

## Triad Leadership Based Service Performance Model mediated by Job Satisfaction and Organizational Commitment

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### ABSTRACT

This research aims to test the mediating effect of job satisfaction and organizational commitment on the influence of Triad leadership on service performance. There were 144 research respondents OPD employees in the West Tanjung Jabung district government. The research method used is descriptive verification analysis and data analysis using Structural Equation Modeling (SEM) with the help of Amos.18 Software. The research results show that the direct influence of triad leadership on job satisfaction, organizational commitment has a positive and significant effect. The direct influence of job satisfaction, organizational commitment on service performance has a positive and significant effect. Triad leadership directly influences service performance positively and significantly. The indirect effect, namely the mediating effect of job satisfaction, is able to influence triad leadership on service performance. The effect of organizational commitment is able to bridge the influence of triad leadership on service performance in the OPD environment of the West Tanjung Jabung Regency government. The importance of job satisfaction obtained by employees and the organizational commitment that is built can improve service performance which is supported by triad leadership by building the sharing of knowledge, trust and power from a triad leader. Suggestions for leaders with triad behavior to continue to build job satisfaction and organizational commitment, especially affective and normative commitment,

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### INTRODUCTION

Triad leadership in the form of sharing knowledge, trust and power in supporting service performance has never existed. The importance of paying attention to service performance in public institutions shows that there are complaints from the public as service users. The global challenge faced is a service system that does not fully meet society's expectations and needs, especially in the context of information technology developments that require effective and efficient system management. Achieving better performance and an open and transparent service system requires extra effort, with the role of leadership as a key factor (Randi Zulmariad, 2022). Leadership has a crucial role in influencing employee service performance, with leadership supported by skilled human resources it can create conditions that support employees in carrying out their duties professionally Prawirasentono (2017) and the quality of

leadership, according to Bowen & Ostroff (2000), is very determining, and the presence of leaders who are in line with the vision and values of the institution is the key to ensuring optimal service performance in public institutions.

One of the leadership behaviors is triad leadership whose concept was proposed by Dale E. Zand in (1997) that leadership is a management process that is centered on a balanced and comprehensive approach in decision making and problem solving. The aim is to create more effective service performance. Zand (1997) emphasizes three main pillars of leadership, namely sharing knowledge, trust, and power. These elements form a leadership triad which is considered crucial for managing institutions better, especially in efforts to improve employee service performance.

Belle N (2014) highlights the triad of leadership within institutions, encompassing holistic actions with an emphasis on communication, knowledge sharing, and trust. Apart from that knowledge sharing processes play an important role in enriching the company's knowledge capital, research (Son et al., 2020) shows that this process will emerge under certain conditions or the right conditions, including leadership support which has a determining impact on the level of employee intensity towards sharing knowledge (Le & Lei, 2017; Srivastava et al., 2006). Similar findings were revealed by Oluwatoni A. Ogunmakun et al. (2020), which confirms that trust-based leadership and knowledge sharing have a positive impact on service employee performance. Thus, the leadership triad that combines communication skills, knowledge sharing, and trust plays a key role in improving employee service performance. Pelealu (2022) found that knowledge sharing significantly positively influences employee performance. Leadership Triad, with formal power, as proposed by Hasanuddin et al. (2020) and Hartner-tiefenthaler (2021), have also been proven to improve employee service performance. Salehan et al. (2022) confirmed that trust, as part of the Leadership Triad, is positively and significantly related to employee performance. Thus, it can be concluded that the Leadership Triad, through sharing knowledge, formal power, and trust, has a positive impact on employee performance and loyalty.

Triad leadership has a key role in improving service performance through job satisfaction in public institutional environments. Triad leadership not only focuses on achieving results, but also pays attention to other factors that contribute to building a quality institutional management system, emphasizing that job satisfaction is an important element that must be considered by leaders in achieving optimal service performance in the institutional environment. Zheng, Y.; Graham, L.; Epitropaki, O.; Snape, E. (2019). Apart from job satisfaction, organizational commitment can increase improving service performance, employee organizational commitment plays a key role. Leadership that ignores organizational commitment can have a negative impact on the institutional management system and employee motivation. Allen and Meyer (1996) emphasize that organizational commitment includes the desire to remain a member of the organization and is considered an employee's obligation. Leaders need to pay attention to factors such as fairness, shared values, trust, organizational understanding, and employee engagement, which can increase organizational commitment. Therefore, understanding individual views of the organization and creating an environment that supports organizational commitment is essential in triad leadership to motivate employees and improve service performance. This paper contains a section that presents the introduction, theory and hypothesis, followed by a section that explains the methodology used to obtain the results. The following section explains the research discussion, findings and conclusions.

## **A. LITERATURE REVIEW**

### **The relationship between triad leadership and job satisfaction**

Triad leadership is behavior implemented by leaders with 3 dimensions, namely sharing knowledge, trust and power (Zane, 1997). The Leadership Triad has overall effectiveness in its work as a leadership behavior that is professionally superior (Nigam et al., 2021). Professional excellence is defined as perfection in various processes without compromising ethics and values (Rajneesh, 2015). PR research by Lee & Lee (2020) in Government regarding the dimensions of

the Leadership Triad, especially in the aspects of sharing knowledge, power and trust, concluded that internal management practices that encourage knowledge sharing among employees can reduce anti-outsourcing sentiment. Implementation of knowledge sharing in internal management practices provides opportunities to enrich employee knowledge and skills, which in turn increases job satisfaction.

Regarding the power dimension of the Leadership Triad, low power distance, as shown by research by Ismail et al. (2021), is significantly correlated with job satisfaction. In the context of the Leadership Triad, power dimensions can help leaders understand various power distance perspectives and develop cross-cultural management plans, which can increase employee job satisfaction. Research also shows that trust, as a dimension of the Leadership Triad, has a positive and significant effect on job satisfaction, in accordance with the findings of Djan & Rubbiah Adawiyyah (2020). Research by Shirazi et al. (2021) also confirmed that trust in the dimensions of the Leadership Triad creates a satisfying environment for customers. Triad leadership, with its focus on sharing knowledge, power, and trust, has a positive impact on employee satisfaction in government environments, particularly in the context of increased job satisfaction and cross-cultural management. This significantly influences job satisfaction, while trust in the organization increases employee job satisfaction (Jones et al., 2023). Thus, the Leadership Triad plays a crucial role in building employee satisfaction through strategies for sharing knowledge, power and trust.

Hypothesis 1: Triad leadership can influence employee job satisfaction at the West Tanjung Jabung OPD.

### **The Influence of Triad Leadership on Organizational Commitment**

Research by Hammouri & Altaher (2020) highlights the importance of knowledge sharing as a key strategy in the Leadership Triad. This strategy helps organizations extract and codify tacit knowledge through various techniques such as formal training, written reports, periodic meetings and workshops, mentoring programs, face-to-face interactions, and knowledge sharing systems. Apart from sharing knowledge, the Leadership Triad also builds a compensation system through the power it has, which has an impact on employee satisfaction (Zayed et al., 2022). Strong compensation strategy revisions were carried out by the Leadership Triad to achieve satisfaction and maintain work morale. Trust is also the focus of the Leadership Triad, by fulfilling organizational obligations and commitments and respecting employee needs according to regulations. This is different from research by Malik & Kanwal (2018) where organizational support for knowledge sharing is associated with growth in learning commitment and interpersonal adaptability, which ultimately influences interpersonal adaptability more than learning commitment. Neyestani et al. (2013) highlight the importance of knowledge sharing as intellectual capital in achieving success in new organizations. The relationship between knowledge sharing and organizational commitment was found at Shiraz University of Medical Science Faculty.

Research by Wahid et al. (2022) shows that the power of the Leadership Triad can have a positive and significant effect on organizational commitment, including self-efficacy and affective, continuous and normative commitment. Reiley & Jacobs (2019) found that the power perceived by a leader can influence follower performance and organizational commitment. The research results highlight the importance of leader power in building organizational commitment to avoid turnover intention and actual turnover. The trust given by leaders also has a positive impact on organizational commitment. Research by Mian, Rabia. Nasir (2020) shows that leadership trust, especially in terms of moral commitment, influences employee performance. Rédha et al. (2022) found that leadership trust in employees builds trust in colleagues, direct superiors, and administration, positively and significantly. However, the research results show that trust in triad leaders has more influence on organizational commitment than trust in co-workers or direct superiors, such as chief of staff or head of division.

Hypothesis 2: Triad leadership can influence organizational commitment by building a strong level of commitment from employees at the West Tanjung Jabung OPD.

### **The Influence of Triad Leadership on Service Performance**

In the world of public services, Triad leadership is an important key in shaping the course of an organization. The focus on knowledge sharing by leaders has a crucial role, as knowledge sharing plays a vital role in improving the quality and efficiency of public services. When government agencies share information with each other, the impact is not only limited to increasing internal competence, but also creates a positive effect on public services. Sharing knowledge allows avoiding duplication of efforts and optimizing resources between government agencies. The information shared includes best practices, successful policies, and lessons from past experiences, allowing organizations to adopt strategies that have proven effective without the need to repeat the same research or policy development. Thus, Triad leadership in knowledge sharing can positively influence service performance and efficiency of public service organizations.

Research by Nellyanti et al. (2021) aims to analyze the influence of leadership style on the knowledge transfer process and performance at the Sungguminasa Class IIA Women's Correctional Institution. A leadership style that emphasizes knowledge sharing significantly increases knowledge transfer to employees. Ghani Al-Saffar & Obeidat (2020) also examined knowledge sharing within the Qatari Ministry of Interior, finding that knowledge sharing, with a focus on customers, employee participation, and continuous improvement in services, had a positive and significant impact on service performance. Likewise, Pelealu's research (2022) highlights that knowledge sharing has a positive and significant influence on employee performance, emphasizing the importance of knowledge sharing in driving a competitive business and improving employee performance.

Power in the Leadership Triad, especially formal power or legitimate power, has been proven to improve service performance, as stated by Hasanuddin et al. (2020). In an organizational context, power has a significant influence on service performance, especially when given directly to employees by superiors, so that the power dimension in triad leadership is able to improve employee service performance, as found by Hartner-tiefenthaler (2021). Salehan et al. (2022), in research on the Leadership Triad, highlights trust as a key dimension that has a positive and significant effect on employee performance. The results of this study support the idea that trust plays an important role in improving employee performance in the context of the Leadership Triad

Hypothesis 3: Triad leadership influences employee service performance at the West Tanjung Jabung OPD.

### **The Effect of Job Satisfaction on Service Performance**

Human Resources (HR) play a central role in the performance of an organization, and continuously improving the quality of HR is the key to improving performance. The determining factors in improving the quality of employee service performance include job satisfaction. Research by Bustami et al. (2020) at the Atmedika hospital in Palopo City found that job satisfaction had a positive and significant influence on service performance. Improvements in service performance are known to occur along with increases in employee job satisfaction. Other studies, such as research by Poetri et al. (2020) at the Palangka Raya City BPPRD Office, and research by Kim et al. (2023) at the University of Thailand, also confirmed a positive and significant relationship between job satisfaction and employee service performance. The results of this study highlight that creating job satisfaction in organizations not only improves employee service quality, but can also influence factors such as work-family conflict and workload, which ultimately have a positive impact on overall service quality.

Research by Mubyil & Dwinanda (2020) revealed that nurse job satisfaction has a significant influence on nurse service performance, indicating a direct relationship between job satisfaction and changes in nurse performance. These results reflect that changes in nurses' job satisfaction can have a direct impact on their performance. In addition, Thu, N's (2022) research highlights the influence of

public service motivation on employee job satisfaction in Vietnam. The enthusiasm of employees who feel satisfaction in their work has a significant impact on the quality of the services they provide. Thus, these two studies confirm that job satisfaction has an important role in shaping and improving employee performance and service quality, especially in the health care and public service sectors.

Hypothesis 4: Job satisfaction can influence service performance at the West Tanjung Jabung OPD.

#### **The Influence of Organizational Commitment on Service Performance**

Service performance is a concrete action or activity from the service provider to meet user expectations, is a crucial factor in achieving organizational excellence, and increases public trust (Agarwal et al., 2003; Karatepe, 2013; Tabara & Dongka, 2021). To improve organizational quality, Huang & Dai (2010) and Tabara & Dongka (2021) emphasize that employees evaluate service performance by considering the impact of their emotional state. Workers' perceptions of service performance, which are abstract and difficult to measure objectively by others, require a strong commitment from employees to improve the quality of services provided. Research by Rumambi et al. (2022) revealed that organizational commitment has a positive and significant effect on public service performance. These findings highlight the importance of preparing employees with high organizational commitment from the recruitment stage. The implementation of the merit system in recruitment is expected to attract and select employees who not only have good qualifications, but also have a high commitment to the organization. High organizational commitment has a positive impact of more than 50 percent on public service performance, confirming that this commitment plays a crucial role in ensuring the effectiveness of civil servants in carrying out their functions and duties at the sub-district level.

Hypothesis 5: Organizational commitment influences service performance at the West Tanjung Jabung OPD.

#### **The Influence of Triad Leadership on Service Performance through Job Satisfaction**

The leadership triad, which includes the dimensions of knowledge sharing, power, and trust, plays a central role in guiding and shaping employee service performance in the organizational environment. This triad provides a strong basis for significantly influencing service performance through increased job satisfaction. Related research highlights the knowledge sharing dimension in the Leadership Triad, showing that knowledge sharing has an indirect effect on employee service performance through the mediator of job satisfaction. The study (Harsono et al., 2020) found that sharing knowledge in educational institutions influences employee performance through increasing job satisfaction.

In addition, research (Tri Kurniawati et al., 2021) shows that leaders who support knowledge sharing encourage task-technology fit, improve service performance, and involve employees in the knowledge sharing process to achieve job satisfaction. As a result, triad leadership, especially in the context of knowledge sharing, has a positive impact in shaping job satisfaction and improving employee service performance. Afifuddin.dkk, (2021) found that the Leadership Triad, especially in sharing knowledge, indirectly influences teacher service performance through increasing job satisfaction. However, the results of research by (Alamanda et al., 2022) at PT. PLN (Persero) North Surabaya Area shows that the Leadership Triad, especially in sharing knowledge, has no effect on employee service quality which is mediated by job satisfaction. In contrast, research by (Vitanova, 2023) confirms that the power possessed by leaders, in the form of excessive self-confidence, can have a positive and significant impact on company service performance through increasing organizational commitment. This suggests that power in the context of the Leadership Triad can play an important role in improving service performance through a positive influence on job satisfaction and organizational commitment.

Hypothesis 6: Triad Leadership influences Service Performance through Job Satisfaction at the West Tanjung Jabung OPD.

## **The Influence of Triad Leadership on Service Performance through Organizational Commitment**

Research by Arifin (2020) and Mian et al. (2020) illustrates the relationship between the Leadership Triad and service performance through organizational commitment. Arifin shows that the knowledge sharing dimension in the Leadership Triad has a positive effect on employee performance, with organizational commitment as the main mediation, especially through affective commitment. Mian et al.'s study (2020) highlighted the influence of knowledge sharing from the Leadership Triad on service performance with a positive contribution to organizational innovation. Both emphasize the role of job satisfaction and organizational commitment as mediators in the relationship between knowledge sharing and service performance. Research by Pradana et al. (2021) added that affective commitment mediates the effect of knowledge transfer on service performance. Furthermore, a study by Begham & Wardak (2021) shows that knowledge sharing, especially information sharing, has a positive impact on service performance through building organizational commitment. The results of this research also show that power, as an element of the Leadership Triad, influences service performance by involving organizational commitment as a mediator. This view is in accordance with the findings of Robbins and Judge (2009), who identified power as a key factor in organizational dynamics that influences the behavior of organizational members. In conclusion, the Leadership Triad as a whole plays a vital role in shaping service performance through complex interactions with job satisfaction and organizational commitment.

Research by Rus et al. (2010) and Zhao et al. (2016) show that leader power, whether influenced by internal or external factors, has a positive relationship with employee satisfaction. This finding is strengthened by the results of Rahim & Afza's (2010) study, which found that various forms of leader power were positively correlated with organizational commitment, job satisfaction, and attitudinal and behavioral compliance, which also influenced subordinates' tendency to leave work. Furthermore, research by Curado & Vieira (2019) and Roodbari et al. (2016) highlighted trust as a dimension of the Leadership Triad. The findings show that trust has a positive and significant impact on Knowledge Sharing (KS) and Organizational Commitment (OC) in SMEs. This research also emphasizes the importance of creating a trusting environment in SMEs to improve KS and OC. However, both studies have limitations, including the use of cross-sectional data and the generalization of results due to the samples used. Overall, this research illustrates the important role of power and trust in the context of Triad leadership on organizational satisfaction and commitment and their impact on employee performance.

Hypothesis 7: Triad leadership influences service performance through organizational commitment in the West Tanjung Jabung OPD.

## **METHOD**

This research uses a quantitative approach with an explanatory survey method. Data was collected using a questionnaire with closed questions, distributed to 144 respondents in the West Tanjung Jabung OPD environment. Samples were obtained using the Slovin formula and data analysis using averages and structural equation modeling (SEM) assisted by the AMOS.v.22 program. The variables used are triad leadership, job satisfaction, organizational commitment and service performance at the West Tanjung Jabung OPD. The analysis used is partial model and full model analysis as well as regression of variables X, Y and Z as mediating variables.

## **B. RESULTS**

### **Respondent Characteristics**

The characteristics of respondents based on gender are generally 96 men, while 48 women. This shows that men are still dominant in occupying positions in the West Tanjung Jabung Regency Government OPD environment. Characteristics based on the level of education of the 144 respondents

who were respondents were graduates of first degree (S1), while for Masters there were 24, D3 as many as 3 and S3 as many as 1 person.

**Descriptive Analysis**

**1. Percentage of Triad Leadership Variable Scores, Service Performance, Job Satisfaction and Organizational Commitment**

**Table 1 Percentage of Variable Scores**

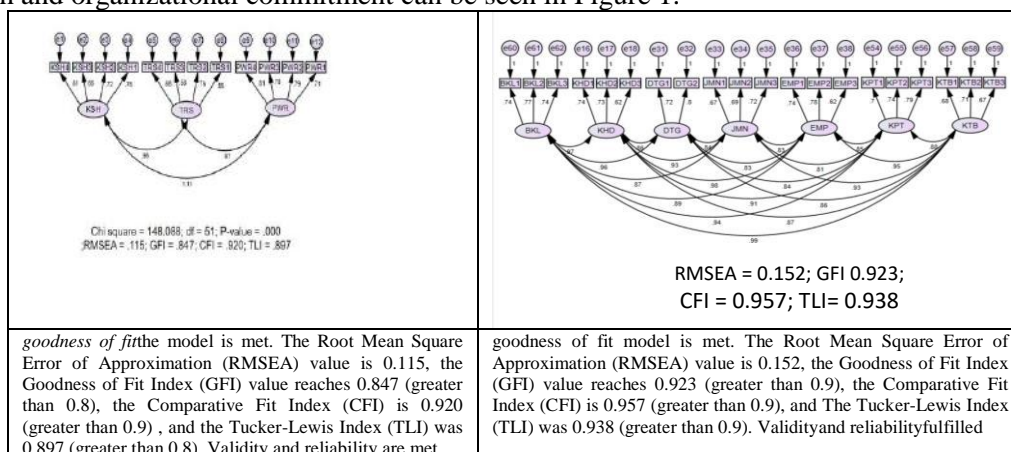
No	Dimensions	Ideal Score	Total Score	%
1.	Triad Leadership	12 096	9 415	77.83%
2.	Service Performance	21 168	13 687	64, 66
3.	Job satisfaction	18144	14,342	79.04
4.	Organizational Commitment	16,128	8,319	51.58

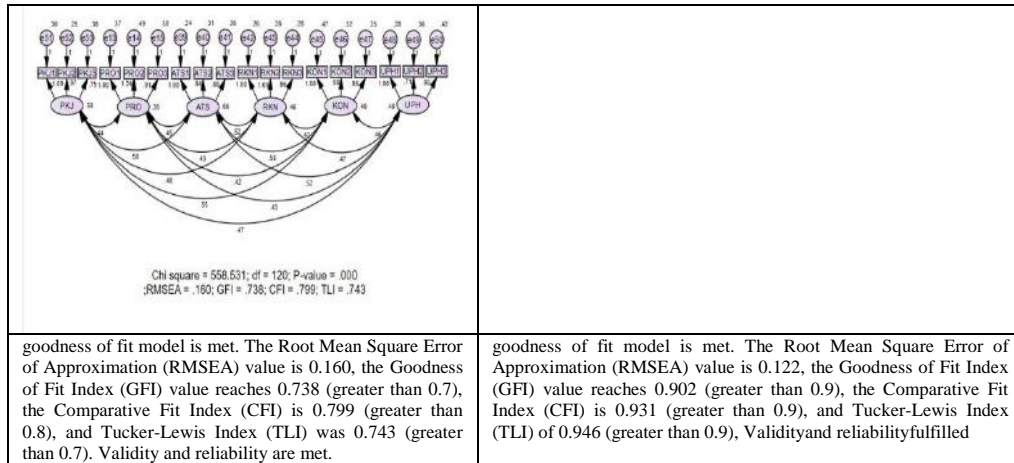
Source: Data processed, 2023

Based on table 1, it shows that of all the variables used in the research, the highest percentage score is the percentage of job satisfaction scores (78.04%), the second percentage is triad leadership (77.83%), the 3rd percentage is service performance (64, 66%) and the lowest score percentage was organizational commitment (51.58%). This indicates that the respondent's perception of job satisfaction is high, meaning that the satisfaction received satisfies the employee at work and the results received are in the satisfied category. Meanwhile, for service performance, respondents had a perception that the service provided was in the quite good category and the lowest was the percentage score for organizational commitment, especially affective commitment which was felt to be not strong enough.

**2. Model and Hypothesis Testing.**

The construct measurement model for the triad variables of leadership, service performance, job satisfaction and organizational commitment can be seen in Figure 1.





goodness of fit model is met. The Root Mean Square Error of Approximation (RMSEA) value is 0.160, the Goodness of Fit Index (GFI) value reaches 0.738 (greater than 0.7), the Comparative Fit Index (CFI) is 0.799 (greater than 0.8), and Tucker-Lewis Index (TLI) was 0.743 (greater than 0.7). Validity and reliability are met.

goodness of fit model is met. The Root Mean Square Error of Approximation (RMSEA) value is 0.122, the Goodness of Fit Index (GFI) value reaches 0.902 (greater than 0.9), the Comparative Fit Index (CFI) is 0.931 (greater than 0.9), and Tucker-Lewis Index (TLI) of 0.946 (greater than 0.9), Validity and reliability fulfilled

Source: Processed data, 2023

The results of the conformatory factor analysis (CFA) test show that the construct of all variables with indicators indicates that they meet the criteria or are good enough to measure the latent variable correctly. So that it can strengthen the validity and reliability of the measurement model for the variables studied.

### 3. Full Structural Model

Table 2. Goodness-of-Fit Criteria

Goodness-of-Fit Indicates	Cut-Off Value	Model Results	Information
Chi Square	Expected to be small	811,363	Marginal
CMIN/DF	2.0-3.0	1,932	Good
Probability	≥0.05	0,000	Marginal
GFI	≥0.90	0.810	Marginal
TLI	≥0.90	0.908	Very good
IFI	≥0.90	0.917	Very good

Source: processed data, 2023

Figure and Table 2 show that the average goodness of fit value meets the requirements, where the RMSEA value for all research variables is in the very good category, as are the IFI and TLI values also in the very good category.

### 4. Hypothesis testing

Hypothesis testing is carried out by looking at the CR value produced by AMOS 18 processing. If the CR value resulting from processing is greater than the critical value, namely 1.96 at the significance level (p is less than 0.05) then the proposed hypothesis is accepted. Conversely, if the CR value is smaller than the critical value with a significance level (p greater than 0.05) then the proposed hypothesis is rejected. The parameter estimation results can be seen in table 4.58.

Table 3. Hypothesis Testing Results

			Estimate	S.E	CR	P	Label
Triad Leadership	<---	Employee Job Satisfaction	,779	.073	10,627	***	par_5 9
Triad Leadership	<---	Organizational Commitment	,392	,060	6,493	***	par_6



			Estimate	S.E	CR	P	Label
Triad Leadership	<---	Service Performance	,286	,073	3,938	***	2 par_6 3
Job satisfaction	<---	Service Performance	,393	,058	6,809	***	par_6 0
Organizational Commitment	<---	Service performance	,316	,045	7,087	***	par_6 1
Triad Leadership	<---	Service performance <-- -- Job Satisfaction	,877	,088	10,003	***	par_6 4
Triad Leadership	<---	Service performance <-- --organizational commitment	,882	,085	9,003	***	par_6 5

Source: Processed data, 2023

### Hypothesis Test 1

There is an influence of triad leadership on job satisfaction in OPD in the government environment of West Tanjung Jabung Regency. The test results show that the CR value is 10.627 with a p value = 0.00. The CR value is greater than 1.96 and the p value is less than 0.05, so it can be concluded that the hypothesis is accepted. This means that triad leadership influences job satisfaction.

### Hypothesis Test 2

There is an influence of triad leadership on organizational commitment in OPD in the government environment of West Tanjung Jabung Regency. The test results show that the CR value is 6.493 with a p value = 0.00. The CR value is greater than 1.96 and the p value is less than 0.05, so it can be concluded that the hypothesis is accepted. This means that triad leadership influences organizational commitment.

### Hypothesis Test 3

There is an influence of triad leadership on service performance in OPD in the government environment of West Tanjung Jabung Regency. The test results show that the CR value is at 3,938 with p value = 0.00. The CR value is greater than 1.96 and the p value is less than 0.05, so it can be concluded that the hypothesis is accepted. This means that triad leadership influences service performance.

### Hypothesis Test 4

There is an influence of job satisfaction on service performance in OPD in the government environment of West Tanjung Jabung Regency. The test results show that the CR value is at 6,809 with p value = 0.00. The CR value is greater than 1.96 and the p value is less than 0.05, so it can be concluded that the hypothesis is accepted. This means that job satisfaction influences service performance.

### Hypothesis Test 5

There is an influence of organizational commitment on service performance in OPD within the West Tanjung Jabung Regency government environment. The test results show that the CR value is at 7,087 with p value = 0.00. The CR value is greater than 1.96 and the p value is less than 0.05, so it can be concluded that the hypothesis is accepted. This means that organizational commitment influences service performance.

### Hypothesis Test 6

There is an influence of triad leadership on service performance through job satisfaction in OPD in the government environment of West Tanjung Jabung Regency. The test results show that the CR value is at 10,003 with p value = 0.00. The CR value is greater than 1.96 and the p value is less

than 0.05, so it can be concluded that the hypothesis is accepted. This means that triad leadership influences service performance through mediation job satisfaction (Full mediation).

### **Hypothesis Test 7**

There is an influence of triad leadership on service performance through organizational commitment in the OPD within the West Tanjung Jabung Regency government environment. The test results show that the CR value is at 9,003 with  $p$  value = 0.00. The CR value is greater than 1.96 and the  $p$  value is less than 0.05, so it can be concluded that the hypothesis is accepted. This means that triad leadership influences service performance through organizational commitment as a mediating variable. (Full mediation).

## **C. DISCUSSION**

Triad leadership, which includes aspects of sharing knowledge, trust and power, has a significant influence on job satisfaction in the Regional Apparatus Organization (OPD) within the government of West Tanjung Jabung Regency. Triad leadership provides motivation to employees (Purnomo & Cholil, 2010). Leaders' knowledge sharing behavior has a positive impact on employee satisfaction (Hassan S., Hatmaker DM (2015) and Ogunmokun et al., (2020); Lee & Lee (2020). The trust factor as part of the triad leadership behavior also plays an important role in increase job satisfaction, in accordance with the findings of Djan & Rubbiah Adawiyah (2020) and research by Shirazi et al. (2021); Zayed et al. (2022). The importance of trust in the organization, which is strengthened by the Leadership Triad, can increase employee job satisfaction, in line with research by Jones et al. (2023). The combination of knowledge sharing and trust building strategies by the Leadership Triad creates a motivating and satisfying work environment for employees. In the context of effective leadership, leaders who have in-depth knowledge and understand power can influence their groups to achieve goals together.

Triad leadership influences organizational commitment in OPD within the government of West Tanjung Jabung Regency. This indicates that triad leadership with the behavior of sharing knowledge, trust and power can increase organizational commitment, especially affective and normative commitment because this environment is a bureaucratic environment. Knowledge sharing has a significant impact on organizational commitment. The trust given by leaders to employees encourages innovative behavior which illustrates the positive relationship between knowledge sharing and organizational commitment (Mian, Rabia, and Nasir, 2020). A culture of knowledge sharing can increase commitment among lecturers (Farooq et al. 2020; (Ahmed, 2021), organizational support for knowledge sharing has a positive impact on commitment to learning (Malik & Kanwal, 2018), success in new organizations is closely related to creation and sharing knowledge as intellectual capital and the importance of sharing knowledge in the context of organizational commitment, which involves affective, normative and sustainable commitment aspects (Neyestani et al., 2013). Wahid et al.'s (2022) research highlights that the power possessed by the Leadership Triad has an influence positive and significant on organizational commitment. The role of power felt by leaders in influencing organizational commitment (Reiley & Jacobs, 2019). Research by Alharbi & Abuelhassan (2020) highlights that the trust given by leaders has a positive impact on affective organizational commitment. R dha et al .(2022) adds a broader dimension of trust, showing that the trust given by leaders to employees can influence organizational commitment. This is consistent with the fact that leadership employees consistently support the idea that the leadership triad, which includes power, sharing knowledge, and building trust, has a significant role in forming and maintaining organizational commitment.

The research results show that triad leadership has a positive effect on service performance in Regional Apparatus Organizations (OPD) in West Tanjung Jabung Regency. Triad leadership behavior, which includes sharing knowledge, trust, and power, has been proven to have an effect on increasing organizational commitment from employees. The results of this hypothesis test are consistent with previous research by Nellyanti et al. (2021) who observed the impact of leadership style on knowledge transfer. Research by Ghani Al-Saffar & Obeidat (2020) which examines the

effect of knowledge sharing on service performance, knowledge sharing, especially with a focus on customers, employee participation, and continuous improvement in services, has a positive and significant influence on service performance. Pelealu (2022) sharing knowledge is not only an important factor to spur strong business competition, but can also improve overall employee performance. Salehan et al. (2022) highlighted trust as an important dimension in the leadership triad and confirmed its relationship with employee performance. The results of this research confirm that the leadership triad, especially through the dimensions of power and trust, has an important role in improving employee service performance in the Regional Apparatus Organization (OPD) of West Tanjung Jabung Regency. Thus, understanding and applying the concept of triad leadership can be an effective strategy for improving service quality in the local government environment. This means that triad leadership that promotes the sharing of knowledge, trust and power can be considered an important factor in improving service performance within the government of West Tanjung Jabung Regency.

This research explores the relationship between job satisfaction and service performance in the Regional Apparatus Organization (OPD) of West Tanjung Jabung Regency. The results of hypothesis testing show that job satisfaction has a positive effect on service performance in the OPD environment. This is in line with research (Bustami et al., 2020) which observed the influence of job satisfaction on service performance at the Atmedika hospital in Palopo City. Poetri et al. (2020) studied the Palangka Raya City BPPRD Office and found a positive and significant relationship between employee job satisfaction and employee service performance. Research by Kim et al. (2023) at the University of Thailand highlights the importance of job satisfaction in influencing the quality of lecturer services. Mubyil & Dwinanda (2020) focuses on nurse job satisfaction and its impact on nurse service performance. The results of this study confirm that nurse job satisfaction has a significant influence on nurse service performance. Thu, N. (2022) deepens the understanding of the relationship between job satisfaction triggered by public service motivation and employee service quality in Vietnam. The findings show that employees who enjoy their work and are driven by public service motivation have a significant positive influence on the quality of the services they provide. The results of this research provide additional support for the idea that job satisfaction plays an important role in improving service performance, especially in the Regional Apparatus Organization (OPD) of West Tanjung Jabung Regency.

This research found that organizational commitment has a significant effect on employee service performance in the Regional Apparatus Organization (OPD) of West Tanjung Jabung Regency. The results of hypothesis testing support similar findings by Huang & Dai (2010) and Tabara & Dongka, who highlight that service performance evaluations by employees are related to the impact of employees' emotional states. Research emphasizes that employee perceptions of service performance are abstract and difficult to measure objectively by others, so organizational commitment is an important key to improving service quality. Another study by Rumambi et al. (2022) examines the impact of organizational commitment on public service performance in general. The results show that organizational commitment has a positive and significant influence on public service performance. This research highlights the importance of preparing employees with a high level of organizational commitment from the recruitment stage. Implementing a merit system in recruitment is considered important to attract and select employees who not only have good qualifications but also have a high commitment to the organization. Research findings confirm that high organizational commitment can contribute more than 50 percent to public service performance, especially in the context of employee performance. In conclusion, high organizational commitment can support organizational excellence goals and strengthen public trust in the context of public services.

This research concludes that triad leadership has a positive and significant influence on service performance in the Regional Apparatus Organization (OPD) of West Tanjung Jabung Regency, which is mediated by employee job satisfaction. The results of hypothesis testing show that triad leadership behavior is able to positively influence service performance through creating employee job satisfaction. This finding is in line with research by Harsono et al. (2020) which shows that knowledge sharing has an indirect effect on employee performance through job satisfaction as a

mediator. Another study by Tri Kurniawati et al. (2021) emphasize the role of technology in increasing employee job satisfaction and productivity, job satisfaction as an intermediary. Knowledge sharing and the intention to share knowledge by leaders have a positive impact on task-technology fit, which then improves service performance through employee job satisfaction. Afifuddin et al. (2021) supports the concept that the Leadership Triad, especially in the aspect of knowledge sharing, has an indirect and positive influence on teacher service performance through the mediation of job satisfaction. Sharing knowledge has a positive influence on service performance through job satisfaction, especially in the context of a higher education environment (Mian and Rabia Nasir., 2020). The findings of this study are in line with previous research showing that knowledge sharing influences employee performance through job satisfaction as an intermediary variable, providing a deeper understanding of the complexity of the relationship in the context of leadership, job satisfaction and service performance.

This research shows that triad leadership has a positive effect on service performance through the role of organizational commitment as an intervening variable in the Regional Apparatus Organization (OPD) of West Tanjung Jabung Regency. The results of hypothesis testing show that triad leadership has a significant impact on organizational commitment, and organizational commitment then influences service performance. These findings support the research of Arifin (2020), who built a dimensional model of knowledge sharing from the Leadership Triad and found that knowledge sharing has a positive and significant influence on employee performance through organizational commitment (Mian and Rabia Nasir., 2020; Pradana et al. (2021) ; Behgam & Wardak (2021). Research conducted by Vitanova (2023) emphasizes leadership power and shows that power, especially in the form of excessive self-confidence, has a positive and significant influence on company service performance through the mediation of organizational commitment. Research by Arifin (2020), which built a dimensional model of knowledge sharing from the Leadership Triad and found that knowledge sharing has a positive and significant influence on employee performance through organizational commitment. Rahim & Afza (2010) in-depth investigated various types of leader power and their correlation with subordinates' organizational commitment, job satisfaction, attitude and behavior compliance, as well as the tendency to leave work. Curado & Vieira (2019) investigated the relationship between trust, knowledge sharing (KS), and organizational commitment (OC) in SMEs. Roodbari et al. (2016) also reviewed the relationship between trust, knowledge sharing (KS), and organizational commitment (OC). Important findings from this research include the positive influence of trust on knowledge sharing (KS) and organizational commitment (OC). This research provides further understanding of the role of the Leadership Triad, which not only shapes organizational commitment but also has a direct impact on service performance through its positive influence on organizational commitment.

#### **D. CONCLUSION**

This research produces a model that describes the mediating effects of job satisfaction and organizational commitment between the leadership triad in terms of sharing knowledge, trust and power on improving service performance. Directly, triad leadership in terms of sharing knowledge, trust and power can influence employee job satisfaction, organizational commitment and service performance. Job satisfaction and organizational commitment directly influence service performance at the West Tanjung Jabung OPD. Indirectly, triad leadership is able to influence service performance through job satisfaction and organizational commitment as mediating variables. These findings indicate that triad leadership with the behavior of sharing knowledge, building trust and leading with power can encourage and motivate service performance so that it can achieve optimal performance in serving the community in West Tanjung Regency.

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