

CULTURAL DYNAMICS AND LEADERSHIP IMPACT: UNLOCKING COMMITMENT AND PERFORMANCE IN ORGANIZATIONS

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Abstract. This study aims to analyze the influence of leadership, communication, and organizational culture on organizational commitment and employee performance, by considering the direct and indirect relationships between variables. The main focus of this study is to reveal that leadership and communication do not directly or indirectly affect employee performance, but contribute through the mediating role of organizational culture and organizational commitment. This study uses a quantitative approach with a survey method involving 200 Parani Jakarta employees. The sampling technique used is a saturated sample where all members of the population are sampled. The questionnaire was distributed in November 2024. The results of the study indicate that leadership and communication have a significant relationship with organizational culture, which then increases organizational commitment. Organizational commitment is proven to have a significant direct influence on employee performance. However, no direct or indirect influence of leadership and communication on employee performance was found, confirming the important role of culture and organizational commitment as the main mediating variables. These findings provide theoretical contributions by strengthening the understanding of the working mechanism of the relationship between leadership, communication, culture, and employee performance. Practically, this study emphasizes the importance of developing a strong organizational culture and strategies to increase organizational commitment to achieve optimal performance.

Keywords: *leadership, communication, organizational culture, commitment, employee performance*

Introduction

The development of the world shows a very rapid increase in infrastructure, we can see what happens in many new companies in Indonesia. The growth of economic turnover will also continue to increase if each organization or company continues to maintain and improve the quality of its management, therefore it is very important to have sufficient quality human resources to maintain and be able to improve a company so that the achievements of an organization can be achieved. Robbins and Coulter (2011) Stated that there are four types of organizational resources used, namely; human, financial, physical, and information. Of the four types, the most important element is humans or human resources. Human resource management is a function carried out in an organization that facilitates the most effective use of people (employees) to achieve organizational and individual goals (Ivancevich, 2010). To achieve company goals requires quality human resources, and to control the organization in achieving success requires a managerial system, namely human resource management. An important aspect of management is the figure of a leader. Good leadership will be able to make employees run smoothly in carrying out their work effectively and efficiently. According to Bukman and Lian (2017), leadership is not a position or position but is a responsibility in a process that can be understood, and observed, and the skills can be learned and implemented by everyone anywhere and anytime in an organization. A

leader can get the trust and confidence of employees in the leadership process and create attraction between employees so that employees can prioritize common interests. This gives the understanding that a leader can influence the nature and character of his subordinates. This statement is reinforced by Purnomo, stating that leadership influences organizational commitment. Research states that there is a positive influence of leadership on performance.

With the existence of work ties between leaders and subordinates, it is impossible to run without communication. Effective communication in a company is very important to implement even in all aspects of life. Communication in a company can add harmony to colleagues and if communication is not effective, the output produced is less than optimal, coordination can be disrupted which hinders the achievement of a company's target. Communication skills refer to the ability of leaders to convey information and ideas effectively to others or receive ideas from others (Robbins and Coulter, 2011)). The essence of communication can be interpreted as the process of conveying thoughts. Because smooth communication will facilitate the achievement of goals (Fachrezi and Khair, 2020). This statement is reinforced by a researcher, where she stated that communication influences organizational commitment. And research by Zinni et al. (2021) states that communication influences employee performance. Not only communication to create a company's achievement. Organizational culture also often influences the progress of the company. Culture has been created when the company was built. With the development of corporate innovation with various leaders, of course, organizational culture has also developed following the times. With the habits that are introduced and instilled in members of the organization, some cultures cannot be used all the time. According to Rojak et al. (2024), culture is related to the attitude of employees who perceive the quality of the company's culture, not how they enjoy the culture or not. Organizational culture is a combination of beliefs, values, behavioural practices, and members who have an understanding attitude and help members of the organization understand what they are fighting for, such as how they do something, and understand what is considered important (Deal and Kennedy, 1983). Culture is an amorphous concept that defies objective measurement or observation. However, because it is the basis of the organizational environment, it plays a major role in shaping managerial behaviour (Robbins and Judge, 2018). It can be concluded that organizational culture increases team solidarity with the achievement of organizational goals, vision, and mission. Supported by Ellys and Ie (2020) who said that there is an influence of organizational culture on employee commitment. Other studies, present conflicting findings, showing that there is no influence of organizational culture on employee commitment (Luly, 2016). Organizational culture influences employee performance (Jufrizen and Rahmadhani, 2020).

Strong organizational habits will be a guideline for employees. This will create a sense of comfort at work, have a commitment and satisfaction to complete their work. Commitment to the organization shows an attitude where employees have the same vision and mission as the company's goals. Commitment is called an attitude that is interpreted as a strong desire to remain part of the organization, preparation to continue to strive optimally, and values that are accepted for an organizational goal (Mowday et al., 2013). According to Riono et al. (2020), organizational commitment is a commitment made by all individual components in operating an organization. It can be concluded that commitment is behaviour and traits that can be seen as motivational drivers within a person. Furthermore, it will influence employee performance, it will be

easy to complete their responsibilities and obey all regulations in their company. Employee performance refers to the quantity and quality of results or services provided by individuals who carry out tasks (Luthans, 2011). Therefore, commitment can influence employee performance which will later affect their performance towards the company (Salahudi et al., 2018). This is supported by Pranata et al. (2020) who said that there is an influence of commitment on employee performance. Based on previous research, the aim of this research is to regard the Influence of Leadership, Communication, and Organizational Culture on Organizational Commitment and Employee Performance.

Review of literature

Leadership

Leadership is the process of inspiring others to work hard to complete important tasks (Schermerhorn et al., 2020). Many human resource programs must be implemented at the work unit level, therefore the experience and leadership of a leader directly affect the activities themselves such as providing direction, encouragement, and authority to generate desired behaviour, maintain or improve (Ivancevich, 2010). When an organization needs a leader to run effectively and efficiently, it can be said that the leader must know how to find ways to align the minds of several people for organizational goals. Leadership that can move, motivate, and direct subordinates to complete something well can be called effective leadership (Budiono, 2022). According to Rivai et al. (2013), a person's leadership can be measured through several indicators; loyalty, education, advice, and discipline. A commitment is needed in the organization, namely, the glue of individual behaviour can be predicted in the face of fluctuations in their desires and interests facilitating planning and coordination of joint actions (Michael, 2022). The results of employee work are called performance, according to Leonardo et al. (2021) is a real action and is carried out by each individual as a work advantage obtained from an employee for a company that is following his role. Thus, this is supported by previous researchers, namely Purnomo (2018) who stated that leadership has a positive influence on commitment. Research states that there is a positive influence of leadership on performance (Kuddy, 2017). From the description above, the author formulates the following hypothesis:

H1: There is an influence of leadership on organizational commitment.

H2: There is an influence of leadership on employee performance.

Communication

Communication is the transfer and understanding of meaning. Occurs when a message has been delivered from the communicator to the recipient, then communication has occurred (Shannon, 1948). Communication in an organization can influence a person's attitude to life, who they talk to, who they like, what they will achieve, how they feel, and how they align themselves with the organizational environment (Riono et al., 2020). Understanding and information are transferred from one individual to another through communication (Zulqifli and Syarifuddin, 2022). Communication is the process of someone sending a stimulus in verbal form to change the attitude of another person (Rahmawati and Juwita, 2020). Communication is the level of work information sent through the organization to members and between other

members (Palupi, 2023). According to DeVito and DeVito (2019), communication indicators include lateral communication, upward communication, downward communication, and grapevine messages. Organizational commitment makes people willing to take actions that they would not do if they were not bound (Michael, 2022). Employee performance is a multidimensional concept that includes three aspects, namely ability, achievement, and attitude (Munthe and Tiorida, 2017). However, different perspectives on employee performance must be based on a person's ability, meaning that employee performance is an individual emotion that is obtained from several variables and produces different creations. Employee performance is the achievement of work results in the form of quantity or quality by employees individually related to the responsibilities assigned to them (Zinni et al., 2021). Supported by previous research, a researcher stated that communication affects commitment. And research by Zinni et al. (2021) stated that communication affects employee performance. From the description above, the author formulates the following hypothesis:

H3: There is an influence of communication on organizational commitment.

H4: There is an influence of communication on employee performance.

Organizational culture

Organizational culture is an explicit product of the choices made by a group of people regarding acceptable behaviour as they interact with each other and key stakeholders outside the organization (e.g. customers, suppliers, etc.) and seeks to develop ways to deal with their broader social environment (Gutterman, 2023). Organizational culture serves as a foundation for solving internal and external problems. It is continuously used by one company and transferred to another company as a way to understand, feel, and consider all relevant issues (Astuti, 2022). According to Jufrizen and Rahmadhani (2020), organizational culture is a descriptive term meaning that organizational culture is a shared perception that is believed by an organizational group. According to Maud (2011), indicators of organizational culture are integration, direction, and vision. Commitment is the glue of various humans who are willing to take actions that are not under them (Michael, 2022). Employee performance refers to the characteristics of workers who are assessed based on work talent, skills, attitudes, and the quantity and quality of work produced according to the tasks given (Armstrong, 2009). Performance is the output of action indicators or functions in a certain momentum (Dethan et al., 2023). Supported by previous research that organizational culture influences employee commitment (Ellys and Ie, 2020). Organizational culture influences employee performance (Jufrizen and Rahmadhani, 2020). From the description above, the author formulates the following hypothesis:

H5: There is an influence of organizational culture on organizational commitment.

H6: There is an influence of organizational culture on employee performance.

Organizational commitment

Commitment is the glue that unites the characteristics of human forms of social life (Michael, 2022). Organizational commitment is a person's willingness to maintain their membership in a company (Zulqifli and Syarifuddin, 2022). The commitment to

becoming a member of an organization itself must be based on a strong desire. This desire is shown by offering all organizational efforts based on belief or acceptance of the ideals and goals of an organization (Rahmawati and Juwita, 2020). Organizational commitment is the willingness of employees to carry out every company activity to achieve a company target based on consistency, trust, and high loyalty (Rahmawati and Juwita, 2020). Dimensions of organizational commitment according to Meyer and Allen (1991) namely affective, normative, and continuance commitment. Because commitment can be a motivational driver that can be seen from the behaviour and nature of a person, it can affect employee performance to complete their responsibilities and obey all regulations in their company. The number and quality of results or services obtained from individual performance can be seen from the results of their work (Luthans, 2011). Therefore, commitment can influence employee performance which will later affect their performance towards the company (Salahudi et al., 2018). Supported by previous research by Irawati et al. (2021) that commitment affects employee performance. From the description above, the author formulates the following hypothesis:

H7: There is an influence of commitment on employee performance.

Employee performance

Employee performance is an action of employees who are highly productive, adaptive, social, and excel at their jobs. However, their contribution to the organization remains aligned with their formal duties. Employee performance is the role of ability and motivation, often performance is also interpreted as work achievement (Lakoy, 2015). Employee performance is an action that affects how much he contributes to the company (Kawiana et al., 2023). Employee performance indicators include employee productivity, turnover, absenteeism, job satisfaction, and organizational citizenship behaviour (Robbins and Judge, 2018) (*Figure 1*).

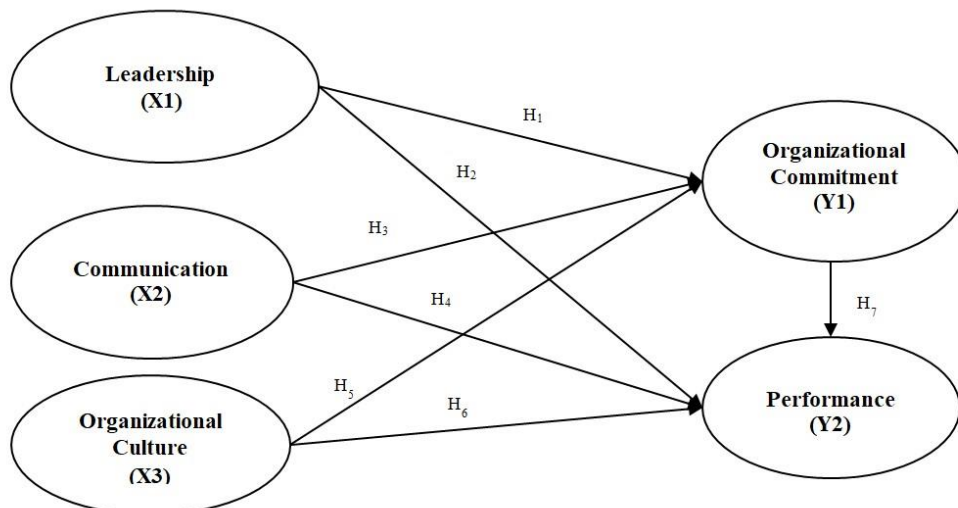


Figure 1. Research model.

Materials and Methods

The research was conducted at PT Parani Artamandiri company which is headquartered at Jl. Tanah Tinggi Timur No. K2, Central Jakarta. Data and information from respondents using questionnaire instruments is a type and collection of quantitative data methods analyzed using SEM techniques. A total of 200 employees as respondents became the population of this study, obtained by using a saturated sampling technique by taking all members of the population as samples. A five-point Likert scale-1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree-was used to measure the variables. Leadership is described by the dimensions of loyalty, educate, advice, and discipline among the indicators used in this study (Rojak et al., 2024). Lateral communication, upward communication, downward communication, and grapevine messages are the metrics used to measure communication indicators (DeVito and DeVito, 2019). In addition, integration, direction, and vision are used to measure organizational culture (Maud, 2011). Affective, normative, and continuance commitment are dimensions of organizational commitment (Meyer and Allen, 1991). In addition, productivity, turnover, absenteeism, organizational citizenship behaviour, and job satisfaction are indicators of employee performance (Robbins and Judge, 2018). The data in this study were processed using a structural equation model with the help of smartPLS software. The first step is to test the validity and reliability of the model, followed by a discriminant validity test, multicollinearity, F test, R test, SRMR test, and finally a hypothesis test by comparing the results of the t-test with a value above 1.96 and a probability value with a value less than 0.05 which indicates an influence.

Results and Discussion

Table 1 shows that 152 respondents were male, which is the majority of respondents. A total of 84 respondents or the majority of respondents are between 20 and 30 years old. A total of 98 respondents are the majority of respondents who have worked for less than 1 year to 2 years. In this model, commitment and performance are independent variables, while leadership, communication, and organizational culture are related factors (*Figure 2*). Once each is considered practical or valid, the indicators are allowed to be used in further research and applications. *Table 2* shows that the average variable extracted (AVE) value of each indicator variable can be used to determine the discriminant validity value in addition to the cross-loading value; however, to produce a feasible model, the AVE value must be more than 0.05. The average variable extracted (AVE) values for the leadership, communication, and organizational culture factors are greater than 0.05, as can be seen from the AVE data in *Table 2*. Each variable now has a strong discriminant as a result. *Table 3* shows that each indicator statement has the maximum loading value for the latent component. This condition must be met to be justified. Discriminant validity is also clear because the square root of each AVE component is more important than any connection. The multicollinearity test parameter is the VIF value. The VIF value is limited to 5.0 based on the value used in this investigation. *Table 4* shows the results implying that multicollinearity is not a problem, which allows for further research.

Table 1. Respondent profile.

Demographic	Frequency (N=200)	Percentage (%=100)
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Age		
20-30 years	84	42.0
31-40 years	57	28.5
41-50 years	41	20.5
>50 years	18	9.0
Gender		
Man	152	76.0
Woman	48	24.0
Length of work		
>1 - 2 years	98	49.0
3 - 4 years	42	21.0
>5 years	60	30.0
Job Location		
Head Office Galur	74	37.0
Parani Center, Pegangsaan	42	21.0
Parani Distribution Center, Dawuan	24	12.0
Customer/ Field	60	30.0
Department		
4WB	39	19.5
Costing	3	1.5
2WB	44	22.0
Admin	10	5.0
Workshop	21	10.5
CP & Depot	10	5.0
Finance Account Tax	19	9.5
Procurement	3	1.5
IT	2	1.0
HRGA	49	24.5
Level		
Manager	9	4.5
Supervisor	14	7.0
Chief	9	4.5
Staff	168	84.0

Table 2. Measurement model evaluation.

Variable	Item	Loading factor	Reliability	Ave	Reference
Leadership			0.953	0.773	Rivai and Bachtiar (2013)
Loyalty	X1.1	0.881			
	X1.2	0.904			
Educate	X1.3	0.863			
Advice	X1.5	0.896			
	X1.6	0.891			
Discipline	X1.8	0.839			
Communication			0.952	0.741	DeVito and DeVito (2019)
Lateral communication	X2.1	0.858			
(horizontal communication)	X2.2	0.818			
Upward communication	X2.3	0.885			
	X2.4	0.873			
Downward communication	X2.5	0.897			
Grapevine messages	X2.6	0.840			
	X2.7	0.852			
Organization culture			0.947	0.751	Maud (2011)
Integration	X3.1	0.841			
	X3.2	0.789			
Direction	X3.3	0.875			
	X3.4	0.900			
Vision	X3.5	0.886			
	X3.6	0.901			
Commitment			0.908	0.767	Meyer and Allen (1991)

Affective commitment	Y1.2	0.910			
Normative commitment	Y1.4	0.832			
Continuance commitment	Y1.6	0.883			
Performance			0.942	0.803	Robbins and Judge (2018)
Productivity	Y2.2	0.906			
Turnover	Y2.4	0.892			
Absenteeism	Y2.5	0.917			
Organizational Citizenship Behavior	Y2.7	0.869			

Table 3. Discriminant validity.

Variable	Commitment	Communication	Leadership	Organizational culture	Performance
Commitment	0.876				
Communication	0.776	0.861			
Leadership	0.627	0.862	0.879		
Organizational Culture	0.792	0.890	0.746	0.866	
Performance	0.874	0.737	0.647	0.789	0.896

Table 4. Outer VIF value.

Category	VIF
X1.1	3,336
X1.2	4,165
X1.3	3,078
X1.5	4,361
X1.6	3,947
X1.8	2,603
X2.1	3,899
X2.2	3,228
X2.3	4,054
X2.4	4,056
X2.5	4,728
X2.6	3,345
X2.7	3,376
X3.1	2,542
X3.2	2,113
X3.3	2,994
X3.4	3,912
X3.5	3,398
X3.6	3,768
Y1.2	2,523
Y1.4	1,848
Y1.6	2,121
Y2.2	3,274
Y2.4	3,083
Y2.5	3,758
Y2.7	2,542

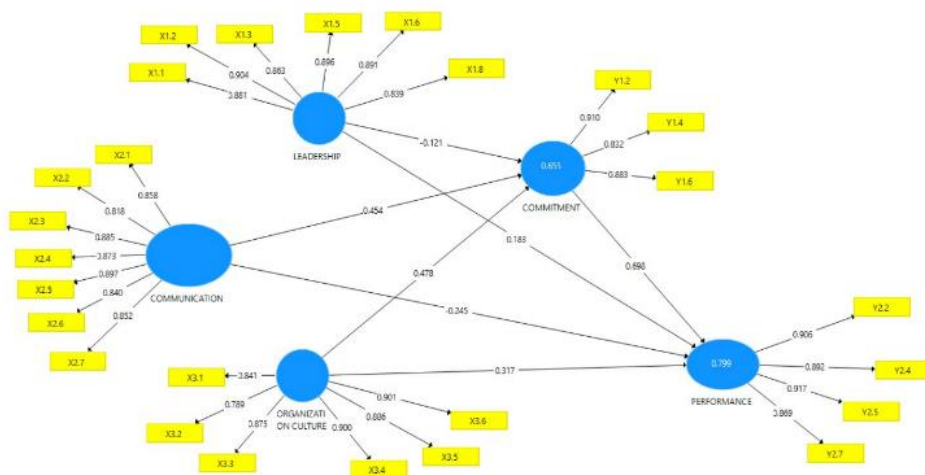


Figure 2. Structural model.

The R-squared value is used to measure the extent to which exogenous variables affect the variable (R²). *Table 5* shows that the R² values for commitment and performance are 0.650 and 0.795 respectively. This indicates that the commitment variable is 65% influenced by leadership, communication, and organizational culture. Seventy-nine percent of the characteristics that affect performance are related to leadership, communication, organizational culture and commitment. In *Table 6* above, the F test measures the level of influence of the relationship between the independent variable and the dependent variable. The f square assessment criteria according to Henseler et al. (2016) are as follows: $0.02 \leq f \leq 0.15$ =small effect, $0.15 \leq f \leq 0.35$ =medium effect, $f \geq 0.35$ =large effect. 3. It can be seen from the table that communication on commitment, communication on performance, leadership on commitment, leadership on performance, organizational culture on commitment, and organizational culture on performance have a low relationship. However, the influence of commitment on performance has a value that shows a large effect and is a very significant relationship. *Table 7* shows that the Q² value can be used to assess forecast revisions. If Q² is greater than zero, the model is considered to have strong predictive accuracy; if Q² is less than zero, the model is considered to have weak predictive accuracy. *Table 7* shows that commitment and performance are variables with Q² greater than 0.

Table 5. R-square.

Category	R square	R square adjusted
Commitment	0.655	0.650
Performance	0.799	0.795

Table 6. f-square.

Category	Commitment	Performance
Commitment		0.835
Communication	0.072	0.033
Leadership	0.011	0.042
Organizational Culture	0.137	0.091
Performance		

Table 7. Prediction Accuracy Test (Q²).

Category	SSO	SSE	Q ² (=1-SSE/SSO)
Commitment	600,000	307,284	0.488
Communication	1400,000	1400,000	
Leadership	1200,000	1200,000	
Organizational Culture	1200,000	1200,000	
Performance	800,000	298,216	0.627

To evaluate the research ideas and decide which ones to accept or reject, SmartPLS was used. The hypothesis is accepted if the p-value is less than 0.05 and the t-value of the path coefficient is greater than 1.96. Based on *Table 8*, the accepted hypotheses are as follows: commitment and performance (t=8.078 and p=0.000); leadership and performance (t=2.558 and p=0.011); communication and commitment (t=3.527 and p=0.000); organizational culture and performance (t=3.149 and p=0.002); and organizational culture and commitment (t=4.568 and p=0.000). Other hypotheses, such

as communication with performance ($t=1.858$ and $p=0.064$) and leadership with commitment ($t=0.973$ and $p=0.331$), were rejected because the t-coefficient value was less than 1.96 and the p-value was greater than 0.05.

Table 8. Path coefficient.

Category	Original sample (O)	t-statistics (O/STDEV)	p-values	Results
Commitment -> Performance	0.698	8,078	0	Accepted
Communication -> Commitment	0.454	3,527	0	Accepted
Communication -> Performance	-0.245	1,858	0.064	Not Accepted
Leadership -> Commitment	-0.121	0,973	0.331	Not Accepted
Leadership -> Performance	0.183	2,558	0.011	Accepted
Organization Culture -> Commitment	0.478	4,568	0	Accepted
Organization Culture -> Performance	0.317	3,149	0.002	Accepted
Communication -> Commitment-> Performance	0.317	3,038	0.003	Accepted
Leadership -> Commitment -> Performance	-0.084	0,987	0.324	Not Accepted
Organization Culture -> Commitment -> Performance	0.334	5,06	0	Accepted

This study shows that communication hurts employee performance. This result is different from Clappitt and Downs (1993) who showed that good communication is often the main driver for optimal performance, although it is not the only factor that influences it. The results of this study could be caused by contextual factors, such as organizational culture or the way communication is applied. It is possible that employees can still perform well even though communication is less than optimal. This can happen if other factors, such as intrinsic motivation, skills, or a well-structured work system, are the main determinants of performance. Still, ineffective communication can confuse in understanding of tasks and reduce cooperation between team members, which ultimately makes employee performance not develop in the long term, thus potentially reducing company efficiency. Furthermore, the findings of Duarte et al. (2021), found a positive relationship between leadership and commitment. This finding contradicts that leadership does not have a significant influence on organizational commitment. A direct relationship between leadership and commitment is not seen, possibly due to differences in organizational culture or employee expectations of leaders. This study suggests that employee commitment may be more influenced by factors other than leadership, such as relationships between colleagues or the work environment. Therefore, this finding highlights the importance of considering the organizational context and population characteristics in assessing the impact of leadership on commitment.

The rest such as leadership towards employee performance, communication towards commitment, culture towards commitment, culture towards performance, and commitment towards performance all have a significant influence. Leaders who can provide direction, motivation, and support can increase employee productivity and work results, which ultimately support the achievement of organizational goals. This study shows that good leadership plays an important role in encouraging employees to exceed their expectations and make greater contributions to the organization. Open and transparent communication is also needed which will play an important role in strengthening employee commitment to the organization. When employees feel that information is conveyed clearly and honestly, they tend to feel more emotionally connected to the goals of the organization. By supporting employee emotional involvement, organizational culture can contribute to higher organizational commitment. A healthy organizational culture not only increases commitment but also affects performance, and how employees behave, make decisions, and complete tasks.

Good management of organizational commitment such as through the creation of a supportive work environment and strengthening organizational values can have a significant impact on improving employee performance.

Conclusion

The results of this study confirm that the variables of leadership, communication and organizational culture affect organizational commitment and employee performance. The results were obtained based on a questionnaire to the target respondents, then the data was processed to obtain R-square and p-value to test the hypothesis. This study explains that leadership on performance, communication on commitment, organizational culture on organizational commitment, and organizational culture on employee performance, have a positive and significant effect. Based on the research results, companies need to pay attention to and develop communication factors so that employee performance can be maximized even though the work has been structured. Facilitating collaborative work relationships is also needed to increase a sense of togetherness, and can be one of the leadership evaluations that adjusts to be relevant to the needs of the organization.

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Conflict of interest

The authors confirm that there is no conflict of interest involve with any parties in this research study.

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