

Organizational Commitment and Performance of Lecturers in Structural Model: Leadership, Competence and Communication

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ABSTRACT

When an organization's performance necessitates the consequences of collaboration between individual performance and affected components, it is considered to be successful and effective. Each administrator's potential is taken into account when dividing management duties into different categories, and all members and the leadership place their trust in them. One of the case studies that can be seen is the education system in Indonesia, specifically the universities, where the performance of lecturers and their leadership, communication, and competency are key factors in determining student achievement. The accomplishment of lecturers in carrying out the execution of instruction, research, and community service is demonstrated by a competent graduate student (Tri Dharma of Higher Education). Using SEM PLS, a quantitative research methodology was applied. Saturation sampling was used in a quantitative study that included all 122 lecturers who responded to questionnaires at the Universities of Al-Irsyad Cilacap and Nahdlatul Ulama Al Ghazali Cilacap. The results of the analysis revealed that, with P values less than 0.05, leadership, competence, communication, and organizational commitment have a substantial impact on lecturer performance. Leadership, in the meantime, can affect performance through the supplementary factor of organizational commitment.

Keywords: Communication, Competence, Leadership, Organizational Commitment, Performance

INTRODUCTION

An organization's ability to succeed is a sign that its internal structure is being strengthened by its high-quality human resources. Quality human resources are a crucial asset for businesses that may mobilize other resources to influence and enhance organizational performance and efficiency, it has been established (Simamora, 2006). According to Hasibuan (2014), organization is the process of enhancing interactions between people and the relevant authorities with the aim of achieving structural coordination in line with the qualifications of the human resources required to meet organizational objectives.

Performance is essential in a company since it serves as a benchmark for assessing the members' degree of professional achievement. Performance is the result of the occupational assessment over a predetermined timeframe. performance as a result of effort that affects financial contributions and is tied to organizational goals. Performance refers to activity and the carrying out of the specified work as a set of results (Ferdinan & Lindawati, 2021).

The university is a type of educational institution that needs to increase the performance of its human resources. It must be completed for the organization to succeed. Leadership, competency, communication, and organizational commitment are characteristics that affect educators' effectiveness on both a personal and professional level (Hasibuan, 2014). The phenomenon occurs at both the University of Al-Irsyad Cilacap and the University of Nahdlatul Ulama Al-Ghazali Cilacap. Both of them are aware of the significance of developing organizational commitment and educators' performance through leadership, competence, and communication to achieve organizational goals effectively and efficiently, but they are equally unaware of the importance of developing educators' commitment, quality, and development. According to Article 14 of the Constitution of Education from 2005, which addresses the teaching staff, so-called lecturers are qualified instructors and scientists who strive to reform, advance, and spread science, technology, and the arts through education, research, and devotion to the general public. Conclusion: The three tasks performed by lecturers as part of their professional responsibilities are education, research, and dedication.

Lecturers must carry out these three responsibilities, which include teaching, conducting research, and providing community service, in accordance with the Tri Dharma of Higher Education. It is called Tri Dharma in Sanskrit. Tri Dharma refers to the three responsibilities of higher education. Dharma is the Sanskrit word for obligation and Tri is the number three. Education and teaching, research, and volunteer work are three requirements. The Tri Dharma of Higher Education must be realized by academics and put into practice. The Constitution No. 20 of 2003 provides support for the National Education System. The law mandates that institutions of higher learning carry out community service, research, as well as instruction and teaching. In order to attain the Tri Dharma of higher Education, which aims to create effective and efficient success for Higher Education through leadership, competence, and communication, it is crucial to improve the performance and organizational commitment of educators or lecturers.

An organization can employ human resources expertise to raise the effectiveness of its human resources (Loe et al., 2022). Competency is defined by Edison, Anwar, and Komariyah (2016) as the capacity of a person to execute work effectively and has advantages in terms of knowledge, abilities, and attitudes. Mangkunegara (2014) noted that competency assessments based on knowledge, understanding, abilities or skills, values, attitudes, and interests are available to enhance human resource capabilities. In

addition to abilities, attitudes, interests, and values, competence is a crucial component of organizational commitment and performance of human resources.

Corporate communication is the interchange of data and messages that can influence the behavior of message recipients and message senders (Arni, 2011). The process of relationship or contact between leaders and employees in the delivery of information and orders with the goal of establishing and generating a positive working environment for educators or lecturers at the University is the subject of this study. It can take place orally or in writing.

Organizational commitment, according to Kaswan (2017), is a measure of a worker's likelihood to remain with a company over the long term. Commitment frequently manifests as a worker's faith in the organization's mission and goals, willingness to exert the required effort to finish the task at hand, and want to remain on the team. According to Sutrisno (2016), in order to accomplish goals that are consistent with an organization's vision and mission, the outcome of work or labor output is decided by quality, quantity, working time, and teamwork. In addition to the three independent variables of leadership, competence, and communication, organizational commitment will also be looked at as an intervening variable in this study that influences performance.

According to research that was published in the journal "Management Factors Impacting Lecturers Research Output In Vietnam National University, Hanoi, Vietnam: A Structural Equation Modelling Analysis", leadership is one of the management components that might have an impact on lecturer performance (Nguyen et al., 2022). Organizational citizenship behavior characteristics can moderate an indirect influence of leadership that is considerable on performance, according to the research publication "Employee Performance Under Transformational Leadership and Organizational Citizenship Behavior: A Mediated Model" (Qalati et al., 2022). Leadership and communication have a good effect on performance, according to research from the journal "Model Of Virtual Leadership, Intra-team Communication, and Work Performance Among School Leaders In Malaysia" (Ibrahim, 2015). According to research findings, lecturers' performance is influenced simultaneously and partially by leadership, corporate culture, job happiness, and accomplishment motivation (Sary & Saud, 2018). According to the study's findings, motivation affects lecturers' performance but competence and commitment have little bearing on it (Herawati & Rinofah, 2019). According to the study's findings, there is very little organizational commitment the more institutions seek better lecturer performance. This is because organizational commitment has no discernible impact on lecturer performance (Fithriani, 2016). According to research findings, organizational commitment has no discernible impact on lecturers' effectiveness (Ratnasari, 2012). According to the study's findings, organizational commitment and pay have a good and considerable impact on lecturers' performance (Armanto & Gunarto, 2020).

According to the background information and journal references, the study "Organizational Commitment and Performance of Lecturers in Structure Model: Leadership, Competence and Communication" aims to add literacy to any management variables that may have an impact on performance.

LITERATURE REVIEW

Performance is one factor that is essential to the success of an organization. The word "performance" is derived from the terms "work performance" or "actual performance," which describe a person's specific professional accomplishments that might be advantageous to the company. Hasibuan (2014) defined performance as the result that a person produces when performing the task that have been assigned to him and are based on skills, experience, sincerity, and time. Gomes (2010) defined performance as

a record of the outcomes of a certain job function or employee activity over a predefined period of time.

According to the journal Fajrin & Susilo (2018), where performance is an accomplishment for job achievement, measuring and evaluating how well employees carry out their duties and commitments is one aspect of employee performance. A person's performance over the course of a given period in carrying out tasks in comparison to various possibilities, such as work standards, targets, goals, or criteria that have been mutually agreed upon, is defined by Nurhayati and Darwansyah (2013) in their article that was published in the same journal. The quality and quantity of work items that each employee produces within a specific time limit in accordance with their assigned responsibilities are clearly meant by the term "performance," which is used to describe this.

Wibowo (2016) listed a number of measures to gauge the efficacy of performance measurement:

1. Standard, agreement on assignment completion dates.
2. Resources, including successful goal completion that supports goal achievement.
3. Motivation, a driving force behind achieving a goal.
4. Feedback, a factor used to gauge goal attainment, performance standards, and progress.

In terms of goals reached, the team inside the organization can both meet and surpass expectations in terms of individual performance. How well a leader mentors his team members has a big impact on how effective they are at achieving goals. According to Suprihati's (2014) study journal, performance is the achievement of organizational goals that may provide quantitative and qualitative outputs, innovation, flexibility, reliability, or other things that may be desired by the organization. In order to successfully complete any tasks or obligations assigned by the employer, every employee must have the potential to work properly, according to experts.

Allen and Meyer (2013) claim that commitment is a psychological concept that describes the connection that exists between organizational members and their organizations and that has an impact on people's decisions to stay involved in those organizations. This idea holds that loyal members will have a better chance of surviving as a part of their organization than disloyal ones.

Three factors can be used to measure an organization's commitment are affective component, which refers to an employee's emotional connection to and demonstration of their commitment in the company. Moreover, Awareness of employees who are about to lose their jobs is a continuation component. A contemplation on how to accomplish the work, the normative component.

One of the key elements in accomplishing organizational goals is organizational commitment. The performance and goals of organizations are considerably improved by highly committed staff. Those that believe themselves to be a member of the organization, take part in any organizational activities, and show loyalty to the organization may show this by their personal attitudes, behaviors, and sentiments. Employees who have a high organizational commitment prioritize the demands of the business over their own, which results in success and good performance. Performance can be judged by a company's ability to engender employee commitment, which is an emotional bond that people have with their workplaces (Sutanto, Utami, & Diantoro, 2022).

Each person's performance and organizational commitment are significantly shaped by their leadership style. In Fahmi and Handi (2017), Terry claims that leadership is the

activity of persuading people to work voluntarily toward shared goals; what he really means is that leadership is an activity that persuades people to want to work toward shared goals. A leader is someone who has the capacity to influence the behavior of other individuals or groups inside a firm, which is a synergy in order to reach its objectives, according to the business administration journal by Fadude, Tawas, and Poluan (2019). A leader is someone who has the authority to direct the behavior of other people or groups within an organization in order to advance its goals. This is also supported by Herlambang and Suwandana (2020), who claims that leadership is a process of activity to influence and organize other individuals or groups in an effort to define and attain organizational goals. So, leadership may be defined as an activity that involves convincing others to be prepared and willing to act as well as a communication process that influences an individual's or group's activities in order to influence achievement.

There are a number of indications of leadership, according to Fahmi and Handi (2017), including Emotional stability (a person's emotional and physical reaction), Human Resources (a convincing communication interaction), Personal motivation (a strong sense of duty to act responsibly, wisely, and dependably), Communication competency (an effective speaking style).

Organizational leaders are essential for overcoming dynamic problems and complicated corporate settings by stimulating creative thought, proposing ideas, and creating opportunities to improve organizational creativity performance (Hermawan, Suharnomo, Sartono, & Hindrawati, 2022). According to several studies (Behling & McFillen, 1996; Lieberman & O'Connor, 1972), leadership is currently paying more and more attention to researchers and practitioners. The majority of them claimed that leadership determines the highest level of organizational performance (Belawati, Setyadi, & Hendri, 2019; Orabi, 2016).

One of the other elements that enhances each person's performance and organizational commitment is competence. Knowledge, advanced education, and aptitude or talent are all aspects of competence. Each and every individual possesses the ability to be competent, which is always present in their personality and allows others to predict their conduct and performance in all situations and work-related activities. Conclusion: Competence is the capacity to carry out or complete a task based on skills and knowledge and supported by the work attitude required by the job. A person's ability to anticipate his surroundings in a certain environment, career, or circumstance is another talent that is ingrained in them. Mangkunegara (2014) claims that the idea of competency has a number of indicators, such as the following:

1. Cognitive domain knowledge and consciousness.
2. The cognitive and emotional comprehension of people (understanding).
3. A person has the ability or skill if he completes the work that has been given to him.
4. Value, a standard of behaviour that is established psychologically in a person.
5. Attitude, feeling, or reaction to a stimuli from outside.
6. Interest, the willingness to finish an activity.

A two-person exchange of communications intended to help them understand one another is referred to as communication, according to Marwansyah (2014). According to Kasper, Kappel, Knapp, and Lee (2003), communication is interpersonal interaction that uses linguistic symbol systems, like verbal (words) and nonverbal symbol systems. Direct, in-person, or other media distribution of this kind is possible (written, oral, and visual). It can be deduced that what is meant by communication in this study is the interaction between leaders and employees in terms of conveying instructions, information, suggestions, and company goals that are oral or written with the aim of preventing mistakes in work and creating a positive work environment. Enhancing

communication between leaders and workers to boost worker output in accomplishing corporate objectives.

There are signs of communication elements, such as Effendy (1999) hypothesized that Exchanging messages or information with others in order to communicate. Moreover, Meaningful and practical verbal and nonverbal information regarding the task (messages). The tools used to establish a connection with the message recipient are media, or the equipment that serves as a conduit between the sender and the recipient.

RESEARCH METHOD

Saturation sampling was used in a quantitative study that included all 122 instructors who responded to questionnaires at the Universities of Al-Irsyad Cilacap and Nahdlatul Ulama Al Ghazali Cilacap. Three variables include competency (X2) with indications of knowledge, understanding, skills, values, and attitudes; leadership (X1) with indicators of emotional stability; human interactions; personal motivation; and communication (X3) with indicators of communicator, message, and medium indicators. Organizational commitment (Y1) with markers of affective, continuance, and normative commitment. In regard to performance (Y2), standard indicators, resource availability, motivation, and feedback. The purpose of this study is to comprehend our hypothesis, which is:

H1 : Leadership is having an impact on organizational commitment.

H2 : Competence is affecting organizational commitment.

H3 : Communication is affecting to organizational commitment.

H4 : Leadership is affecting to performance.

H5 : Competence is affecting to performance.

H6 : Communication is affecting to performance.

H7 : Organizational commitment is affecting to performance.

H8 : Leadership is affecting to performance through organizational commitment.

H9 : Competence is affecting to performance through organizational commitment.

H10: Communication is affecting performance through organizational commitment.

Factor analysis, structural modeling, path analysis, and Structural Equation Modeling (SEM) using partial least squares were used as data analysis techniques (PLS). Three steps can be taken when using a SEM model: examining the validity and reliability of the instrument; figuring out the relationships between the variables (related to path analysis); and taking actions to create a model that is appropriate for prediction (related to regression analysis or structural model analysis) (Sugiyono & Setiyawami, 2022). Partial least square (PLS), also known as soft modeling, is a powerful analytical technique that can be used to test weak theories and weak data because it does away with OLS (Ordinary Least Square) regression assumptions like the requirement that data be normally distributed in a multivariate setting and the absence of a multicollinearity issue between exogenous variables (small sample and data normality problems). In this study, data analysis was done using SmartPLS software. SmartPLS makes use of bootstrapping or random multiplication. The normalcy assumption won't present a challenge as a result. The measurement model, also known as the outer model, and the structural model, usually referred to as the inner model, are the two models that make up the PLS-SEM analysis (Duryadi, 2021).

Test of Measurement (Outer Model)

The outer model test assesses the tools that were employed to collect the study's data. Evaluation of the measurement model or outer model starts with the construct test stage, which involves convergent validity, taking into account the loading factor value, AVE value, and discriminant validity as demonstrated by the cross loading value. The composite reliability value acts as a signal for the reliability testing phase of the process.

Construct Validity Test

There are two parts to the SEM-PLS construct validity test, namely convergent validity and discriminant validity. Convergent Validity is the loading factor value and the average variance extracted (AVE) value are the two value criteria that need to be assessed at this point. A feasible construct is defined as having a loading factor value greater than 0.60 and an AVE value of more than 0.50 is classified as a viable construct, respectively. Discriminant Validity is the cross loading value and the correlation value between the latent components are the two criteria that must now be assessed. In order for a construct to be considered valid, it must have a cross loading value more than 0.70. The correlation between latent constructs is thought to exist if the correlation between latent variables is smaller than the AVE square root value for each latent variable. Verify the Reliability by calculating the Composite Reliability and Cronbach's Alpha values, the construct reliability test step of the SEM-PLS was completed. The constructs are considered trustworthy if both the Composite Reliability and Cronbach's Alpha scores are higher than 0.70. The reliability test provided evidence of the instrument's precision, consistency, and accuracy in measuring constructions.

Structural Model Testing (Inner Model)

The inner model is a structural model based on the path coefficient values and the level of impact the latent variables have on the bootstrapping calculations. Check the R-Square, F-Square, and Path Coefficients criteria to see whether the measurement model or inner model is appropriate.

a. R-Square

The R-Square value is used to assess the structural model to see if specific exogenous latent factors have a significant effect on endogenous latent variables. R-Square values of 0.75; 0.50; and 0.25 indicated that the model is strong, moderate, and weak, respectively (Ghozali & Latan, 2015).

b. F-Square

To evaluate the model's suitability, the F-Square test was used. The F-Square value is 0.02; predictors of latent variables with weak, medium, or strong influence on structural level can be read as 0.15 and 0.35 (Ghozali & Latan, 2015).

c. Path Coefficients

To assess the significance of the interaction between the variables, the bootstrapping approach is used to examine the value of the parameter coefficients and the significant value of the T statistic (Ghozali & Latan, 2015).

Indirect Effect

The purpose of this test was to evaluate the significance of the inverse connection between the study's variables. This test will be executed using SmartPLS and the bootstrapping procedure. Organizational commitment is a deciding factor in this study. If the statistical T value surpasses the T table and the P value is less than the significant level employed (5%), the intervening variable is regarded to be capable of mediating the effect of exogenous (independent) factors on endogenous (dependent) variables.

RESULTS

Evaluation Model

Outer Model

Three aspects of the measurement assessment model: Convergent Validity, Discriminant Validity, and Reliability were examined within the indicators. The PLS algorithm's measurement model count.

Convergent Validity

When the loading factor is positive and higher than 0.60, the indicator is considered to be legitimate. An indication of the quality of each indicator or item as a measure of each

variable is provided by the loading factor value. The leading factor value is more than 0.60, according to statistical analysis, indicating that the measurement of the latent variable is genuine.

Discriminant Validity

A model's cross loading value illustrates the correlation between a construct's indicator and its indicator to another construct, allowing for the validity test of the model. Above 0.70 is considered a standard value for cross loading. A calculation made to each item produces a result greater than 0.70, proving that the manifest variable correctly implies the latent variable and thus each item is discriminant valid.

Reliability

Cronbach alpha and composite reliability are used in the PLS. It is reliable when it comes to those values are greater than 0.70, as it seen below in the table 1:

Table 1. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leadership	0.970	0.974	0.772
Performance	0.951	0.961	0.804
Organizational Commitment	0.935	0.947	0.689
Competence	0.939	0.950	0.703
Communication	0.908	0.927	0.647

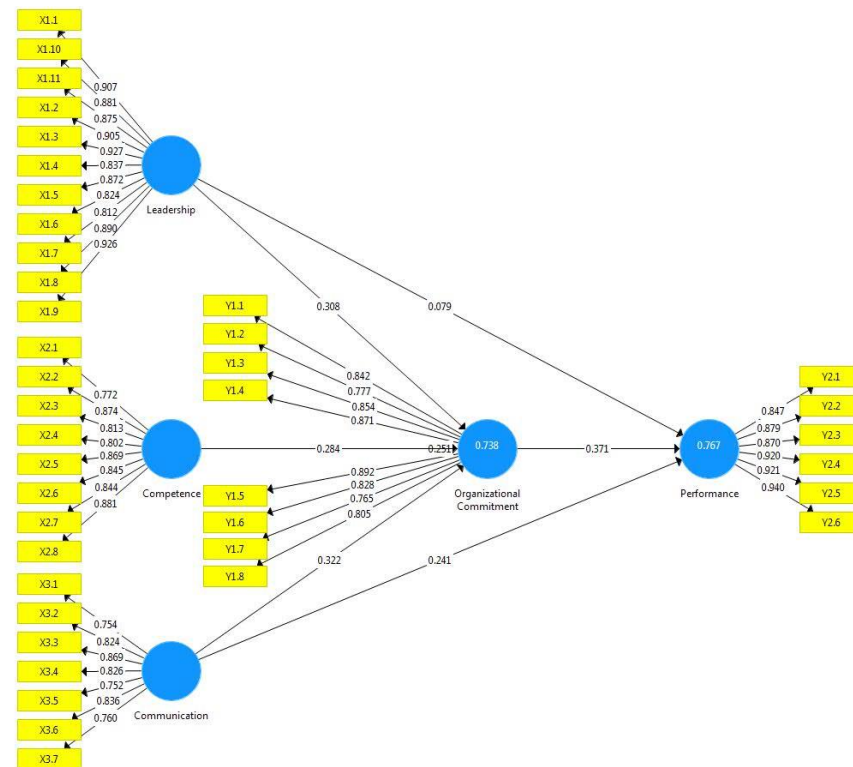
Source: SmartPLS Output (v.3.2.9)

Based on the table 1 known that composite reliability all variable > 0.70 and Cronbach Alpha > 0.70. It showed each variable fill up composite reliability and Cronbach Alpha. It is also concluded that all the variable has a high-rate reliability, checking goodness of fit model is needed by using inner model evaluating.

Structural Model (Inner Model)

The next step is doing inner modelling by checking relation between construct, significance values and R-square.

Figure 1. Structural Model



Source: SmartPLS Output (v.3.2.9)

R-Square Test

Structural PLS evaluation model first step by seeing the R-Square in each latent dependent variable. Below the table 2 showed R-square calculation by using smart PLS:

Table 2. Goodness of Fit Testing

Variabel	R-Square	R-Square Adjusted
Performance	0.767	0.759
Organizational Commitment	0.738	0.731

Source: Smart PLS Output (v.3.2.9)

The table 2 showed R-square adjusted value of Performance is 0,759 means that Performance variable can be explained through Leadership, Competence, Communication, and Organizational Commitment in the amount of 75,9% and the rest 24,1% can be explained by another variable.

R-square

R-square adjusted value of organizational commitment is 0,731 means organizational commitment variable can be explained through Leadership, Competence and Communication in the amount of 73,1% and the rest 26,9% can be explained by another variable.

F-Square test

The F square test is carried out to analyze the level of influence of latent variables whether small, medium or large at the structural level. An f value of 0.02 indicates a small effect, an F value of 0.15 indicates a medium effect, and an F value of 0.35 indicates a large influence. Following are the results of the F square test:

Table 3. F-Square Test

	Organizational Commitment	Performance
Communication	0.123	0.070
Competence	0.067	0.056
Leadership	0.072	0.005
Organizational Commitment		0.155

Source: Smart PLS Output (v.3.2.9)

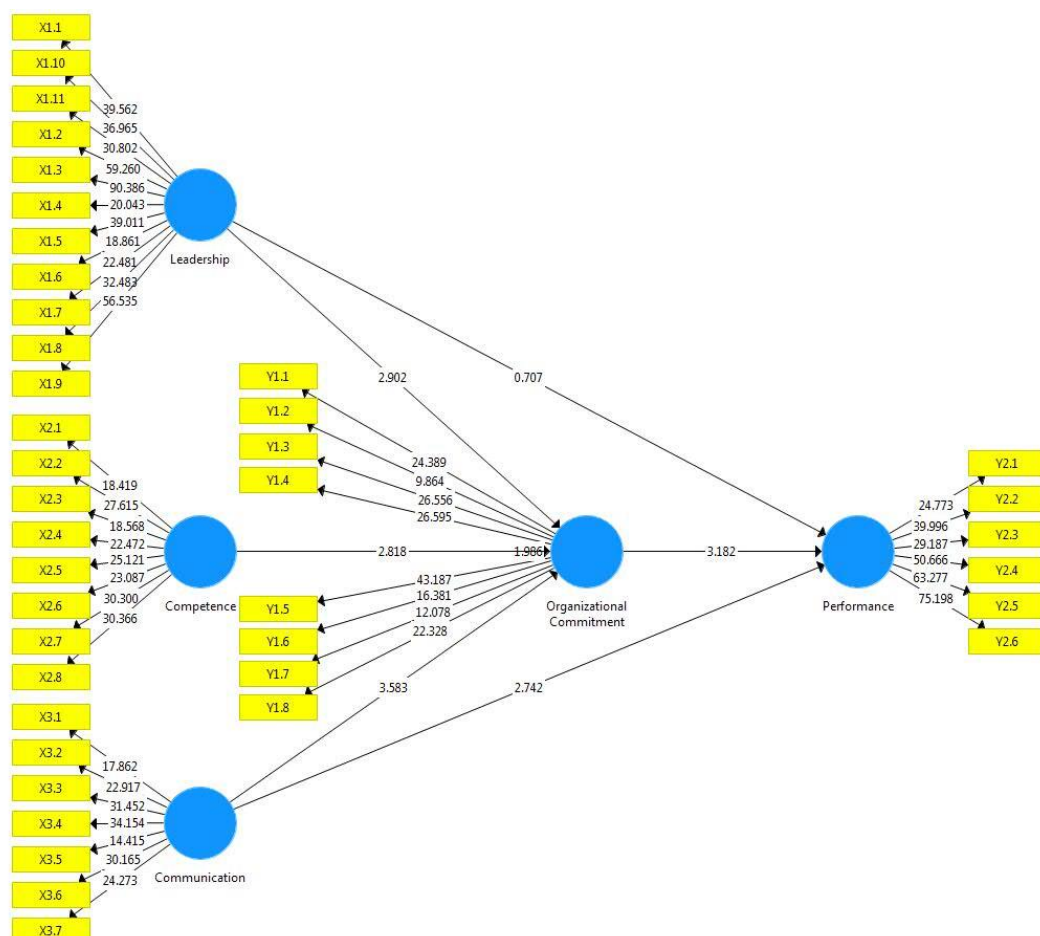
Based on table 3 above, it shows that the F-Square test scores on the variables of leadership, competence, and communication indicate a small effect on organizational commitment and performance because they are below 0.15. Meanwhile, organizational commitment indicates a medium effect on performance with an F-Square value of 0.155.

DISCUSSION

Hypothesis Testing Discussion

Structural relation model testing is a way to understand the relationship between variables. It is done through software PLS testing. Direct hypothesis testing basic is a figure output and value in path coefficients. P value < 0,05 (significance level = 5%), so it is said that exogen variable is significantly effect to endogen variable. The explanation is given below:

Figure 2. Hypothesis Testing



Source: Smart PLS Output (v.3.2.9)

Table 3. Hypothesis Testing of Total Effects (Mean, STDEV, T-Values, P-Values)

Variable	Sampel Asli (O)	Rata-rata Sampel (M)	Standard Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Leadership -> Organizational Commitment	0.308	0.310	0.106	2.902	0.004
Competence -> Organizational Commitment	0.284	0.286	0.101	2.818	0.005
Communication -> Organizational Commitment	0.322	0.320	0.090	3.583	0.000
Leadership -> Performance	0.079	0.074	0.112	0.707	0.480
Competence -> Performance	0.251	0.241	0.126	1.986	0.048
Communication -> Performance	0.241	0.239	0.088	2.742	0.006
Organizational Commitment -> Performance	0.371	0.385	0.117	3.182	0.002
Leadership -> Organizational Commitment -> Performance	0.114	0.118	0.054	2.109	0.035
Competence -> Organizational Commitment -> Performance	0.105	0.111	0.052	2.022	0.044
Communication -> Organizational Commitment -> Performance	0.119	0.126	0.057	2.082	0.038

Source: Smart PLS Output (v.3.2.9)

In terms of PLS, statistic testing in each hypothetically relationship is doing by simulation. In this term using boot strapping method toward sample. The analysis of PL bootstrapping is below:

Leadership Impact on Organizational Commitment

It has a coefficient value of 0.305, 0,004 p-values, and 2.902 t-statistic, 2.902 was bigger than 1.960 according to the t-statistic, and the p-value is just 0,004 below the threshold for significance. It is accepted that effective leadership positively affects organizational commitment.

Competence's Impact on Organizational Commitment

The result of the hypothesis test is the relationship between competence and organizational commitment, which has the following values: 0,284 coefficients, 0,005 p-values, and 2,818 t-statistic. Due to the p-value being just 0,005 below 0,05 and the t-statistic showing 2,818 being higher than t-tabel 1,960. It is acknowledged that competence has a favorable impact on organizational commitment.

Communication's Impact on Organizational Commitment

The conclusion of the hypothesis test is the relationship between communication and organizational commitment, which has 3,583 t-statistics, 0,322 coefficients, and a p-value of 0.000. Given that the p-value is just 0.000 below 0.05 and the t-statistic indicated 3,583 to be higher than the t-table 1,960. It is acknowledged that communication has a favorable impact on organizational commitment.

The Effect of Leadership on Performance

According to hypothesis testing, there is a 0.079 coefficient value, 0.480 p-value, and 0.707 t-statistic for the relationship between leadership and performance. The p-value was reduced by 0.707 because it was higher than 0.480 and the t-statistic indicated that 1.960. The link between effective leadership and performance is rarely acknowledged.

Competence's Impact on Performance

The influence of competence on performance as determined by hypothesis testing has a 0,251 coefficient value, 0,048 p-value, and 1,986 t-statistic. Because the p-value is just 0,048 below 0.05 and the t-statistic showed that 1,986 was higher than the t-table 1,960. It is acknowledged that competence has a beneficial impact on performance.

Communication's Impact on Performance

The influence of communication on performance as determined by hypothesis testing has a 0,241 coefficient value, 0,006 p-value, and 2,742 t-statistic. Due to the fact that the p-value is only 0,006 below 0.05 and the t-statistic indicated 2,742 to be higher than the t-table 1,960. It is acknowledged that effective communication improves performance.

The Outcomes of a Organizational Commitment to Performance

The following findings about the effect of organizational commitment on performance were obtained from hypothesis testing: 0.002 p-value, 3.182 t-statistic, and a coefficient value of 0.371. As a result of the fact that the p-value was just 0.002 less than 0.05 and the t-statistic suggested 3.182 greater than the t-table 1.960. It is widely acknowledged that organizational commitment improves performance.

The Importance of Leadership to Organizational Commitment to Performance

The hypothesis testing outcome, which shows 0,114 coefficients value, 0,035 p-values, and 2,109 t-statistic, demonstrates the impact of leadership on performance through organizational commitment. Because the p-value is only 0,035 below 0.05 and the t-statistic showed 2,109 more than the t-table 1,960. It is accepted that strong leadership positively affects performance by fostering organizational commitment.

How Competency Improves Performance when there is Organizational Commitment

The hypothesis testing outcome, which shows 0,105 coefficients value, 0,044 p-values, and 2,022 t-statistic, demonstrates the impact of competence on performance through organizational commitment. The t-statistic revealed 2,022 more than the t-table 1,960, and the p-value is only 0,044 below 0.05. It is widely accepted that organizational commitment and proficiency have a positive effect on performance.

Communication's Impact on Employee Performance and Organizational Commitment

The findings of the hypothesis test, which show 0.119 coefficients, 0.038 p-values, and a 2.082 t-statistic, demonstrate that dedication inside the organization has an effect on performance through communication. Because the p-value was just 0.038 below 0.05 and the t-statistic showed 2.082 more than t-1,960. It is well acknowledged that

dedication and performance within a company can be positively impacted by effective communication.

CONCLUSION

The results of the p-value, which is just 0.004 less than 0.05, and the t-statistic, which showed 2.902 more than t-table 1.960, show that leadership is having an impact on organizational commitment. According to the t-statistic, which showed that 2.818 was higher than t-table 1.960, and the p-value, which is just 0.005 less than 0.05, competency is influencing organizational commitment. A t-statistic that revealed 3.583 more than the t-table 1.960 and a p-value that is just 0.000 below 0.05 revealed that communication has an effect on organizational commitment. Performance is unaffected by leadership, as shown by the facts that the p-value is 0.480 higher than 0.05 and the t-statistic showed 0.707 less than t-table 1.960. According to the results of the p-value, which is only 0.048 less than 0.05, and the t-statistic, which revealed that 1.986 was higher than the t-table 1.960, competence is affecting the performance. Communication affects performance, as evidenced by the t-value statistic's of 2.742 being higher than the t-value table's of 1.960 and the p-value being 0.006 less than 0.05. As seen by the p-value being 0.002 less than 0.05 and the t-statistic showing 3.182 more than t-table 1.960, commitment is having an impact on performance. P-values that are 0.035 less than 0.05 and t-statistics that indicated 2.109 higher than t-table 1.960 demonstrate that leadership is impacting performance through organizational commitment. As shown by p-values that are 0.044 less than 0.05 and t-statistic results that were 2.022 higher than t-table 1.960, competence has an impact on performance through organizational commitment. According to the results of p-values that are 0.038 less than 0.05 and t-statistics that showed 2.082 higher than t-table 1.960, communication is having an impact on performance through organizational commitment.

LIMITATION

Limitation of the problem so that this research is more effective, efficient, directed and can be studied more deeply, it is necessary to limit the problem. The limitation of the problems studied in this study is that the problems studied are limited to the performance and commitment of lecturers at the University through organizational leadership, competence, and organizational communication. This study aims to develop a lecturer's career in management.

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DECLARATION OF CONFLICTING INTERESTS

In accordance with my policy and ethical obligations as a researcher, I report that I have a scientific interest in the academic field reported in the attached paper. I have fully disclosed these interests to the academic and I already have an approved plan for managing any potential conflicts arising from the issues in the attached paper.

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