The Impact of Inclusive Leadership and Job Satisfaction on Employee Performance: The Mediating Role of Affective Commitment at Perum Bulog Aceh Regional Office

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Abstract

The purpose of this study is to determine the extent to which inclusive leadership and job satisfaction influence employee performance, with affective commitment serving as a mediating factor, among employees of Perum Bulog Kanwil Aceh. This research employs a quantitative methodology. The sample consists of all 141 employees of Perum Bulog Kanwil Aceh. Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The results indicate that inclusive leadership has a positive and significant effect on affective commitment at the Bulog Regional Office of Aceh. Conversely, job satisfaction does not have a significant impact on employees' affective commitment at the same office. Inclusive leadership does not significantly influence employee performance at the Bulog Regional Office of Aceh. However, job satisfaction has a positive and significant effect on employee performance. Affective commitment also positively and significantly affects employee performance. Furthermore, inclusive leadership significantly influences employee performance through the mediating role of affective commitment. Similarly, job satisfaction significantly affects employee performance via affective commitment mediation at the Bulog Regional Office of Aceh

Keywords: Inclusive Leadership , Job Satisfaction , Employee Performance and Affective Commitment

Introduction

Human Resources (HR) is a vital component of any organization, comprising individuals who work to achieve its goals. HR encompasses the skills, knowledge, abilities, and other attributes possessed by employees within the organization. Human resource management focuses on managing and optimizing employee performance through various practices, including recruitment, training, development, and performance assessment (Setiadi, 2023) .

Employee performance refers to the extent to which an employee fulfills their duties and responsibilities in alignment with the expectations and standards established by the organization. It can be evaluated from various perspectives, including task performance, which involves executing core tasks directly related to the employee's job role. Additionally, contextual performance encompasses supplementary behaviors that support the organizational environment, such as collaboration with coworkers, personal initiative, and positive attitudes toward work and the organization. Furthermore, employee performance is reflected in the quality and quantity of work, considering the accuracy, skill, and volume of tasks completed (Srimulyani et al., 2023) .

Measurement of employee performance at the Aceh Regional Office of Bulog is guided by the provisions outlined in the Perum BULOG Board of Directors Regulation Number PD-07/DT200/02/2024, which concerns the performance management system can be seen in Table 1.

Table 1. Performance Achievement Score of Perum Bulog Regional Office of Aceh

Category	% Performance	Score
Grade A (Very Good)	> 80%	> 80
Grade B (Good)	≥70% to < 80%	≥70 to <80
Grade C (Fair)	≥60% to <70%	≥60 to <70
Grade D (Less)	≥50% to <60%	≥50 to <60
Grade E (Very Poor)	≤ 50%	≤ 50

Source: Bulog Regional Office of Aceh (2024)

Based on the performance results of Perum Bulog Kanwil Aceh for the second quarter of 2024, as measured by several key indicators, the data are presented in Table 2.

Table 2 Score of Performance Achievement Results of Perum Bulog Regional Office of Aceh Quarter II 20224

Indicator	Target (%)	Realization (%)	Performance Achievement (%)	Category
Ebitda	51.78	46.31	89.43	A
Government Market Sales	48.28	52.04	107.91	A+
Commercial Market Sales	88.95	50.79	57.10	D
Domestic Procurement of Food Commodities	8.34	5.36	64.32	C
Food Supply and Price Stabilization Network	290	953	120	A+
Asset Optimization	172	259	120	A+
Commercial General Expenses Acquisition	2,537	548	21.60	E
Use of UMKM Rice	30.00	9.18	30.60	E
Follow-up on Audit Results	95	100.00	10.26	A+
Risk Management	100	100	100	A
Internalization of Corporate Culture Program	100	117.19	117.19	A+

Source: Bulog Regional Office of Aceh (2024)

Based on the performance results at Perum Bulog Kanwil Aceh across 11 indicators, two indicators fall into the very poor category (E): the commercial general cost acquisition indicator and the UMKM rice usage indicator. Additionally, one indicator is in the poor category (D), namely the commercial market sales indicator, and one indicator is in the sufficient category (C), which is the domestic food commodity procurement indicator. These results indicate that employee performance at Perum Bulog Kanwil Aceh faces several challenges, as several indicators show performance achievements below 70%. This serves as a key motivation for the researchers to conduct this study.

Several factors influence employee performance, including inclusive leadership, job satisfaction, and affective commitment. The inclusion of the third variable is supported by previous research, such as Srimulyani et al. (2023) and Ma et al. (2024), which provide a foundation for this study. Inclusive leadership fosters an environment that encourages active involvement and participation, which is essential for cultivating motivated and results-oriented employees. Job satisfaction directly impacts employee productivity and performance. Affective commitment enhances emotional attachment, motivating employees to work harder to achieve organizational goals.

Inclusive leaders create a work environment where employees feel valued, supported, and empowered. Inclusive leadership enhances employees' affective commitment to the organization, meaning employees feel more emotionally attached and motivated to contribute positively. This affective commitment often leads to improved employee performance. Inclusive leaders encourage employees to share new ideas. Research indicates that inclusive leadership influences employee performance, with affective commitment serving as a mediating factor (Srimulyani et al., 2023). Inclusive leadership is a style that emphasizes inclusion, diversity, openness, and respect for all team members, regardless of their backgrounds. It has a broad and positive impact on employee performance. By promoting inclusion, diversity, transparency, and collaboration, inclusive leaders foster healthier, more productive, and more innovative work environments. They model and encourage behaviors consistent with these values. Furthermore, employees who perform well tend to develop stronger affective commitment, which in turn leads to even better performance (Nazliben et al., 2023).

Job satisfaction is a positive feeling that employees have about their jobs. This feeling arises from employees' assessments and perceptions of various job aspects, including working conditions, salary, relationships with colleagues, and opportunities for development (Tafese, 2024). In general, job satisfaction reflects the extent to which individuals feel happy and content with their work overall. Employees who are satisfied with their jobs tend to be more motivated to work hard and achieve company goals. This increased motivation contributes to higher productivity and improved work quality. Additionally, satisfied employees demonstrate a greater level of commitment to the organization, making them more likely to contribute maximally and remain with the organization longer. Research by Ma et al. (2024) and Srimulyani et al. (2023) indicates that job satisfaction positively affects employee performance.

Literature Review

Employee Performance

Employee performance refers to the results achieved by an employee in their work, typically measured through work outcomes and the attainment of goals set by the organization. However, employee performance encompasses more than just the final results; it also involves the processes, behaviors, and individual contributions toward organizational objectives. Performance evaluations often consider factors such as skills, effort, and the context in which the work is performed (Birkenmeier & Sanséau, 2016). In essence, employee performance reflects how tasks are executed by individuals or teams in alignment with established performance standards to achieve organizational goals (Liu & Ren, 2022) .

Indicators for measuring employee performance are as follows (Rivaldo & Nabella, 2022):

1. Workload
   The total number of tasks or the workload an employee must complete within a specific period.
2. Quantity of Work
   The amount of work completed, typically measured by the volume or frequency of tasks performed.
3. Punctuality
   The degree to which work is completed according to the specified schedule or deadline.
4. Attendance
   The level of employee attendance at work, encompassing both regularity and punctuality.
5. Teamwork Skills
   The ability to work effectively in a team, communicate clearly, and contribute to shared goals.

Affective Commitment

Affective commitment refers to the extent to which an individual identifies with an organization and values continued membership. It reflects a strong emotional bond between employees and the organization (Ma et al., 2024). Affective commitment represents an emotional attachment that makes employees feel personally connected to the organization and motivated to remain because they want to, rather than because they have to or feel obligated (Atturrizky & Muhammad Ekhsan, 2024) .

Apart from that, there are several indicators used to measure affective commitment (Thao et al., 2024) :

1. Dedication refers to giving full commitment or devotion to a task, job, or goal. A dedicated person strives to achieve the desired result, often sacrificing personal time and energy.
2. Organizational issues refer to challenges faced by an organization that can impede its performance or the achievement of its goals. These challenges may involve the organization's structure, communication, leadership, culture, or internal processes.
3. 3. Sense of Belonging: A sense of belonging refers to the feeling of attachment or ownership that an individual experiences toward something, such as a job, team, or organization. When a person feels this connection, employees tend to be more responsible, responsive, and contribute more significantly.
4. 4. Emotional Attachment: Emotional attachment refers to a strong emotional bond that an individual forms with another person, group, or organization. This bond often significantly influences the individual's motivation and commitment toward the object of their attachment.
5. 5. Part of the family: This phrase describes the feeling or situation in which a person feels like an integral member of a close-knit, supportive group, such as a family. In an organizational context, it means that employees feel valued, supported, and engaged both personally and professionally.
6. Organization refers to the significance or role of an entity to the individuals involved. It encompasses how people perceive the organization's values, goals, and its impact on employees' lives as well as its broader societal influence

Inclusive Leadership

Inclusive leadership is a leadership style that emphasizes acceptance, appreciation, and empowerment of every individual within a team or organization. It involves the ability of leaders to ensure that diverse perspectives are valued and utilized, and that all team members feel accepted and respected. Inclusive leaders create an environment where employees feel empowered to contribute fully (Nazliben et al., 2023).

Inclusive leadership is a proactive approach by leaders to support and value diversity, foster mutual respect, and create an environment where every individual feels recognized and appreciated. This involves building strong relationships, listening to diverse perspectives, and making decisions that reflect this diversity (Siyal et al., 2023). Inclusive leadership promotes employee engagement through openness, active listening, and valuing the contributions of diverse individuals. Inclusive leaders encourage innovation and creativity by cultivating a safe environment for expressing opinions and experimenting (Nazliben et al., 2023).

Inclusive leaders act with empathy, openness, and a commitment to equality. Inclusive leadership is a style that seeks to understand and value diversity in the workplace while creating conditions that enable all employees to contribute to their full potential. This approach involves actively reducing bias, championing equality, and encouraging broad participation. It focuses on fostering a fair and inclusive work environment where every individual feels accepted and valued, regardless of personal differences such as background, identity, or socioeconomic status (Hermanto et al., 2024) .

Inclusive leadership indicators, namely (Shafaei & Nejati , 2023):

1. Openness to New Ideas
   An attitude of openness to accepting and considering new ideas or approaches in work.
2. Looking at New Opportunities
   The ability to identify and respond to opportunities that can benefit an organization or team.
3. Openness to Organizational Goals
   A willingness to understand, accept, and contribute to the achievement of the organization's vision and mission.
4. Readiness for Problems
   Responsive and prepared to confront challenges or obstacles with appropriate solutions.
5. Supporting Employee Activities
   Providing encouragement, resources, and assistance to enable employees to perform their duties effectively.
6. Professional
   Act with ethics, competence, and work attitudes that demonstrate responsibility and integrity.
7. Listening to Employee Requests
   Paying attention to employee input, complaints, and needs as a demonstration of managerial concern.
8. Encouraging Problem Solving
   Providing motivation, direction, and support to enable employees to solve problems independently or collaboratively.

Job Satisfaction

Job satisfaction refers to the extent to which an individual feels involved, motivated, and valued at work. It encompasses the evaluation of working conditions, work-life balance, recognition, and career development opportunities (Tafese Keltu, 2024). Job satisfaction also reflects the degree to which employees feel connected to the goals and mission of their organization, as well as the extent to which they perceive their work as important and meaningful. Additionally, it includes assessments of management, company culture, and opportunities for personal development (Suleman & Hussain, 2018).

Job satisfaction encompasses various factors that influence employees' feelings and attitudes toward their work, including both emotional and cognitive components, as well as evaluations of different job-related elements. The most recent definitions also emphasize the importance of engagement, work-life balance, and career development in enhancing job satisfaction (Atturrizky & Muhammad Ekhsan, 2024).

Job satisfaction indicators are as follows (Setyaningsih & Sunaryo, 2021):

1. Wages
   Rewards in the form of money that employees regularly receive as compensation for work performed.
2. Promotion
   A promotion or position within an organization is typically accompanied by increased responsibility and a higher salary.
3. Management Supervision
   The process of supervision and coaching conducted by supervisors to ensure that work aligns with organizational goals.
4. The Job Itself
   The content and nature of the tasks or responsibilities performed by an employee, including their associated challenges and significance.
5. Relationship with Coworkers
   Social interaction and cooperation among employees can significantly influence the work environment and overall productivity.

Based on the expert opinions described above, it can be concluded that employee performance is significantly influenced by relational factors, including inclusive leadership and job satisfaction, which play a crucial role in enhancing affective commitment. Therefore, the conceptual framework of this study will explain the relationships among these variables and employee performance at Perum Bulog Kanwil Aceh, as outlined below:
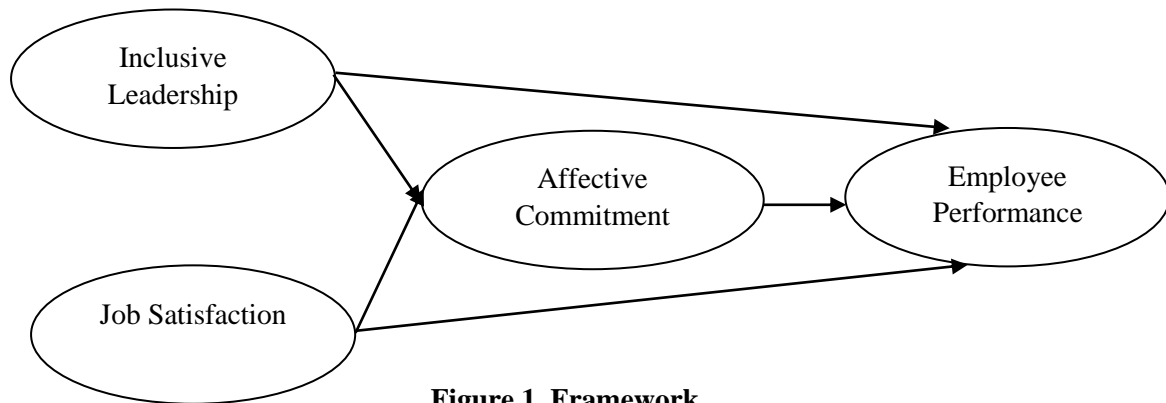
Figure 1. Framework

Research Methods

This study was conducted at Perum Logistics. The Aceh Regional Office is located at Jl. Mr. Moh. Daud Beureueh, Kuta Alam District, Banda Aceh City, Aceh 24415. The research focuses on inclusive leadership, employee performance, affective commitment, and job satisfaction. This study employs analysis at the individual level; therefore, the population consists of the employees of Perum Bulog Kanwil Aceh, totaling 141 individuals. Because the population size is relatively small, sampling was conducted using a census method, involving all 141 employees of the Aceh Regional Logistics Office. Data collection was carried out using questionnaires distributed to the employees. Data analysis was performed using Structural Equation Modeling (SEM) techniques. SEM is technically divided into two groups: covariance-based SEM, which uses software such as LISREL or AMOS, and variance-based SEM, which uses SmartPLS or PLSGraph.

Results

Descriptive Hypothesis

Testing of the first hypothesis (H1), a descriptive hypothesis, was conducted using a one-sample t-test with a cutoff value of 3.4. The results are as follows:

Table 3. One Sample Test with Cut Off *Value* 3.40

One Sample Test						
	Test Value = 3.40					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee Performance	56,058	140	.000	3.78723	3.6537	3.9208
Affective Commitment	62,546	140	.000	3.76014	3.6413	3.8790
Inclusive Leadership	72,572	140	.000	3.73670	3.6349	3.8385
Job Satisfaction	58,147	140	.000	3.80993	3.6804	3.9395

Source : Processed results 2025.

Based on the results of the hypothesis test using a one-sample t-test, all tested dimensions have a significantly higher average score than the comparator mark of 3.40 (perceived as good). This is indicated by a high t-value and a p-value (Sig. 2-tailed) of 0.000 for all variables. This means that the hypothesis stating the average perception of each dimension falls within the is statistically accepted

Direct Hypothesis

The critical ratio (CR) of the causal relationship, based on the results of the SEM analysis, is presented in Table 2.
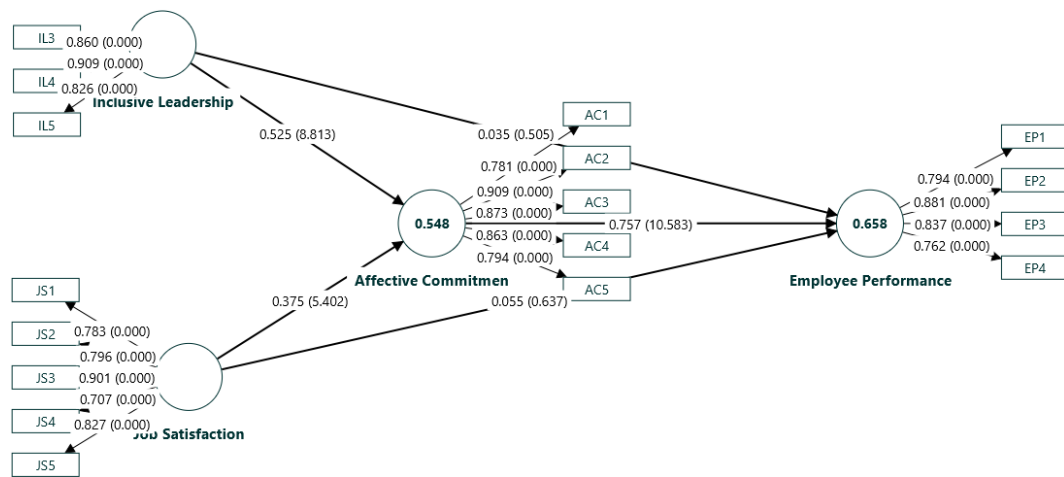
Figure 3. Structural Model for Hypothesis Testing

Furthermore, the results of the direct influence test in this study are presented in Table 4.

Table 4. Regression Weights in the Structural Equation Model

	Orginal sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (|O/STDEV|)	P values
Inclusieve leadership -> affective commitment	0.525	0.521	0.060	8.813	0.000
Job satisfaction -> affective commitment	0.375	0.381	0.070	5.402	0.000
Inclusieve leadership -> Employee Performance	0.035	0.038	0.069	0.505	0.614
Job satisfaction -> Employee Performance	0.055	0.058	0.086	0.637	0.524
Affective commitment -> Employee Performance	0.757	0.751	0.072	10.583	0.000

Source: Processed Primary Data, (2025)

Indirect Hypothesis

There are two mediation hypotheses to test the indirect effects in this study, specifically by using bootstrapping. The results are presented in Table 5.

Table 5. Indirect Hypothesis

	Orginal sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (|O/STDEV|)	P values
Inclusieve leadership -> Affective commitment -> Employee Performance	0.284	0.285	0.052	5.479	0.000
Job satisfaction -> Affective commitment -> Employee Performance	0.397	0.393	0.066	6.062	0.000

Source: Processed Primary Data, (2025)

Hypothesis Testing Conclusion

The results of the hypothesis tests for both direct and indirect effects are presented in Table 6.

Table 6. Hypothesis Testing Results

		Orginal sample (O)	T statistic (|O/STDEV|)	P values	Information
H_2	Inclusieve leadership -> affective commitment	0.525	8.813	0.000	accepted

H$_3$	Job satisfaction -> affective commitment	0.375	5.402	0.000	accepted
H$_4$	Inclusieve leadership -> Employee Performance	0.035	0.505	0.614	rejected
H$_5$	Job satisfaction -> Employee Performance	0.055	0.637	0.524	rejected
H$_6$	Affective commitment -> Employee Performance	0.757	10.583	0.000	accepted
H$_7$	Inclusieve leadership -> Affective commitment -> Employee Performance	0.284	5.479	0.000	accepted
H$_8$	Job satisfaction -> Affective commitment -> Employee Performance	0.397	6.062	0.000	accepted

Source: Processed Primary Data, (2025)

Discussion
Impact of Inclusive Leadership to Affective Commitment
Inclusive leadership has a positive and significant effect on affective commitment. The results of this study align with the findings of Srimulyani et al. (2023) and Wang et al. (2020), who reported that inclusive leadership positively influences affective commitment. This effect arises because inclusive leaders cultivate a work environment that encourages collaboration, values individual contributions, and fosters mutual trust. The primary impact of inclusive leadership on affective commitment is reflected in the increased emotional engagement of employees with their work and organization. When employees feel that their perspectives and identities are respected by their leaders, they tend to feel more valued and accepted. This, in turn, strengthens loyalty, enhances intrinsic motivation, and fosters a desire to contribute further to the organization's success. Affective commitment is not merely an obligation or contractual duty but an emotional bond that motivates employees to willingly remain with the organization.

Inclusive leaders tend to provide fair and equal opportunities to all team members and involve employees in decision-making. This involvement increases employees' sense of ownership and responsibility for the team's outcomes and organizational goals. When employees feel that they play an important role in the organization, an affective relationship with the organization naturally develops. Employees not only want to remain in the workplace but also wish to contribute actively and over the long term.

Impact of Job Satisfaction to Affective Commitment
Job satisfaction has a positive and significant effect on affective commitment. However, the results of this study differ from those of Srimulyani et al. (2023), who found that job satisfaction influences affective commitment. High job satisfaction can strengthen employee loyalty and enhance their sense of belonging to the organization. Satisfied employees tend to be more motivated, demonstrate emotional commitment to organizational goals, and are willing to contribute to the organization to the fullest extent. This aligns with the concept of affective commitment, which refers to employee engagement driven by a genuine desire to remain part of the organization because they feel comfortable, appreciated, and treated fairly.

In addition, when employees experience role clarity, receive recognition for their performance, and achieve a balance between work demands and personal life, they are more likely to report high job satisfaction. In a work environment such as Perum Bulog, which plays a strategic role in food security, job satisfaction can also increase when employees perceive their work as meaningful and contributing to the public interest. A sense of pride in this job role further strengthens affective commitment. Another positive outcome is a decrease in employees' intention to leave the organization (turnover intention). Employees who are satisfied with their jobs tend to have a lower desire to seek opportunities elsewhere. Instead, they focus more on achieving organizational goals and building long-term relationships with coworkers and leaders. In the context of Perum Bulog Kanwil Aceh, this is crucial for maintaining human resource stability and fostering a sustainable work culture.

Impact of Inclusive Leadership to Employees Performance
Inclusive leadership has no significant influence on employee performance. The results of this study contradict the findings of Srimulyani et al. (2023), who reported that inclusive leadership significantly impacts employee performance. This discrepancy may be because the inclusive leadership style has not yet fully succeeded in directly enhancing employee performance within the organizational environment. Although, in theory, inclusive leadership should foster a supportive, open, and collaborative work environment, this effect is not clearly evident in the context of Perum Bulog Kanwil Aceh.

The work culture in BUMN organizations, such as Perum Bulog, tends to be hierarchical and bureaucratic. Within this structure, an inclusive leadership approach may not significantly influence employee productivity. Instead, employees are often more affected by formal instructions, performance appraisal systems, and direct incentives than by participatory or open leadership styles.

In addition, there is a gap between employees' perceptions of leaders and the actual implementation of inclusive leadership principles. If inclusive leadership is limited to rhetoric without being followed by concrete actions, such as involvement in decision-making, individual empowerment, or respect for diversity, its impact on performance will not be realized. In such cases, inclusive leadership fails to become a driving force for motivation and the achievement of work results.

Impact of Job Satisfaction to Employee Performance

If these factors are not properly addressed, employee performance may still be suboptimal, even when employees are satisfied with their work. Job satisfaction that is not accompanied by adequate support or proper training will limit the positive impact that satisfaction can have on performance (Srimulyani et al., 2023). Additionally, in many situations, job satisfaction does not encompass all relevant aspects of work performance. For example, an employee may feel satisfied with social connections in the workplace or with the compensation received, but if the employee does not feel sufficiently challenged or lacks opportunities for development, this can limit the effect of job satisfaction on performance. Therefore, although employees may feel satisfied, there is no guarantee that this satisfaction will directly motivate them to work harder or more efficiently.

Impact of Affective Commitment to Employee Performance

The results of this study align with the findings of Thao et al. (2024), , who reported that affective commitment has a positive effect on employee performance. Similarly, research by Srimulyani et al. (2023) also found that affective commitment positively influences employee performance. This is because employees with high affective commitment tend to feel emotionally attached to the organization and are dedicated to achieving its goals. Employees with strong affective commitment generally exhibit a positive attitude toward their work and are more willing to exceed organizational expectations. They tend to be more proactive, demonstrate strong loyalty, and strive to contribute their best efforts to the organization. This commitment fosters deep internal motivation, where employees work not out of obligation but because they genuinely want to contribute to the organization's success. Consequently, this intrinsic motivation is directly linked to higher work performance. The impact of affective commitment on employee performance is significant, as employees who feel emotionally connected to the organization typically possess greater intrinsic motivation, which is reflected in their performance.

In addition, employees who feel emotionally connected to the organization are more likely to demonstrate consistent behavior. They are less frequently absent, more engaged in their work, and motivated to meet or even exceed established targets. In this context, affective commitment not only enhances the quality of performance but also contributes to the stability of long-term performance, as employees perceive the organization's success as integral to their own personal success.

Impact of Inclusive Leadership on Employee Performance through Affective Commitment

Affective commitment can mediate the indirect influence of inclusive leadership on employee performance. This is because inclusive leaders focus on building fair relationships, listening to diverse perspectives, and providing opportunities for all team members to contribute. The impact of inclusive leadership on employee performance may not be immediately visible, but affective commitment can act as a mediator that strengthens this relationship.

This mediation process occurs because employees with high affective commitment feel more enthusiastic about contributing and working hard for the success of the organization. Employees not only strive to meet expectations but also feel a personal responsibility to achieve common goals. A sense of pride in the organization and emotional satisfaction from their work encourages employees to perform better in their jobs. Leadership at Perum Bulog Kanwil Aceh demonstrates an inclusive attitude by listening to employee aspirations, providing space for opinions, and appreciating every contribution. As a result, employees feel more connected and valued, which increases their affective commitment to the organization. Employees who feel emotionally attached to the organization are more likely to exhibit higher performance because they want to ensure the success of an organization they consider part of themselves.

Affective commitment among employees of Perum Bulog Kanwil Aceh serves as a mediating variable that links the indirect influence of inclusive leadership on employee performance. Although inclusive leadership does not directly impact employee performance, this leadership style fosters a strong foundation of emotional commitment among employees, which subsequently enhances their performance. Therefore, organizations aiming to improve employee performance should focus on developing inclusive leaders who can strengthen employees' emotional commitment and ultimately drive better performance (Alqudah et al., 2022; Nazliben et al., 2023) .

Impact of Job Satisfaction on Employee Performance through Affective Commitment

Affective commitment can mediate the indirect influence of employee job satisfaction on performance. When employees feel satisfied with their work, such as receiving appropriate rewards, working in a supportive environment, or being recognized for their achievements, they tend to demonstrate greater commitment to the organization (Ma et al., 2024). Affective commitment serves as a mediator between job satisfaction and employee performance. High job satisfaction enhances affective commitment, and this strong emotional attachment motivates employees to work more effectively, productively, and enthusiastically. In other words, employees who are satisfied with their jobs develop a stronger emotional connection to the organization, which leads to improved performance in the workplace.

Employees and IT staff are more likely to take initiative, experience lower absenteeism, and be more focused on achieving organizational goals. At Perum Bulog Kanwil Banda Aceh, a regional office of a state-owned enterprise (BUMN) that plays a crucial role in food security, employees who feel satisfied with their work, such as feeling appreciated and recognizing the significance of their contributions, tend to feel more connected to the organization's vision and mission. This connection can enhance affective commitment, which in turn promotes improved employee and IT performance. Employees who perceive themselves as integral to the organization's success are more likely to demonstrate greater dedication to achieving shared goals.

Conclusion

Conclusion

Based on the analysis of direct and indirect hypotheses, the following conclusions can be drawn:

1) Inclusive leadership, job satisfaction, affective commitment, and employee performance at the Perum Bulog Aceh Regional Office have been progressing well.
2) Inclusive leadership has a positive and significant influence on the affective commitment of the Bulog Regional Office of Aceh.
3) Job satisfaction has no significant influence on the affective commitment of employees at the Perum Bulog Regional Office of Aceh.
4) Inclusive leadership has no significant influence on employee performance at the Bulog Regional Office of Aceh.
5) Job satisfaction has a positive and significant influence on employee performance at the Bulog Regional Office of Aceh.
6) Affective commitment has a positive and significant effect on employee performance at the Bulog Regional Office of Aceh.
7) Inclusive leadership has a significant influence on employee performance through affective commitment mediation at the Bulog Regional Office of Aceh.
6. Job satisfaction has a significant effect on employee performance through affective commitment mediation at the Bulog Regional Office of Aceh.

Suggestion

1) Perum Bulog Kanwil Aceh needs to strengthen an inclusive leadership style that listens to and values diversity within the team. Leaders should focus on creating an open and supportive environment where every employee feels valued and respected, regardless of their background or position.
1) Leaders must involve employees in relevant decision-making, create opportunities for them to speak up, and offer constructive feedback. Providing inclusive leadership training for managers and unit leaders can be a crucial step toward fostering a more inclusive culture.
2) Maintaining high job satisfaction should be a priority for managers at Perum Bulog Kanwil Aceh. Job satisfaction encompasses not only financial compensation but also factors such as career development opportunities, work-life balance, positive interpersonal relationships, and recognition of achievements.
3) Perum Bulog Kanwil Aceh can enhance employees' affective commitment by ensuring that they feel valued as integral members of the organization. Leaders should focus on cultivating a culture that fosters strong emotional connections between employees and the organization.
4) Managers should regularly conduct performance evaluations, provide clear feedback, and support individual development. Additionally, fair and transparent performance-based reward programs can motivate employees to perform at their best.
5) Organizations need to foster a work environment that promotes collaboration and mutual respect among employees. Diversity within teams should be valued, and all employees should feel accepted and empowered to contribute to their fullest potential.

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