

# The Influence Of Communication And Organizational Culture On Performance With Organizational Commitment As Intervening Variables On Teachers Of State Junior High School Of IPS Lessons In LUMAJANG District

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## Abstract:

This research was conducted in Lumajang Regency to determine the Influence of Communication and Organizational Culture on Performance with Organizational Commitment as an Intervening Variable for Social Sciences Subject Middle School Teachers in Lumajang Regency. In this study, based on this, it can be underlined that the number of respondents who were used as samples was 151 people. While the number of samples for each school location is taken proportionally by means of the number of populations in each strata divided by the total population and then multiplied by the number of samples that have been determined previously. For the analysis technique using SEM or Structural Equation Modeling.

**Key Word:** Communication, Organizational Culture, Organizational Commitment, Performance.

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## I. Introduction

In Indonesia, one of the methods commonly used to measure the level of condition of human resources in an area is done by looking at the Human Development Index (HDI) in the region or area. Nevertheless, various ways and efforts have been made by the Regional Government to overcome these problems, especially in the field of Education. One example of a regency that is now starting to improve is Lumajang Regency. Lumajang Regency is one of 3 regions in East Java Province that has the lowest human development index (HDI) compared to other regions. The low index is caused by the low level of education in Lumajang Regency where many junior high school students grade 1 have stopped attending school, so that on average they only teach elementary school education. Although until now Lumajang Regency is still one of the 3 regencies with the lowest Human Development Index, the Human Development Index is now increasing slowly. The seriousness of Lumajang Regency in dealing with the low HDI is carried out by trying to reduce dropouts at the junior high school level. This can be proven from the increase in the HDI (Human Development Index) of Lumajang Regency from 2018 to 2021 by 0.20% and the decline in the junior high school dropout rate in Lumajang Regency from year to year. One of the factors that encourage the level of education and awareness of students to take education and not drop out of school is influenced by the quality of teacher human resources and teacher performance, this is because teachers are one component of educational human resources that must be developed continuously because of the presence of human resources. Teachers and the performance of quality teachers can make schools a fun place for students to study.

To measure the quality of human resources and teacher performance, it can be seen from the ability of teachers and their competencies as stated in the Minister of National Education Regulation Number 16 of 2007 concerning Academic Qualification Standards and Teacher Competencies. The ability of junior high school teachers in Lumajang Regency from the results of the 2021 education quality inspection according to the Education Quality Assurance Institute (LPMP) is currently classified as good and continues to increase from the previous year with a score of 3.32. Meanwhile, the results of the Competency Test for Middle School Teachers in Lumajang Regency which accumulated the highest average value and continued to increase compared to other subjects were social studies teachers. In addition to the pedagogical and professional aspects, according to the Regulation of the Minister of National Education Number 16 of 2007 concerning Academic Qualification standards and performance competencies, teachers must fulfill several other competencies that are useful for

their organization, namely social aspects which also include the ability to communicate well with fellow teachers, staff education, parents, students and society. With this gap and phenomenon, the writer is interested in conducting further research on the research entitled *The Influence of Communication and Organizational Culture on Performance with Organizational Commitment as an Intervening Variable for Social Sciences Subject Junior High School Teachers in Lumajang Regency*.

## **II. Theory Review**

### **2.1 Communication**

Sinbela (2016: 511) says communication is the process of forming, delivering, receiving, and managing messages that occur within a person with a specific purpose. Based on this explanation, there is good communication between every member of the organization, then the performance of the organization will also be good, as stated by Riyantini and Triyono (2016: 228) which defines communication in the organization as giving and interpreting messages between communication units which are part of the communication system. part of a particular organization. According to Effendy (2014: 67), there are several indicators of effective communication in an organization, including the following:

1. Understanding, Comprehension is the ability to understand the message carefully as intended by the communicator.
2. Fun, That is, if the communication process is successful in conveying information, it can also take place in a pleasant atmosphere for both parties. Actually the purpose of communicating is not just a message transaction, but it is also intended for pleasant interactions with each other to foster human relationships.
3. Influence on attitude, Communication is said to affect attitudes, if a communicant after receiving a message then his attitude changes according to the meaning of the message. The act of influencing others is part of everyday life in the office. In many situations we try to influence the attitudes of others and try to get others to behave in the positive way we want.
4. The relationship is getting better, That in the process of effective communication inadvertently increases the level of interpersonal relationships.
5. Action, Both parties communicating take action according to the message communicated.

### **2.2 Organizational culture**

Sutrisno (2018:20) defines organizational culture as an invisible social force that can be moved by people in an organization to carry out work activities. organization in doing its job. according to Edison, Anwar and Komariyah (2018:74) indicators on organizational culture include:

1. Self-awareness, Organizational members consciously work to get satisfaction from their work, develop themselves, obey the rules, and offer high quality products and services.
2. Aggressiveness, Organization members set challenging but realistic goals. and pursue it enthusiastically.
3. Personality, Members of the organization are respectful, friendly, open, and sensitive to group satisfaction and are very concerned about aspects of customer satisfaction, both internal and external customers.
4. Performance, Members of the organization have the value of creativity, fulfill quantity, quality, and efficiency.
5. Team orientation, Members of the organization work well together and carry out effective communication and coordination with the active involvement of stakeholders

### **2.3 Organizational Commitment**

Priansa (2018:234), said that organizational commitment is an employee or employee loyalty to the organization, which is reflected in high involvement to achieve organizational goals. Loyalty of employees or employees can be seen through availability in work, and identification of the values and goals of the organization. While Wibowo (2016: 431) emphasizes organizational commitment is the feelings, attitudes, and behavior of individuals who identify themselves as part of the organization, are involved in the process of organizational activities and are loyal to the organization in achieving organizational goals. Indicators of Organizational Commitment conveyed by Salih (2018:51) are as follows:

1. There is a willingness of employees, where there is a desire of employees to strive to achieve the interests of the organization.
2. The existence of employee loyalty, where employees want to maintain their membership to continue to be a part of the organization.
3. The existence of employee pride in the organization, marked by employees feeling proud to have been part of the organization they follow and feeling that the organization has become a part of their lives.

## 2.4 Performance

According to the Ministry of National Education (2008:21) teacher performance is the ability and effort of teachers to carry out learning tasks as well as possible in planning teaching programs, implementing learning activities and evaluating learning outcomes. The performance indicators, among others, can be described as follows:

1. Learning program planning
2. Implementation of learning activities
3. Learning Assessment

## 2.5 Conceptual Framework

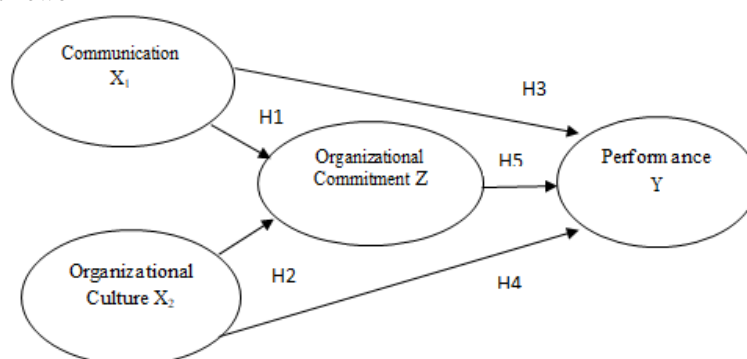


Figure1 Conceptual Framework

### Explanation

- X<sub>1</sub> : The Independent Variable is the Communication  
X<sub>2</sub> : The Independent Variable is the Organizational Culture  
Z : The Mediating Variable is Organizational Culture  
Y : The Dependent Variable is Performance

## 2.6 Research Hypotesis:

- H1: Communication has a significant positive effect on organizational commitment  
H2: Organizational culture has a significant positive effect on organizational commitment  
H3: Communication has a significant positive effect on performance  
H4: Organizational culture has a significant positive effect on performance  
H5: organizational commitment has a significant positive effect on performance  
H6: communication has a positive and significant effect on performance through organizational commitment  
H7: organizational culture has a positive and significant effect on performance through organizational commitment

## III. Result Method

References ought to be included in the finish of the Based on the background and formulation of the problem, so that this research design will be classified as explanatory research. The population in this study were all teachers of Social Sciences State Junior High School in Lumajang Regency as many as 243 people. Respondents who were used as samples were 151 people. While the number of samples for each school location is taken proportionally by means of the total population in each strata divided by the total population and then multiplied by the number of samples that have been determined previously. SEM analysis in this study using the software program AMOS (Analysis of Moment Structure) 18.0. The theoretical model is built through a review of the literature which will then be described again as a model to be analyzed using Structural Equation Modeling (SEM).

## IV. Discussion

### 1. The Effect of Communication on Organizational Commitment

The results of the path analysis on the t-test of the first hypothesis (H1) indicate that communication has an effect on organizational commitment by looking at the significance level of 0.019. The relationship shown by the regression coefficient is positive, meaning that the better the communication, the more organizational commitment will increase (H1 is accepted).

### 2. The Influence of Organizational Culture on Organizational Commitment

The results of the path analysis on the t-test of the second hypothesis (H2) indicate that Organizational Culture has an effect on Organizational Commitment by looking at the significance level of 0.002. The relationship

shown by the regression coefficient is positive, meaning that the better the Organizational Culture, the higher the Organizational Commitment (H2 is accepted).

3. The Effect of Communication on Performance

The results of the path analysis on the t-test of the third hypothesis (H3) indicate that communication has an effect on performance by looking at the significance level of 0.002. The relationship shown by the regression coefficient is positive, meaning that the better the communication, the more performance will increase (H3 is accepted).

4. The Influence of Organizational Culture on Performance

The results of the path analysis on the t-test of the fourth hypothesis (H4) indicate that organizational culture has an effect on performance by looking at the significance level of 0.007. The relationship shown by the regression coefficient is positive, meaning that the better the Organizational Culture, the higher the performance (H4 is accepted).

5. The Effect of Organizational Commitment on Performance

The results of the path analysis on the t-test of the fifth hypothesis (H5) indicate that Organizational Commitment has an effect on performance by looking at the significance level of 0.019. The relationship shown by the regression coefficient is positive, meaning that the better the Organizational Commitment, the higher the performance (H5 is accepted).

6. The Effect of Communication on Performance Through Organizational Commitment

The results of path analysis on the sixth hypothesis (H6) show that Communication on Performance Through Organizational Commitment with an indirect influence value is 0.353. The relationship shown by the regression coefficient is positive, meaning that the better the Organizational Commitment, the greater the influence of Communication on Performance (H6 is accepted).

7. The Influence of Organizational Culture on Performance Through Organizational Commitment

The results of the path analysis on the seventh hypothesis (H7) show that Organizational Culture on Performance Through Organizational Commitment with an indirect influence value of 0.808. The relationship shown by the regression coefficient is positive, meaning that the better the Organizational Commitment, the greater the influence of Organizational Culture on Performance (H7 is accepted).

#### **IV. Conclusion**

Based on the results of the analysis and discussion that the researchers explained, it can be concluded as follows:

1. The results of the path coefficient test on the effect of Communication on Organizational Commitment show a significant positive effect. This proves that the better the communication will increase the organizational commitment.
2. The results of the path coefficient test on the influence of Organizational Culture on Organizational Commitment show a significant positive effect. This proves that the better the Organizational Culture will increase the Organizational Commitment.
3. The results of the path coefficient test on the influence of Communication on Performance show a significant positive effect. This proves that the better the communication will increase the performance.
4. The results of the path coefficient test on the influence of Organizational Culture on Performance show a significant positive effect. This proves that the better the Organizational Culture will increase the Performance.
5. The results of the path coefficient test on the effect of Organizational Commitment on Performance show a significant positive effect. This proves that the better the Organizational Commitment will increase the Performance
6. The path coefficient test results show that communication has a positive and significant effect on performance through organizational commitment.
7. The results of the path coefficient test show that organizational culture has a positive and significant effect on performance through organizational commitment.

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