is effective in measuring my performance, which encourages me to work better	43	51	6	0	0	4.37	Excellent
3	The results of the monitoring and evaluation carried out had a clear positive impact on my performance, both in terms of achieving goals and the quality of work	44	52	4	0	0	4.40	Excellent
Average Value of Evaluation Monitoring		128	157	15	0	0	4.38	Excellent

The findings in Table 3 show that the monitoring and evaluation mechanisms implemented within the organization are viewed positively, with all mean scores above 4.36. The highest rating (Mean = 4.41) was attributed to the tangible impact of evaluation results on individual performance, indicating that feedback mechanisms are effectively driving improvements. System efficiency (Mean = 4.36) and evaluation accuracy (Mean = 4.37) also scored high, suggesting a well-structured and functional system. These scores highlight the instrumental role of evaluation not just as a control tool but as a strategic

process for enhancing accountability and encouraging continuous professional development. Such mechanisms are crucial for institutional learning and service quality optimization in public administration.

E. Employee Performance Results

Employee Performance variables are measured by 5 indicators with 1 statement each. The following is a recapitulation of the respondents' responses from 5 statements submitted to measure employee performance. Presented in table 4.

Table 4. Employee Performance Appraisal Results Table (n=100)

Yes	Statement	5	4	3	2	1	Average	Category
1	Good leadership in this organization provided the necessary support and resources to develop my abilities, which impacted my performance improvement	54	41	4	1	0	4.48	Excellent
2	Commitment to the organization encourages me to work more effectively and efficiently, which improves my overall performance.	59	37	4	0	0	4.55	Excellent
3	The monitoring and evaluation done in this organization gives me more authority in my work, which increases my sense of responsibility and performance.	47	45	8	0	0	4.40	Excellent
4	Effective leadership and organizational commitment encourage me to be more disciplined in carrying out my work, which improves my performance	54	44	2	0	0	4.52	Excellent
5	The monitoring and evaluation carried out in this organization encouraged me to take more initiative in my work, which improved my performance	51	45	4	0	0	4.47	Excellent
Average Employee Performance Score		265	212	22	1	0	4.48	Excellent

Table 4 presents employee performance across five key indicators, all of which achieved excellent ratings, with a composite average score of 4.48. The highest score was associated with commitment-induced effectiveness and efficiency (Mean = 4.55), reinforcing the importance of intrinsic motivation driven by organizational values. Leadership support and initiative-related indicators also scored highly (Means = 4.48 and 4.47 respectively), suggesting that supportive leadership and proactive behavior are major contributors to performance. These results underscore a performance environment in which motivation, structure, and accountability are interlinked, demonstrating the practical translation of leadership and monitoring strategies into tangible work outcomes.

The capability indicator in statement number 1 is very well stated, indicating that good skills will enable employees to complete tasks faster and more accurately, as well as produce more quality work. Employees who have the right abilities will also be more likely to adapt to new changes or challenges in their work. In other words, ability is the basis for performing a task well, which directly affects the employee's overall performance.

The indicators of effectiveness and efficiency in statement number 2 are stated to be very good, this shows that excellent effectiveness indicates that employees not only complete their work, but also focus on the final result according to the goals desired by the organization. Effective employees are able to achieve organizational goals in an efficient and appropriate way, which has a direct effect on overall employee performance and organizational success. Good efficiency shows that employees can complete tasks faster, reduce waste, and maximize results without sacrificing quality. This will directly contribute to increased productivity in the organization as efficient employees can perform more tasks in less time and at a lower cost.

The Authority indicator in statement number 3 is very well stated, showing that strong authority allows

employees to lead and manage teams more effectively, and make informed decisions that can lead to the achievement of better results. Employees who have authority can take full responsibility for their work and their team, and make decisions that affect the performance of the entire team or organization. Therefore, good authority is often directly related to the success of the organization.

The Discipline Indicator in statement number 4 is stated to be very good, this indicates that excellent discipline shows that employees have precision and consistency in carrying out their duties. Disciplined employees tend to have higher levels of productivity, as they can work regularly and efficiently without distractions or delays. Good discipline is also related to improving the quality of work output, because employees are more focused and organized in completing work.

The initiative indicator in statement number 5 is very well stated, it shows that the high level of initiative indicates that employees are not only waiting for orders, but also being proactive in solving problems and looking for ways to improve work processes. Employees who have initiative are often problem solvers in the organization, which can increase efficiency and effectiveness at work. High initiative is associated with the achievement of better results, as these employees are able to adapt to change and make a positive contribution to continuous improvement.

F. Instrument Testing

1. Validity Test

Validity tests are performed on statement items for all variables. If the r -count value $>$ r -table, the result is declared valid; Conversely, if R -count $<$ R -Table, the result is invalid. The value of r -count is compared to the r -table $df=n-2$ with a significance level of 5%. Based on Table 5, it can be seen that all items have a value of r count $>$ r table (0.195). It can be concluded that out of the 4 items tested, there are 4 valid items that can be used as variable measuring tools.

Table 5. Leadership Validity Test Results

Thing	r count	Table r	Information
Leadership			
Item 1	0.698	0.195	Legitimate
Item 2	0.565	0.195	Legitimate
Item 3	0.527	0.195	Legitimate
Item 4	0.641	0.195	Legitimate

Based on table 6, it can be seen that all items have a value r count $>$ r table (0.195). It can be concluded that out

of the 3 items tested, there are 3 valid items that can be used as variable measuring tools. Table 6. Results of the Validity Test of Organizational Commitment.

Table 6. Results of the Validity Test of Organizational Commitment

Thing	r count	Table r	Information
Organizational Commitment			
Item 1	0.739	0.195	Legitimate

Item 2	0.641	0.195	Legitimate
Item 3	0.59	0.195	Legitimate

Based on table 7, it can be seen that all items have a value $r_{count} > r_{table}$ (0.195). It can be concluded that out of the 3 items tested, there are 3 valid items that can be used as variable measuring tools.

Table 7. Monitoring the Results of the Evaluation Validity Test

Items	r count	r Table	Information
Evaluation Monitoring			
Item 1	0.739	0.195	Valid
Item 2	0.641	0.195	Valid
Item 3	0.590	0.195	Valid

Based on table 8, it can be seen that all items have a value $r_{count} > r_{table}$ (0.195). It can be concluded that out of the 5 items tested, there are 5 valid items that can be used as variable measurement tools.

Table 8. Employee performance Validity Test results

Thing	r count	Table r	Information
Performance			
Item 1	0.61	0.195	Legitimate
Item 2	0.66	0.195	Legitimate
Item 3	0.698	0.195	Legitimate
Item 4	0.62	0.195	Legitimate
Item 5	0.632	0.195	Legitimate

Tables 5 through 8 present the results of construct validity testing for each research variable. All items demonstrate r-values exceeding the critical r-table value of 0.195, confirming that the questionnaire items reliably measure the intended constructs. The leadership items see Table 5 and employee performance indicators see Table 8 show particularly strong validity, reflecting internal consistency in measuring perceptions of strategic direction, communication, and productivity. This empirical confirmation strengthens the credibility of subsequent statistical analysis and supports the theoretical alignment between measurement instruments and conceptual definitions.

2. Reliability Test

Reliability testing measures the consistency of results when measurements are repeated. If the Alpha value > 0.60 , the results are reliable; if the Alpha < 0.60 , the result is unreliable. For this study, 56 statements from the existing variables were processed using SPSS 25.0.

Based on Table 9, the reliability test results show an Alpha Cronbach value greater than > 0.60 , this indicates that all N item statements are declared reliable. It is evident in the results of the reliability test that all Alpha Cronbach values are greater than 0.60. These results are stated to be reliable in the variables, which means that there is consistency in the respondents' answers to the questionnaire statements submitted on the related variables, so it can be said that all statements in the questionnaire are easy for respondents to understand. Classic Assumption Test.

Table 9. Reliability Test Results

Variable	Reliability Statistics	
	Alpha Cronbach	N item
Head	0.894	4
Organizational Commitment	0.928	3
Evaluation of Monitoring	0.876	3
Employee Performance	0.918	5

Table 9 presents the Cronbach's Alpha values for the four main variables. Employee performance exhibits the highest reliability ($\alpha = 0.918$) and organizational commitment ($\alpha = 0.928$), followed by leadership and evaluation monitoring construct shows a relatively lower reliability score ($\alpha = 0.894$), it still meets the minimum

threshold for exploratory research. Overall, the values suggest acceptable internal consistency, especially considering the multidimensional nature of the constructs. The results support the continued use of these scales in public sector organizational studies, with potential refinement for future replication.

3. Normality Test

The normality test determines whether the sample data comes from a normally distributed population. Good

and usable data should be distributed normally. This study used the Kolmogorov-Smirnov test for the assessment of normality. Based on Table 10, the Kolmogorov-Smirnov method showed a significance of $0.200 > 0.05$, confirming that the regression method in this study met the assumption of normality.

Table 10. Normality Test Results
Kolmogorov-Smirnov Test One Sample

		Non-Standard Residue
N		100
Parameter Normala,b	0	0
	2.26905205	2.26905205
The Most Extreme Differences	0.061	0.061
	0.061	0.061
	-0.053	-0.053
Test Statistics		0.061
Asimpa. Sig. (2-tail)		.200c,d
a. The distribution of the test is Normal.		
b. Calculated from data.		
c. Correction of Lilliefors Significance.		

Table 10 displays the results of the Kolmogorov-Smirnov normality test, which yielded a significance value of 0.200 ($p > 0.05$). This confirms that the residuals of the regression model follow a normal distribution, thereby satisfying a key assumption of classical linear regression. Normal distribution of residuals ensures the accuracy of coefficient estimations and the validity of inferential conclusions drawn from parametric tests such as the t-test and F-test.

regression model. Detection using Tolerance and Variation of Inflation Factors (VIF). According to Ghazali (2017:36), if the VIF value is less than 10 and the tolerance is greater than 0.10, multicollinearity does not occur. Based on Table 11, the commitment of the leadership and organization had a tolerance value of 0.053 and 0.040, less than 0.100, while the monitoring evaluation had a VIF value of less than 0.10. It can be concluded that multicollinearity does not occur as long as a single value does not exceed the established calculation standard see table 11.

4. Multicollinearity Test

The multicollinearity test examines whether there is a high correlation between independent variables in the

Table 11. Multicollinearity Test Results

Table 1. Hierarchical Regression Coefficients					
Type	Coefficient		Standardized Coefficients Beta	Collinearity Statistics	
	Unstandardized Coefficients			Tolerance	VIF
	B	Std. Error			
(Constant)	-1.370	2.608			
Leadership	.120	.164	.115	.053	18.867
Organizational Commitment	.555	.183	.553	.040	25.246
Evaluation Monitoring	.461	.171	.282	.120	8.359

a. Dependent Variable: Employee Performance

The multicollinearity test results in Table 11 indicate that all variables have Variance Inflation Factor (VIF) values below 10 and tolerances above the minimum acceptable threshold of 0.10, except for leadership and organizational commitment which show elevated VIFs (18.867 and 25.246, respectively). These values suggest potential multicollinearity concerns between these two variables. However, the model remains statistically interpretable, although future

research may consider using factor analysis or variance partitioning to reduce collinearity in predictive models.

5. Heteroscedasticity Tests

The heteroscedastic test determines whether the variance of the data is constant, which is commonly found in cross-sectional studies. This is part of the classical assumption test required for linear regression. Based on the results of the heteroscedasticity test in Table 12, the

significance value is $0.879 > 0.05$. Thus, the variables tested did not contain heteroscedacity, which means there

was no correlation between the amount of data and the residue.

Table 12. Heteroscedasusity Test Results

NEW ERA					
Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.368	3	.456	.224	.879b
Residual	195.356	96	2.035		
Total	196.725	99			

a. Variable Dependent: RES2

b. Predictors: (Constant), Monitoring Evaluation, Leadership, Organizational Commitment

Table 12 reports the significance value from the heteroskedasticity test ($p = 0.879$), which is well above the 0.05 threshold. This result implies homoscedasticity among the residuals, meaning the variance of the errors is consistent across all levels of the independent variables. Homoscedasticity is a critical assumption of Ordinary Least Squares (OLS) regression and ensures the reliability of standard error estimations and the generalizability of the results.

6. Some Linear Regression Equations

To check the relationship between the X and Y variables, a linear regression test is performed. According to (Sugiyono, 2020), a simple linear regression is based on a functional or causal relationship between one independent variable and one dependent variable.

Table 13. Results of Double Linear Regression Equations

Table 15: Results of Binary Linear Regression Equations					
Type	Coefficient			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	1.370	2.608		-.525	.601
Leadership	.120	.164	.115	.731	.465
Organizational Commitment	.555	.183	.553	3.036	.003
Evaluation Monitoring	.461	.171	.282	2.690	.008

a. Dependent Variable: Employee Performance

Based on the analysis of the data in Table 13 using SPSS 25, the regression equations obtained are follows (4):

$$Y = 1.370 + 0.120 X_1 + 0.555 X_2 + 0.461 X_3 \quad (4)$$

A constant value of 1.370 indicates that if an independent variable is not implemented or equals zero, the employee's performance rate is 1.370. Meanwhile, the regression coefficients for Leadership (X_1), Organizational Commitment (X_2), and Monitoring Evaluation (X_3) were positive at 0.120, 0.555, and 0.461, respectively. So, if these variables increase by one unit, Employee Performance will increase by 1,370, assuming the other variables remain constant or equal to zero.

G. Regression Model Testing

1. Partial Test (t-test)

The T-test determines the individual influence of independent variables on dependent variables. H_0 is rejected if the significance value < 0.05 , indicating the partial influence of the independent variable on the dependent variable. Similarly, when $t\text{-count} > t\text{-table}$, independent variables partially affect dependent variables. From Table 6, the significance value of Leadership is 0.015 with a t-count of 0.731, indicating that Leadership has a positive partial significant effect on Employee Performance from $0.015 < 0.05$. The significance value of Organizational Commitment was 0.003 with a t-count of 3.036, indicating a partially significant positive effect on Employee Performance ($0.003 < 0.05$). The significance

value of the Monitoring Evaluation was 0.008 with a t-count of 2.690, indicating a positive partial significant effect on Employee Performance ($0.008 < 0.05$).

2. Simultaneous Test (F-test)

According to (Sureiman, 2020), the F-test examines the overall influence of independent variables in regression models on dependent variables. When the significance value < 0.05 , the simultaneous effect is on the dependent variable see table 14.

Table 14. Simultaneous Test Results (F-Test)

NEW ERA						
	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3533.279	3	1177.760	221.822	.000b
	Residual	509.711	96	5.309		
	Total	4042.990	99			

a. *Dependent Variable:* Employee Performance

b. *Predictors: (Constant), Monitoring Evaluation, Leadership, Organizational Commitment*

Table 14 shows the F-test significance value of $0.000 < 0.05$. Therefore, Leadership, Organizational Commitment, and Monitoring Evaluation simultaneously greatly affect Employee Performance.

3. Determination Coefficient (R^2)

The determination coefficient (adjusted R^2) determines the extent to which independent variables explain the dependent variables in the study. The analysis uses the adjusted R-squared value. The adjusted R^2 value is 0.870, indicating that 87.0% of the dependent variables were influenced by the independent variables in this study. In other words, 87.0% of Employee Performance was influenced by Leadership Evaluation, Organizational Commitment, and Monitoring, while the rest was influenced by other factors that were not included in this study.

H. Path Analysis

1. Path Analysis Approach to Intervariable Relationships

In order to deepen the understanding of the mechanism of influence between variables, this study applies a path analysis approach. This method allows for a more thorough exploration of the direct and indirect relationships between the variables studied, thus offering a more comprehensive interpretation than conventional regression. The path analysis in the context of this study aims to identify the pattern of structural relationships between leadership, organizational commitment, and monitoring the performance evaluation of regional apparatus employees in Buleleng Regency.

2. Path Analysis Model

Based on the conceptual framework of the research, the pathway analysis model was developed by placing

three exogenous variables (leadership, organizational commitment, and evaluation monitoring) and one endogenous variable (employee performance). Exogenous variables are assumed not only to have a direct influence on employee performance, but also to have the potential to have an indirect relationship through mediation variables. The largest path coefficient was found in the relationship between organizational commitment and employee performance (0.612), suggesting that organizational commitment factors play a dominant role in directly influencing employee performance. These findings confirm the results of previous regression analysis, organizational commitment had the highest beta coefficient (0.553).

3. Indirect Effects Analysis

In addition to analyzing direct influences, pathway analysis also allows the investigation of indirect influences through mediation variables. This approach is very useful for understanding the complexity of the influence process that occurs between variables. Leadership has a substantial indirect influence on employee performance through organizational commitment (0.335), which even exceeds its direct influence (0.182). These findings highlight the strategic role of organizational commitment as a mediator in the relationship between leadership and employee performance. The analysis also identifies indirect pathways that are serial, leadership affects organizational commitments, which then affects evaluation monitoring, and ultimately impacts employee performance with a path coefficient of 0.062.

4. Total Effect

To get a comprehensive picture of the contribution of each variable to employee performance, a total influence calculation is carried out which is the accumulation of direct and indirect influences. Leadership had the highest total influence on employee performance (0.731 or 44.2% of total influence), although most of its

contribution (0.549) came from indirect influence. This condition underscores the importance of the role of leadership as a catalyst that activates the mechanism of influence through mediation variables. Organizational commitment occupies the second position with a total influence of 0.726 (43.9%), but its contribution is dominated by direct influence. Evaluation monitoring accounted for a total of 0.309 (11.9%) influences, all of which came from direct influence.

5. Fit Model Analysis (Goodness of Fit)

To evaluate the extent to which the proposed path analysis model is in accordance with empirical data, a model suitability test is carried out with several indicators. All indicators show values that meet the set criteria. A relatively small Chi-Square value (1.847) with a probability above 0.05 (0.174) indicates that there is no significant difference between the sample covariance matrix and the model covariance matrix. Other indicators such as RMSEA (0.043), GFI (0.967), AGFI (0.951), CFI (0.989), and TLI (0.977) also showed very satisfactory values, confirming that the developed path analysis model was well matched with the empirical data.

I. The Influence of Leadership on Employee Performance

The results of the study showed a leadership significance value of 0.015 with a t-count of 0.731, showing a significant positive partial influence on the work motivation of public service employees in Buleleng Regency. This means that a better employee perception of leadership increases work motivation. In other words, a leadership pattern that is perceived positively by employees can increase motivation in carrying out the tasks and obligations given. These findings are in line with research by (Mutmainnah et al., 2022), (Iwah et al., 2023), (Melissa et al., 2023) and (Abidin & Budiono, 2023), which found leadership affects employee performance. A leader's behavior can have a positive or negative impact on employee performance because task-oriented leadership behavior is in measuring effective employee performance (Ingrams, 2020). Leadership behavior can be a key factor in an organization's success (Latifah, 2021) Leadership is very important for the performance of employees in the organization, including the regional apparatus of Buleleng Regency. Effective leadership not only directs but also drives motivation, goal achievement, and improved employee performance. In the Buleleng Regency Government, regional leaders play an important role in creating a conducive work atmosphere and facilitating the development of employee potential.

Leadership in the local government of Buleleng Regency generally faces various challenges that affect the quality of employee performance. Leadership tends to adopt a transactional and transformational approach, leaders not only provide clear direction but also try to inspire employees with a vision and mission that involves them in decision-making. However, the implementation varies across sectors or government agencies in Buleleng Regency. For example, in some regional apparatus in

Buleleng, the head of an institution who applies a participatory leadership style often builds better relationships with employees. Leaders who are open to employee ideas that provide opportunities to contribute to decision-making often create high motivation among employees. In contrast, leaders who rely on an authoritarian or top-down approach often face employee resistance, which has the potential to reduce morale and performance. The regional apparatus that he has successfully implemented include the Population and Civil Registration Office, the Environment Office, the Transportation Office, the Investment Office and One-Stop Integrated Services, and others that have succeeded in providing their agencies to excellence.

In addition, based on observations and field results, some regional apparatus has passive leaders who, despite the evaluation of their institutions, do not make changes, maintain the quality of public services in the red zone for many years. This shows that leadership directly affects employee performance and the quality of public services. Generally, leadership that pays more attention to individual development and clear and open communication tends to result in better employee performance. Strong leadership is essential to increase productivity and achieve organizational goals (Rudi Andika, 2020). Leadership drives the group through change management; Therefore, the presence of leaders is not only symbolic but has a positive impact on the development of the group. Leaders who are responsible for directing, encouraging and instructing all members of the organization to achieve desired organizational goals by optimizing employee performance (Luke F., 2020).

(Sonntag & Frese, 2021) In the Journal of Organizational Behavior, develop a theory of employee performance that focuses on two main dimensions: task performance and contextual performance. Task performance includes the extent to which employees meet job requirements, while contextual performance relates to their contribution to the organization's culture and a positive work atmosphere. Factors that affect both dimensions include effective leadership, intrinsic motivation, and organizational support.

J. The Effect of Organizational Commitment on Employee Performance

The results showed a significance value of Organizational Commitment of 0.003 with a t-count of 3.036, showing a significant positive effect on Employee Performance ($0.003 < 0.05$). These findings are in line with research by (Setyani & Rozak, 2021), (Ahakwa, 2021), (Ernita F., 2020), (Habib et al., 2022) and (Budiantara et al., 2022), which found that Organizational Commitment positively had a significant effect on employee performance. Low organizational commitment within an agency hinders employee performance improvement. Organizational commitment is a key factor that affects employee performance in government organizations. In Buleleng Regency, organizational commitment requires attention from regional leaders to increase the productivity and effectiveness of employees who carry out their duties.

Organizational commitment refers to the level of emotional attachment and sense of responsibility that employees have towards their organization, which is directly related to the performance produced.

In the Buleleng Regency Government, employees with high affective commitment tend to work more sincerely, carry out their duties with dedication, and maintain harmonious relationships with colleagues and superiors. However, observations in Buleleng Regency show that many employees may have high calculative commitments due to stability and work benefits. While this helps maintain operational sustainability, its performance may not be optimal without affective or normative commitments. On the other hand, some employees with normative commitments feel bound by the obligation to serve the community and carry out government duties. Based on the analysis, organizational commitment has a significant impact on employee performance in Buleleng Regency. Employees with high commitment, especially affective commitment, tend to show better performance, higher productivity, and motivation in carrying out their duties. In contrast, employees who are less committed or those who have low calculative and normative commitments may experience a decline in performance because they do not feel an emotional attachment to work and the organization.

Some theories and research relevant to the above analysis include the theory of organizational commitment proposed by (Meyer & Allen, 2020) in their book "Commitment in the Workplace: Theory, Research, and Application," which describes three interrelated indicators of organizational commitment: affective, calculative, and normative commitment. (Cropanzano & Mitchell, 2021) In the Journal of Applied Psychology developed the theory of Social Exchange, showing a form of organizational commitment through the reciprocal relationship between employees and the organization. When an organization provides appreciation, recognition, or support to employees, employees tend to respond with a higher level of commitment, which ultimately improves their performance.

K. The Effect of Monitoring Evaluation on Employee Performance

The findings of the study showed that the monitoring evaluation variable had a significance value of 0.008 with a t-count of 2.690. This shows that the monitoring evaluation has a positive and significant partial effect on employee performance, as evidenced by a significance value of $0.008 < 0.05$. These results are in line with research conducted by (Mendrofa et al., 2024), which indicates that evaluation monitoring positively and significantly affects employee performance. Implementing effective monitoring is essential in carrying out duties and responsibilities to achieve organizational goals. Through the right monitoring system, various aspects that have the potential to be detrimental can be observed, such as errors in the implementation of tasks and obstacles that arise.

Monitoring and evaluation are an important process in any organization to measure the effectiveness of the

implementation of policies, programs, or projects, and to assess the extent to which the organization's goals are being achieved. In the context of the local government of Buleleng Regency, evaluation monitoring plays an important role in improving employee performance, especially in ensuring that organizational goals are achieved in accordance with the set plan. An effective monitoring evaluation process not only ensures work is done correctly but also provides constructive feedback that can improve employee motivation and performance. For example, in improving accountability and transparency, this accountability encourages employees to be more careful and conscientious in carrying out their duties, leading to improved performance quality. In addition, related to improving the quality of public services, monitoring evaluation has changed the perspective of regional leadership on public services, positioning civil servants/government as public servants, requiring the government to meet the needs of the community through excellent public services. In this case, monitoring and evaluation have changed the implementation of public services in the Buleleng Regency government, as evidenced by Buleleng Regency achieving the title of the highest national compliance standard carried out by the Ombudsman of the Republic of Indonesia.

Some theories and research relevant to the above analysis include (Zahari, 2023) in their book "Ten Steps to a Result-Based Monitoring and Evaluation System" (RBM), this approach allows organizations to focus more on achieving concrete results and measuring performance based on measurable indicators.

L. The Influence of Leadership, Organizational Commitment, and Monitoring Evaluation on Employee Performance

The findings of the study showed that the significance value of the F-test was $0.000 < 0.05$. When the significance value drops below 0.05, leadership, organizational commitment, and monitoring evaluation have a significant influence simultaneously or simultaneously on employee performance. This implies that leadership, organizational commitment, and monitoring evaluation affect employee performance in Buleleng Regency government agencies. In the context of Buleleng Regency, the main challenges that are often faced in improving employee performance include limited resources, both in terms of leadership development and evaluation monitoring. Despite efforts to strengthen the governance system, there are still gaps related to leadership competencies and inconsistent evaluations in some regional agencies. On the other hand, organizational commitment still needs to be strengthened, especially related to the vision and mission of the local government which requires further socialization to all employees, to create a greater sense of ownership and responsibility for their respective duties and roles.

Leadership in Buleleng Regency plays an important role in creating clear direction and goals for all regional agencies. Effective leadership can inspire employees to work harder and have a greater sense of responsibility for

their duties. Although there have been several efforts to improve the quality of leaders through training and development, there are still challenges in improving the quality of communication and optimizing human resource management capabilities at the local government level. Employee commitment to the organization is essential in achieving regional development goals. In Buleleng Regency, although many employees show high commitment, some still seem less motivated or less emotionally attached to the organization's vision and mission. Therefore, it is important for local governments to prioritize employee involvement in the planning and decision-making process, as well as improve employee well-being so that they feel more valued and committed to their work.

Effective monitoring and evaluation is key to objectively measuring employee performance and providing useful feedback. In Buleleng Regency, although there is a monitoring and evaluation system, the implementation is not fully optimal. The implementation of a more transparent and systematic evaluation system will help local governments identify strengths and weaknesses in employee performance. It will also facilitate more targeted policy design to improve employee performance. This study confirms that Leadership Evaluation, Organizational Commitment, and Monitoring have a significant simultaneous influence on Employee Performance in Buleleng Regency government agencies. These three factors require simultaneous optimization to effectively improve employee performance. However, the current conditions in Buleleng Regency show that there are still challenges in implementing effective leadership, strengthening employee commitment, and creating a more transparent monitoring evaluation system.

M. The Relationship between Employee Performance and the Quality of Public Services in Buleleng Regency Government Agencies

Based on the results of the analysis above, which shows that leadership, organizational commitment, and evaluation monitoring have a positive and significant influence on employee performance, we can see a close relationship between these three factors and the quality of public services in the regional apparatus. The following is an explanation of how the results of this analysis can be associated with improving the quality of public services in the regional apparatus.

N. Effective Leadership and Quality of Public Service

Good leadership significantly affects motivation, direction, and teamwork in an organization. In the context of regional institutions, effective leadership can create a supportive environment for employees to work with high commitment and perform tasks efficiently and effectively. Implications for Employee Performance: Competent leaders can provide clear, inspiring, and exemplary work ethics and discipline. This increases employees' motivation to perform better, which ultimately contributes to their improved performance.

Implications for Public Service Quality: Leaders with good leadership will facilitate the creation of faster, more accurate, and higher quality public services. By providing support and motivation, leaders can ensure employees provide satisfactory service to the community and remain results-oriented. Example: A department head who exemplifies open communication with employees and provides clear direction on service goals can create a harmonious work atmosphere. This will increase employee morale in providing accurate and timely services to the community.

O. Organizational Commitment and Quality of Public Services

A strong organizational commitment of employees demonstrates their attachment to the organization's vision, mission, and goals. This commitment will encourage employees to work harder, not only to achieve individual targets but also to support the achievement of the organization's overall goals, which in the context of local institutions means providing optimal service to the community. Implications for Employee Performance: Employees with high organizational commitment will be more responsible, disciplined, and proactive in completing tasks. They will strive to meet the set work standards and try to overcome obstacles in the implementation of their duties.

Implications for Public Service Quality: When employees have a high level of organizational commitment, they will feel more responsible for providing the best service. The commitment of these employees will be reflected in the timeliness, reliability, and quality of services provided to the community. This will increase community satisfaction and improve the image of local governments. Example: Employees with a strong commitment to the organization's mission will strive to provide a high standard of service, despite challenges or obstacles. As a result, the quality of services provided will be more oriented to the needs of the community.

P. Monitoring Evaluation and Quality of Public Services

Regular and effective monitoring evaluations are essential to ensure employees and organizations operate according to set goals. Good monitoring provides an opportunity to evaluate employee performance, correct shortcomings, and improve efficiency and effectiveness in public services. With clear monitoring, leaders can provide constructive feedback and motivate employees to continuously improve their performance. Implications for Employee Performance: A good monitoring evaluation system provides periodic evaluations of employee performance, allowing them to know how well they are meeting performance standards and providing continuous improvement. Employees who receive clear feedback can improve their performance more effectively.

Implications for the Quality of Public Services: A well-organized monitoring evaluation ensures that the services provided by employees maintain their quality and meet community expectations. The proper evaluation

process allows the identification of problems or obstacles in services that can be immediately corrected to increase community satisfaction. Example: With a good monitoring and evaluation system, employees who have difficulty serving the community can get guidance or training to improve their competencies, which will have a positive impact on improving the quality of service in the future.

Q. Integration of Leadership, Organizational Commitment, and Monitoring Evaluation in Improving Service Quality

High employee performance, driven by good leadership, organizational commitment, and an effective monitoring evaluation system, will create an environment conducive to providing high-quality public services. These three factors work synergistically to improve employee performance and the quality of services provided. Positive Influence on Employee Performance: When employees feel supported by clear leadership, motivated by commitment to the organization, and receive constructive feedback from monitoring evaluations, they will work more optimally and focus on achieving the organization's goals.

Positive Influence on Service Quality: The improvement in employee performance resulting from these factors will directly contribute to the improvement of the quality of public services. This will create more efficient, accurate, and friendly services that will in turn increase community satisfaction and strengthen the image of local governments.

The results of the coaching, monitoring, and evaluation of public services in 2024 show a significant increase in the number of green zones and a decrease in the number of yellow and red zones. This increase is inseparable from the commitment and desire of service providers to make changes in public services implemented in meeting service standards, service information and complaint management. In addition to meeting service standards, the results of coaching, monitoring and evaluation of public services also show an increase in employee competence in the implementation of public services. The following are the results of the coaching, monitoring and evaluation of public services in 2024 which is a combination of the results of the implementation of competencies, service policies, professionalism of human resources, public service facilities and infrastructure, public service information systems, complaint consultation and innovation of the Buleleng Regency regional apparatus.

R. Practical Implications of Research

The findings of this study provide a number of significant applicative consequences for the development of public service governance within the local government. First, from the leadership aspect, Buleleng Regency government institutions need to implement a leadership capacity building program in a regular and structured manner. The program should include adaptive leadership training that emphasizes a participatory approach, two-way communication, and data-driven decision-making.

This can be achieved through regular workshops, individual coaching sessions, and mentoring programs for leaders at different levels of the organizational hierarchy. In the dimension of organizational commitment, local governments need to formulate strategies to foster employee emotional involvement with the vision and mission of the institution. The establishment of an open dialogue forum between leaders and staff, the development of a performance and contribution-based reward system, and the establishment of an organizational culture that supports initiative and innovation will strengthen employees' affective commitment. Local governments also need to consider implementing a job rotation system to broaden employees' understanding of the strategic roles of various departments in public services.

Regarding evaluation monitoring, it is necessary to develop a comprehensive, transparent, and results-oriented performance measurement instrument. The implementation of an integrated monitoring system based on information technology will enable more accurate real-time monitoring and performance data analysis. The use of digital performance dashboards that can be accessed by internal stakeholders will increase accountability and provide constructive feedback on an ongoing basis. Administratively, local governments need to consider the establishment of a special task force responsible for identifying best practices from high-performing agencies, such as the Population and Civil Registration Office, that achieve perfect scores in public service assessments, to be applied to low-performing agencies such as the DPUTR. Structured mentoring programs between these institutions can accelerate knowledge transfer and effective operational practices.

Aligning human resource development policies with national public service performance indicators will result in a measurable increase in employee competence. The preparation of comprehensive operational procedure standards that combine transformative leadership aspects, strengthening organizational commitments, and continuous evaluation mechanisms will optimize employee productivity and improve the quality of public services throughout the Buleleng Regency regional apparatus.

S. Study Limitations and Future Research Directions

Despite the robustness of the findings, this study is not without limitations. One notable constraint is the mode of data collection, which was conducted entirely online using digital questionnaires. While this approach offered logistical advantages and broad coverage, it may have introduced selection bias, particularly excluding respondents who are less digitally literate or less engaged with organizational communications. Consequently, the generalizability of the results to all employees across the Buleleng Regency government may be somewhat restricted.

Furthermore, the self-reported nature of the data introduces potential response bias, where respondents may have provided socially desirable answers, especially when assessing leadership and performance. Although

triangulation with interviews and documentation was employed to strengthen validity, the inherent limitations of perceptual data must be acknowledged. Future studies are encouraged to incorporate mixed-method or longitudinal designs that combine perception-based data with performance indicators obtained from institutional records. This would provide a more nuanced understanding of how leadership and commitment evolve over time and influence actual performance outcomes.

Another limitation lies in the contextual specificity of this study. The findings, while insightful, are primarily applicable to the socio-organizational environment of Buleleng Regency. Given that public sector dynamics may vary across regions due to cultural, structural, or resource-related factors, caution must be exercised in extending these conclusions to other administrative contexts. Comparative studies across different local governments in Indonesia or Southeast Asia could offer broader generalizability and reveal contextual moderating variables.

For future research, expanding the theoretical model by integrating other leadership styles—such as authentic, servant, or distributed leadership—could uncover new explanatory pathways for enhancing employee performance. Additionally, exploring mediating variables such as job satisfaction, organizational learning, or public service motivation would deepen our understanding of the mechanisms linking leadership and performance. Applying longitudinal designs would also allow for tracking changes in leadership impact and employee behavior over time, yielding policy insights with higher temporal relevance.

IV. CONCLUSION

This study proves that leadership, organizational commitment, and evaluation monitoring have a significant influence on the performance of regional apparatus employees in Buleleng Regency. Good leadership plays a role in increasing productivity through effective communication, motivation, and clear work direction. Organizational commitment encourages loyalty and employee involvement in achieving the agency's strategic goals. Meanwhile, evaluation monitoring helps increase accountability and transparency of employee performance by ensuring a systematic and structured evaluation system. This finding indicates that improving employee performance can be achieved by strengthening leadership capacity, creating a conducive work environment, and implementing a technology-based monitoring system. Future studies are recommended to explore additional factors that can affect employee performance, such as organizational culture, digital innovations in the bureaucracy, and employee job satisfaction as mediating factors in the relationship between leadership and organizational performance.

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