

Influence of Leader Member Exchange, And Employee Empowerment by Organizational Commitment to Employee Performance at PT. Plantation Nusantara IV Medan

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ABSTRACT

Employee performance is the spearhead of the company's productivity. Employee performance is influenced by many things, from Leader Member Exchange, employee empowerment and organizational commitment. Seeing the urgency of the Leader Member Exchange, employee empowerment and organizational commitment to employee performance, this study aims to determine the influence of Leader Member Exchange and Employee Empowerment on Employee Performance with Organizational Commitment as a variable of mediasi in PT. Nusantara IV Medan Plantation. This research uses path analysis techniques that serve to determine the direction of the variables studied and analyze how significant the influence between independent and dependent variables both directly and indirectly through variable mediation with associative methods with quantitative approaches. The entire population used in this study was 192 respondents from employees who worked at PT. Nusantara IV Medan Plantation. The results of this study showed that the variable leader member exchange has a positive and significant effect on organizational commitment. Employee empowerment has a positive and significant effect on organizational commitment. Leader member exchange has a positive and significant effect on employee performance. Employee empowerment has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Leader member exchanges positively and significantly affect employee performance through organizational commitment. Employee empowerment positively and significantly affects employee performance through organizational commitment.

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INTRODUCTION

Human resources are one of the main assets that maintain a strategic position in an organization, where humans play an important role to carry out all activities in the organization and achieve the goals of an organization. This is supported by the opinion that humans have a very active role in planning, as actors and determinants in realizing the goals of an organization or company. The success of an organization will always be influenced by the performance of its employees, for that every company will try to improve the performance of its employees in the hope that the company's goals can be achieved properly. According to performance is the result achieved by an employee in carrying out the tasks that have been given by the organization and how successfully an employee in handling his work.(Hasibuan M 2013)(Parama Puspita Sari and Kistyanto 2020)

This is supported by research(Atrizka et al. 2020) that states that states that the relationship between leaders and employees greatly affects the performance of their employees, leaders who pay more attention will make employees have a high morale towards the company. According to the statement, (Selvarajan, Singh, and Solansky 2018)the *Leader Member Exchange* often focuses on the process of interaction in a vertical two-way relationship that is often with one person who has direct authority over the other person.

According to (Asrori 2016) *The Leader Member Exchange* is one of the factors that can affect the performance of an employee. Which is where if the *Leader Member Exchange* of a company has high quality, it will cause an interaction between the leadership and its employees, so that employees can provide ideas or ideas that will be developed by their superiors for the good of the organization. Employees who can convey their ideas freely to superiors for the good and progress of the organization and superiors can accept them well.

The success or failure of a company's management depends largely on the use of its human resources. Employee empowerment is an organization's effort to create a safe and comfortable work environment, which in the end employees can contribute their best. With the empowerment of employees is expected to improve morale and quality, which will eventually have an impact on employee performance Employee empowerment is carried out when the company or organization wants to develop the potential of its employees by conducting training. It states that employee empowerment greatly affects employee performance and if an organization does not have good communication it will cause employee performance to decline and not achieve an organizational goal. (Putri and Ardana 2016)In addition, organizational commitment greatly affects employee empowerment, where if an employee is involved in work, it means that there is an employee's alignment towards the organization or in other words the involvement can create an employee's commitment.(Ruiz-Palomo, 2020) That way, a company must meet employee satisfaction so that employees can feel a good *Leader Exchange Member* from the company, and the company must also be able to empower employees well.

But the leader in this case does not completely abdicate his responsibilities and authority. Which is where this can ultimately be shown by the high commitment of employees to the company. That way, it will improve the performance of employees who work in one company. and if you look back at the case above, the visible condition is that employees who do not have a commitment to their company are likely to not comply with company regulations. If this condition continues continuously, and more and more employees who do not have a commitment to the company can be imagined the effect on the company for the future and their ability to achieve the company's goals. In this case , *Leader Member Exchange*, Employee Empowerment and Organizational Commitment are of course important to improve employee performance in a company. Based on the background that has been outlined, researchers are interested in conducting research with the title "**The Influence of *Leader Member Exchange*, and Employee Empowerment on Employee Performance Mediated organizational commitments at PT. Nusantara IV Plantation**

Theoretical Framework

Leader Member Exchange

Leader Member Exchange is an aspect that must be owned by an organization to facilitate communication so that the relationship between managers and employees can be maintained properly. This theory focuses on the process of interaction in a vertical two-way relationship and often consists of one person who has direct authority over another(Yukl 2015). Similarly(Northouse 2013), according to , which states that this theory is a leader's approach that focuses on his ability to establish a special relationship with the individual of an employee. There are four (Munisa 2016)indicators of leader member exchange that are stated, namely: 1) Affection, 2) Contribution, 3), loyalty, 4) professional respect.

Employee Empowerment

According (Mulyadi 2012)to stating that employee empowerment is enabling and providing opportunities to an employee in planning, implementing plans and controlling work plans that are already his responsibility. According (Elnaga, Amir, Imran 2018)to stating that with employees well empowered by an organization, the employee will really want to build the job obligations he carries. Which can be said employees will really want to do their work seriously because with this empowerment employees will feel that he is considered by the organization. The four indicators(Kuo et al. 2010) of employee empowerment are: 1) meaning, 2) competence, 3) self-determination, 4) impact.

Organizational Commitment

According (Luthans 2012)Organizational commitment is an attitude that reflects an employee's loyalty to the organization and an ongoing process by which members of the organization can express their interest in the organization, success and progress that will be sustainable. Organizational commitment is the level of employees in identifying an organization, which is the willingness to strive for the organization and the desire to maintain its diversity in an organization. The three organizational commitment idnikators proposed by (Pangabea 2015) are: 1) affective commitment, 2) continuance commitment, 3) normative commitment.(Robbins, Stephen, Judge 2015)

Employee Performance

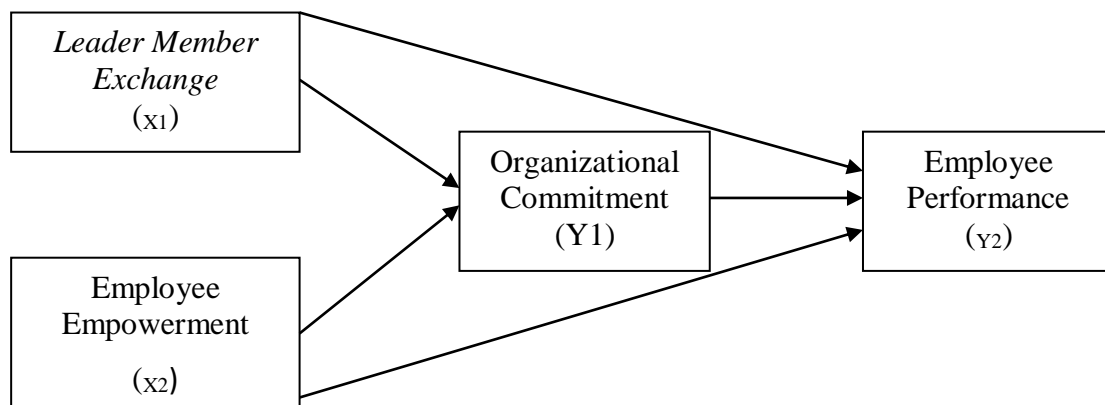
According (Fahmi 2017)Performance is a result derived from a process that is referred to and displayed over a period of time, based on predefined terms or agreements. In addition(Kasmir 2016), it is also stated that the performance is the result of work and business actions that have been achieved in a certain time by completing the work and responsibilities that the company has given to its employees. The four indicators (Mangkunegara 2017)of employee performance are: 1) quantity of results, 2) quality, 3) work reliability, 4) attitude.

Conceptual Framework

A conceptual framework is a form of frame of mind that can be used as an approach to solving problems.

Figure 1. Conceptual Framework

Source: Data processed,2022



Hypothesis

H1: Leader Member Exchange has a significant influence on organizational commitment in PT. Plantation Nusantara IV Medan

H2: Employee empowerment affects organizational commitment in PT. Plantation Nusantara Medan

H3: Leader Member Exchange has a significant effect on employee performance at PT. Nusantara IV Medan Plantation

H4: Employee empowerment has a significant effects on employee performance at PT. Nusantara IV Medan Plantation

H5: Organizational commitment has a significant effect on employee performance at PT. Nusantara IV Medan Plantation

H6: Organizational commitment to mediate leader member exchange towards employee performance at PT. Nusantara IV Medan Plantation.

H7: Organizational Commitment mediates employee empowerment to employee performance at PT. Nusantara IV Medan Plantation

METHOD

The type of research conducted is associative research through a quantitative approach. This research was conducted at PT. Nusantara IV Medan Plantation Jalan Letjen Suprpto Medan. The study time was conducted from June to December 2021. The population in the study was 368 employees with a sample of 192 respondents. The sample withdrawal in this study is using a random sampling proportional technique which is how to take samples from population members using random means without regard to strata in the population, then sampling using the Slovin Formula. In this study, the method of collecting data by spreading questionnaires or questionnaires. The analysis method used is the analysis path.

RESULT AND DISCUSSION

Substructure Data Normal distribution Test 1 and 2

According to (Ghozali, 2016) normality tests are performed to test whether in regression models independent variables and dependent variables or both have normal distributions or not. This test is usually used to measure ordinal scale data, intervals, or ratios. In this discussion will be used *one sample kolmogorov-Smirnov* test using a significance level of 0.05. The data is otherwise normally distributed if the significance is greater than 5% or 0.05%. Normality Test results can be seen in the table below:

Table 1. Uji Normalization Distribution of Data One-sample Kolmogorov Substructure 1

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		192
Normal Parameters	Mean	.2460733
	Std. Deviation	3.71072098
Most Extreme Differences	Absolute	.048
	Positive	.046
	Negative	-.048
Test Statistic		.048
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS IBM Statistic 22

Based on the results of the above test, it can be concluded that the results of normality testing have met the assumption of normality or distribution normally, where Table IV.12 indicates that the *asympt.sig (2-tailed)* value for the model 1 normality test is 0.200 for variable Y which we can conclude that both variables are greater than 5% (0.05)

Table 2. Kolmogorov Smirnov Substructure One-sample Data Normality Substructure Test 2

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		192
Normal Parameters	Mean	.0889964
	Std. Deviation	3.98363017
Most Extreme Differences	Absolute	.094
	Positive	.059
	Negative	-.094

Test Statistic	.094
Asymp. Sig. (2-tailed)	.200c
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	

Based on the results of the above test, the results of the model II normality test, it can be concluded that the normality test results have met the assumption of normality or distribution normally, namely Asymp.sig (2-tailed) is 0.200 for variable Y which we can conclude that both variables are greater than 5% (0.05).

Substructure Variable Multicollinearity Correlation Test 1 and 2

This test is done to see if each variable occurs a relationship or affects each other. In this test, the variable should be free from multicollinearity problems. In conducting multicollinearity testing used a pattern of comparing VIF values, where the VIF value is smaller than 5. To view this Multicollinearity test, it can be seen in the following Table:

Table 3. Substructure Variable Multicollinearity Correlation Test 1

Coefficients ^a			
Type		Collinearity Statistics	
		Tolerance	VIF
	Leader Member Exchange	.476	2.099
	Employee Empowerment	.476	2.099
a. Dependent Variable: Organizational Commitment			

Source: : Spss Primary Data processing results version 22.0

In Table IV.13 it is known that the VIF value of the variable is free from multicollinearity problems. It is known that the value of VIF in the equation model I Variables X1 and X2 is 2.099, so it can be concluded that both Variables are smaller than 10. This shows that this research variable is already free from multicollinearity problems.

Table 4. Substructure Multicollinearity Correlation Test 2

Type		Collinearity Statistics	
		Tolerance	VIF
	Leader Member Exchange	.414	2.413
	Employee Empowerment	.413	2.424
	Organizational Commitment	.476	2.101
a. Dependent Variable: Employee Performance			

In the table above it is known that the VIF value of the variable is free from multicollinearity problems. It is known that the value of VIF in the equation model II Variable X1 is 2,413, Variable X2 is 2.424 and Variable Y1 by 2,101, so it can be concluded that all three Variables are smaller than 10. This shows that this research variable is already free from multicollinearity problems.

Data Diversity Test (Heteroscedasticity Test) Substructures 1 and 2

Heteroskedasticity tests are conducted aimed at testing whether regression models find similarities in variants from residual one observation to another. Testing is performed only on models with more than one independent variable. The occurrence of heteroskedasticity if the t-count value is greater than t-table and the significance value is smaller than 0.05. While not the occurrence of heteroskedasticity if the value of t-hitung is smaller than t-table and the value of significance is greater than 0.05:

Table 5. Data Diversity Test (Heteroscedasticity Test) Substructure 1

Coefficients ^a						
Type			Unstandardized Coefficients		Standardized Coefficients	Sig.
			B	Std. Error	Beta	
	(Constant)		2.904	1.457		.048

Leader Member Exchange	.00	.04	.021	.	.
Employee Empowerment	-	.03	-.021	-	.
	9	4		200	842
	.008	8		.197	844

a. Dependent Variable: Abs_RES

Source: : Spss Primary Data processing results version 22.0

Based on the Results of the Heteroskedasticity Test above obtained the significance value of the *Leader Member Exchange* Variable to organizational commitment of 0.842 and the result of the significance value of the *Employee Empowerment* Variable to organizational commitment of 0.844 it shows that the data is free from heteroskedasticity problems.

Table 6. Data Diversity Test (HeterochemicityTest) Substructure 2

Type		Unstandardized Coefficients		Stand ardzied Coefficients	t	S ig.
		B	Std. Error	Beta		
	(Constant)	2.217	1.606		.380	.169
	Leader Member Exchange	.005	.052	.011	.098	.922
	Employee Empowerment	.019	.045	.047	.410	.682
	Organizational Commitment	-.008	.048	-.018	.174	.862

a. Dependent Variable: Abs_RES

This is known to be the equation 2 Heteroskedasticity Test above the significance value of the *Organizational Commitment* Variable to *Employee Performance* of 0.862 it shows that the data is free from the problem of heteroskedasticity. This shows that both of the study's variable equations are already free from multicollinearity problems.

Coefficient of Determination (R^2) Substructures 1 and 2

The coefficient of determination is used to find out how much the ability of exogenous variables to have an impact on their endogenous variables. In addition, the determination coefficient value can be used to determine the error value for each endogenous variable. To calculate the error value by way of $1 - R^2$. The results of the calculation can be statistically seen in the following table:

Table 7. Determination Coefisieen Test (R^2) Substructure 1

R Square	Adjusted R Square
.522	.517

Source: SPSS IBM Statistic 22

Based on the table, it can be seen that , In Model Inilai^{R2} shows a value of 0.522 means that the variable ability of *Leader Member Exchange* and *Employee Empowerment* in explaining *Organizational Commitment* is 52.2% while the rest is 0.478 or 47, 8% is the error value of the substructure I model variable. This means that the Variable *Leader Member Exchange* and *Employee Registration* provide a lot of information and influence on the creation of *Organizational Commitments*.

Table 8. Determination Coefisien Test (R^2) Substructure 2

R Square	Adjusted R Square
.501	.493

In Model II, the R2 assessment shows a value of 0.501 means that the variable ability of *Leader Member Exchange*, *Employee Empowerment* and *Organizational Commitment* in explaining *Employee Performance* is 50.1% while the remaining 0.499 or 49.9% is the error value of the substructure model variable. This means that in

variables in model II it is proven that. *Leader Member Exchange*, Employee Empowerment and Organizational Commitment provide a lot of information and influence on Employee Performance.

Model Feasibility Tester (Goodnes Of Fit Model) Substructures 1 and 2

Test F is done by comparing F count with Table F: F Table in Excel, if F calculates > from F table, (Ho di reject Ha accepted) then the model is significant or can be seen in the significance column on Anova (Processed with SPSS. The results of the model feasibility test for Test F can be seen in the following table:

Table 9. Model Feasibility Tester (Goodness Of Fit Model) Substructure 1

ANOVAa						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3739.148	2	1869.574	10.3063	.000b
	Residual	3428.472	18	18.140		
	Total	7167.620	19			
a. Dependent Variable: Organizational Commitment						
b. Predictors: (Constant), Employee Empowerment, Leader Member Exchange						

Source: SPSS IBM Statistic 22

Based on the results of statistical tests shown in the table above obtained a value of F of 103.063 with a significance value of 0.000 whose value is less than 0.05. This suggests that the regression model in this study is worth using to predict Organizational Commitment. Then it can be concluded that organizational commitments simultaneously (together) are influenced by *The Leader Member Exchange* and Employee Empowerment.

Table 10. Model Feasibility Tester (Goodness Of Fit) Substructure 2

ANOVAa						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3316.454	3	1105.485	62.872	.000b
	Residual	3305.624	18	17.583		
	Total	6622.078	19			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Organizational Commitment, Leader Member Exchange, Employee Empowerment						

Source: SPSS IBM Statistic 22

Based on the results of statistical tests shown in the table above obtained a value of F of 62,872 with a significance value of 0.000 whose value is smaller than 0.05. This suggests that regression models in this study are worth using to predict Employee Performance. Then it can be concluded that employee performance simultaneously (together) is influenced by *Leader Member Exchange*, Employee Empowerment and Organizational Commitment.

Substructure Model Equations 1 and 2

The coefficient of the path is calculated by creating two structural equations, namely regression equations that show hypothesized relationships To analyze the path of development of conceptual research models as follows: (Ghozali, 2016).

Table 11. Results of The Substruktur Model Equation 1

Coefficientsa					
Type		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
(Constant)		-2.210	2.438		.366
				-.906	

	Leader Member Exchange	.380	.07	.378	5.186	.000
	Employee Empowerment	.351	.06	.400	5.488	.000
a. Dependent Variable: Organizational Commitment						

Source: SPSS IBM Statistic 22

Based on the table above, showing the results of linear regression $Y_1 = 0.378X_1 + 0.400X_2 + 0.478e_1$ (Sub Struktur I) Variable *Leader Member Exchange* and Employee Empowerment has a coefficient direction that is positively marked with Commitment Organizational. The *Leader Member Exchange* coefficient gives a value of 0.378 which means that the increase in *Exchange Member Leaders* can increase organizational commitments.

Table 12. Substruktur Model Equation Result 2

Coefficientsa						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.41	2.40		.589	.556
	Leader Member Exchange	.170	.077	.175	2.197	.029
	Employee Empowerment	.601	.065	.470	9.370	.000
	Organizational Commitment	.534	.072	.556	7.457	.000
a. Dependent Variable: Employee Performance						

Source: SPSS Primary Data Processing Results version21.0

Based on the table above, a multiple linear regression equation can be presented, namely $Y_2 = 0.175X_1 + 0.470X_2 + 0.556Y_1 + 0.499e_2$ (Substructure II), From the equation it can be explained that the *variables leader member exchange*, employee empowerment and Organizational commitment has a coefficient direction that is marked positively on Employee Performance.

Partial Hypothesis Reviewer (Test t) Substructures 1 and 2

The t test is known as the partial test, which is to test how the influence of each free variable individually on its bound variables. The results of the model feasibility test for the T Test can be seen in the following table :

Table. 13 Partial Hypothesis Testing Results (Test T) Substructure 1

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-2.210	2.438		-.906	.366
	Leader Member Exchange	.380	.073	.378	.5186	.000
	Employee Empowerment	.351	.064	.400	.5488	.000
a. Dependent Variable: Organizational Commitment						

Source: Data processed, 2022

Based on the above output, it is known that the t-calculate value of *the Leader Member Exchange* variable to organizational commitment $5.186 > 1.9725$ while employee empowerment to organizational commitment is $5.488 > 1.9725$ and the same calculated significance value is $0.000 < 0.050$ this means that there is a significant influence

of *Leader Member Exchange* and Employee Empowerment on Organizational Commitment. This indicates that the Model 1 Test t track analysis model has been fit.

Table. 14 Partial Hypothesis Test Results (Test T) Substructure 2

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.418	2.406		.589	.556
	Leader Member Exchange	.170	.077	.175	2.197	.029
	Employee Empowerment	.601	.065	.470	9.370	.000
	Organizational Commitment	.534	.072	.556	7.457	.000

a. Dependent Variable: Employee Performance

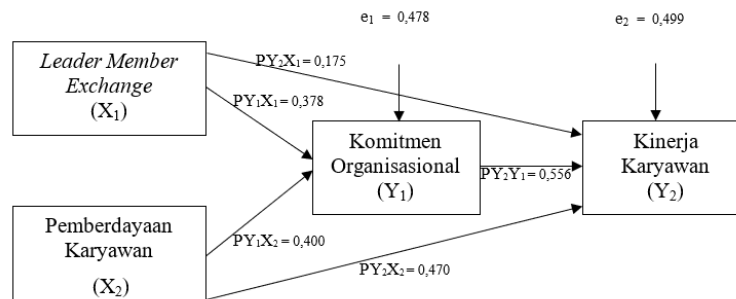
Source : Data Processed 2022

Based on the above output, it is known that the value of the *Leader Member Exchange* variable t-calculates on Employee Performance of $2,197 > 0.1348$ for the Employee Empowerment to Employee Performance variable of $9,370 > 0.1348$. Meanwhile, the organizational commitment t-calculation value of $7.457 > 0.3148$ and the calculation significant value are all $0.000 < 0.050$. This proves that the model 2 T test is fit.

Path Analysis

In path analysis, relationship patterns are shown using arrows, where a single arrow shows a causal relationship between exogenous and endogenous variables. Here is the description of path analysis:

Gambar 2. Path Analysis Model



Indirect Hypothesis Testing

The Influence of Leader Exchange Members on Employee Performance Through Organizational Commitment.

The magnitude of the indirect influence of X_1 , on Y_2 through Y_1 is as follows:

$$PY_1X_1 \times PY_2Y_1 : 0.378 \times 0.556 = 0.210$$

Input:		Test statistic:	Std. Error:	p-value:
a	0.378	Sobel test: 4.30071501	0.04886815	0.00001702
b	0.556	Aroian test: 4.2760534	0.04914999	0.00001902
s_a	0.073	Goodman test: 4.3258083	0.04858468	0.0000152
s_b	0.072	Reset all	Calculate	

Figure 3. Sobel Test I Test

The table above shows that in the Sobel Test test the probability value (*p-value*) is $0.00001 < 0.05$, meaning that there is a significant influence of *Exchange Member Leaders* on Employee Performance through

Organizational Commitment. Thus the Organizational Commitment hypothesis can mediate the influence of *Leader Member Exchange* on Employee Performance (H6) in the audience.

The Effect of Employee Empowerment on Employee Performance Mediated organizational commitments.

The magnitude of the indirect influence of X2, on Y2 through Y1 is as follows:

$$PY1X2 \times PY2Y1: 0.400 \times 0.556 = 0.222$$

Input:		Test statistic:	Std. Error:	p-value:
a	0.400	Sobel test:	4.85818738	0.04577839
b	0.556	Aroian test:	4.83376077	0.04600972
s _a	0.064	Goodman test:	4.88298807	0.04554588
s _b	0.072	Reset all	Calculate	

Figure 4. Uji Sobel Test II

The table above shows that in the Sobel Test the probability value (*p-value*) is $0.000001 < 0.05$, meaning that there is a significant influence of Employee Empowerment on Employee Performance through Organizational Commitment. Thus the Organizational Commitment hypothesis can mediate the influence of Employee Empowerment on Employee Performance (H7) in the field.

Calculation of Great Influence.

1. Direct Effect

The Influence of *Leader Member Exchange* and Employee Empowerment on Organizational Commitment (coefficient a) is as follows:

$$X_1Y1 = 0.378$$

$$X_2Y1 = 0.400$$

The effect of the organization's commitment to Employee Performance (koefesien b) is as follows:

$$Y_1Y2 = 0.556$$

The influence of *Leader Member Exchange* and Employee Empowerment on Employee Performance (coefficient c) is as follows:

$$X_1Y2 = 0.175$$

$$X_2Y2 = 0.470$$

2. Indirect Influence

The indirect influence of leader member exchange and employee empowerment mediated the organization's commitment to employee performance (coefficient ab) as follows:

$$X_1Y1Y = (0.378 \times 0.556) = 0.210$$

$$X_2Y1Y = (0.400 \times 0.556) = 0.222$$

3. Total Influence

The total influence of leader member exchange and employee empowerment on employee performance is mediated by organizational commitment as follows:

$$PY_1 X1 + (PY_1 X1 \times PY_2 Y1) = (0.378 + 0.210) = 0.588$$

$$PY_1 X2 + (PY_1 X2 \times PY_2 Y1) = (0.400 + 0.222) = 0.622$$

- a. It is known that the magnitude of the influence of *The Leader Member Exchange* (X1) on organizational commitment (Y1) amounted to 0.378 and the influence of Organizational Commitment (Y1) on Employee Performance (Y2) amounted to 0.210 so that a total influence of 0.588 was obtained.

It is known that the magnitude of employee empowerment (X2) influence on Organizational Commitment (Y1) of 0.400 and the influence of Organizational Commitment (Y1) on Employee Performance (Y2) amounted to 0.222 so that a total influence of 0.622 was obtained.

CONCLUSION

Based on the results of research analysis and discussions that have been outlined earlier, conclusions can be drawn, namely as follows:

1. Leader Member Exchange has a significant influence on organizational commitment to PT. Nusantara IV Medan plantations can be seen from the results of partial and simultaneous tests.

2. Employee Empowerment has a significant effect on Organizational Commitment can be seen from the results of partial and simultan tests
3. Leader Member Exchange has a significant influence on Employee Performance can be seen from the results of partial and simultaneous tests.
4. Employee Empowerment has a significant effect on Employee Performance can be seen from the results of partial and simultaneous tests. In accordance with existing phenomena.
5. Organizational commitment has a significant effect on Employee Performance can be seen from the results of partial and simultaneous tests.
6. Leader Member Exchange has a significant influence on Employee Performance through organizational commitment can be seen from the results of the Sobel test.
7. Employee Empowerment has a significant effect on Employee Performance through Organizational Commitment can be seen from the results of the Sobel test.

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