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## THE MODEL OF EMPLOYEE'S PERFORMANCE OF ISLAMIC EDUCATION AGENCIES IN BANDUNG

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**Abstract:** The purpose of this study was to know and analyze the Influence of leadership, organizational culture, and interpersonal communication toward work motivation and it's implication to employee performance. The method used in this research were descriptive survey method and explanatory survey. The population in this study amounted to 254 employees of IEA (Islamic Education Agency in Bandung), with a sample size of 205 respondents. Analysis technique and hypothesis testing using Structural Equation Modeling (SEM) with LISREL 8.70 program. The result of research found that both partially and simultaneously leadership, organizational culture and interpersonal communication had positive and significant influence toward work motivation. Then also toward employee performance both partially and simultaneously leadership, organizational culture, interpersonal communication and work motivation had positive influence and significant. While, contribution percentage of leadership, organizational culture, interpersonal communication toward work motivation is 72% and contribution percentage of leadership, organizational culture, interpersonal communication, and work motivation simultaneous toward employee performance is 85%. The implication on this research is that the employee performance especially on the quantity will be able to be improved if IEA able to increase work motivation especially to the needs' motivation, work motivation will increase if IEA is able to increase the leadership, especially in attitude dimension towards human, and increase the organizational culture especially to the internal integration, and supported by the improvement of interpersonal communication, mainly in social relationship. Furthermore, work motivation only have role for leadership and interpersonal communication variable toward employee performance, while for organizational culture variable, work motivation don't have role to escalate employee performance, so in this model work motivation only as partial mediating.

**Keywords:** Leadership, Organizational Culture, Interpersonal Communication, Work Motivation, Employee's Performance

## INTRODUCTION

Organization growth and development is often determined by the management of human resources. Human resources is a central factor that plays a role in the processing of the input (input) into outputs (output) produced by the organization. Organizations are made based on various visions for the benefit of mankind and in the execution its mission managed by humans. Human is a strategic factor in all activities of the institution or organization is therefore the utilization of human resources properly will be very influential and have a positive impact to improve the motivation and performance of employees in the organization, Foulkes in Mahyarni (2011: 24) The development purpose key in Indonesian the field of human resources. This was done in view of the importance of improving the quality of human resources that continues to change and each individual or group should be able to improve its performance (GBHN,1993).

In an effort to improve the quality of human resources in a country, it should need to be improved the quality of education in the country to apply the standards in organizing education. Quality education is not only important for the effort put forth individuals and societies, but also become the main capital in preparation for entering the global competition, a competition between nations are so tight and influence on all dimensions of life. Quality education also determines the quality of a nation, as well as a very significant influence in encouraging the process of social transformation toward a life that is advanced, modern and dignified. In an effort to improve the quality of human resources in a country, it should need to be improved the quality of education in the country to apply the standards in organizing education. Quality education is not only important for the effort put forth individuals and societies, but also become the main capital in preparation for entering the global competition, a competition between nations are so tight and influence on all dimensions of life. Quality education also determines the quality of a nation, as well as a very significant influence in encouraging the process of social transformation toward a life that is advanced, modern and dignified. In such conditions, it is necessary required the labor to anticipate that progress, need to prepare human resources who are able to work well, disciplined, creative and productive, (Suyanto, 2006:1).

Educational organizations , as one of the organizations forming characteristics of the nation through formal education, it is also determined by the human factor. School as a formal institution is demanded to prepare human resources who are able to compete with other nations. Law No. 20 of 2003 on National Education System mandates that the National Standards used as a basis (guidelines) development of the National Standards of education unit is intended as a reference for the development of education units. Each school is required to realize the schools that meet National Education Standards. In fact, some people already want the International Standard School. It encouraged schools and other supporting elements to improve its performance and facilities in order to meet the demands of society. School is an institution that is complex and unique. Is complex because of the school as an organization in which there are various dimensions to one another interrelated and mutually determine. Being is unique, because the school has its own character, where there is a learning process, the implementation of the civilizing of human life.

Schools as organizations have characteristics not shared by other organizations. In the operational activities of the school of human resources will determine the success of the School. Human resources in this case is an employee that includes teachers and that is able to support the activities of the school. Schools as the system is a school that empowers all components in it are integrated with each other closely intertwined, and encourage school

activities for the purpose, among other inputs, processes, outputs, and outcomes (Depdiknas, 2007: 5) To that end, school as one means of formal education must be able to provide the service or facility is best for their students and also to the parents or guardians of students. The existence of such competition led to a School strives to maintain and improve the ability to be able to ensure its survival. In these efforts, one way to do is the ability of the delivery of education services has an advantage in the eyes of the public than any other school.

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History of Islamic Education Agency Bandung (IEA) itself is inseparable from the efforts of a group of people in 1960 who care about the effort to educate the nation. In the beginning this institution has eight locations in the beginning of the school was established to meet the educational needs of Indonesian society, especially in the city of Bandung. Along with the passage of time, since 2000 IEA until now only have 5 location of the school, and learners IEA continued to decline from year to year. As a private school with all its limitations IEA trying to meet the operational needs of the school, ranging from salaries, infrastructure, operating costs by the other investment costs. Because as the private schools must IEA independently to meet operational and financial requirements. The decline of learners not only have an impact on school finance, in particular also have an impact on the level of the employee welfare needs such other additional beyond salaries.

Gomes (2007: 135) says that the organization's performance is determined by the performance of employees within the organization itself. Likewise, the statement of Mahmood, Iqbal and SAMSAA (2014: 86) in his research that "*Employee Performance is most important factor in an organization success therefore, there is need to adopt effective human resources strategies that aim to improve employee performance and creates the culture of high performance in any organization based on human resource practices*". That the performance of employees is the most important factor in the success of the organization, therefore, there is a need to adopt an effective HR strategy that aims to improve the performance of employees and create a culture of high performance in any organization based human resource practices. Based on this statement that the decline in both new learners in IEA tend to be pointed out by the low performance of employees IEA itself, Caused by problems related to human resources still occur in this organization. The employees Performance is needed to the overall school progress and student satisfaction learners. In order for an employee's performance is reached then the employee should be motivated to work on first.

One of the most important driving factors for increased performance is the motivation. According to William (2000: 648) motivation is "The set of forces that initiates, directs, and makes people persists in their effort to Accomplish a goal". Atmosoeparto (2009: 32-33) quoted William James stated without motivation, a person has to use 20% to 30% of the actual capabilities possessed. With the motivation to achieve the expected performance (performance) of 80% - 90%: it means someone has to use 80% - 90% of the capabilities. Motivation can foster a sense of belonging (sense of belonging), and ability to participate (sense of participation) and communication (communication) and empathy (sense of responsibility) of the ability to put yourself in their position. Thus employees will be more ready to accept and implement the changes, including the transfer of technology and transfer of skills in the fields of engineering / operations as well as in the field of conceptual /

managerial. Rizal, et.al (2014), in his research stating that motivation significantly influence employee performance. Amid the lack of fulfillment of economic, social and rewards for employees, a decrease in enrollment of new students (PPDB) also Causing a sense insecure in the continuity of the workplace .

School management functions are seen as leadership activities emphasized how leaders can influence, persuade others and to manage relationships with other people to cooperate to achieve organizational goals. Leadership at IEA lacks space for employees in the form of grievance procedures, discussions of superiors and subordinates, and informal meetings where subordinates have the opportunity to identify and discuss issues that employees face and also make distance from employees so that employees are somewhat less communicating about of Shortcomings of employees And how to improve the quality of employees such as trainings, seminars and others so that in the supervision also have less impact because there are still employees who work is not appropriate procedure if there is no direct supervision from the leadership. For an organization, organizational culture can be likened to such a double-edged sword. It can be a key success factor and can also be a major factor organizational failures, Owoyemi and Ekwoaba (2014). Strong organizational culture is believed to have an important role in improving the performance of the organization, so that the values they contain need to be instilled in every member of the organization. Meanwhile, a weak organizational culture is not able to make the organization's members identify themselves with the organization's goals and work together to achieve that goal.

Organizational culture is a variety of interactions of the characteristics of habits that affect groups of people in the environment, Hofstede (2005). With the decline in the registration of new learners (PPDB) other problems that arise is the presence of employees coming in and out each year, this indicated the emergence of a sense of unsafe on the sustainability of work, also indicated that the existing organizational culture can not increase employee loyalty to the organization work.

According to Schein (2009), The weak organizational culture is a culture that is not able to perform its main function, which is able to support the organization in adapting to internal and external factors. These internal and external factors are issues that are interconnected with each other and usually appear simultaneously that can affect every step of the organization. Therefore, in order to continue to face it and keep the organization alive, each organization is expected to create a strong organizational culture, because a strong organizational culture is believed to be a major factor in organizational success and an important factor in improving the performance of individuals and organizations.

The weak organizational culture makes IEA employees undisciplined in their presence at school and IEA also lacks an adaptive culture based on the idea that organizations are open and dynamic systems that can influence and be influenced by the environment in order to succeed in a constantly changing environment, organizations must respond to The possibilities that will occur, can read the important trends and make adjustments quickly.

This is evident at the meeting between the leaders of IEA and the employees over to formal meetings with communications flowing through official channels determined by the official hirearki of the organization. This condition has been going on for a long time despite the change of commitees, it is still going on without any change, it affects the employee's initiative in working, they are always waiting for instructions from the leader. Furthermore, one of the functions of management control is to communicate information to existing members within the organization. Activities such as communication, persuasion, inspiration

and rewarding the success of subordinates are an important part of the management control process. One of the objectives of the organization is to improve the quality of the organization which means to improve the overall performance of the organization. Organizations must find the best way of developing and motivating employees, communicating the appraisal system applicable to the organization (Diah Ayu, 2006). Robbins (2009) suggests that in an organization, communication has four main functions, namely supervision, motivation, emotional expression and information. The Communication aims to express desire, express feelings, and exchange information. The level of effectiveness of communication directly affects the effectiveness of the implementation of these four functions, which in turn will affect the level of performance of individuals, groups or organizations.

The Communication aims to express desire, express feelings, and exchange information. The level of effectiveness of communication directly affects the effectiveness of the implementation of these four functions, which in turn will affect the level of performance of individuals, groups or organizations. Another factor that is allegedly likely to cause poor performance of IEA employees is the poor interpersonal communication of IEA employees in Bandung, as stated by Neves and Eisenberger (2012), That communication affects performance because it can signal that the organization cares about welfare and rewards employees' contributions. Femi (2014), states that there is a relationship between effective communication and performance, worker productivity and commitment.

Based on these two statements, the lack of good interpersonal communication of employees is indicated by communication in IEA Environment, there are still obstacles in interpersonal communication between colleagues, as well as lack of openness between management and employees. It can be seen from the meeting between the leader and the employee is limited to formal meetings, and some indicators of interpersonal communication are still not good, there is mutual distrust between employees, not yet optimal management support for employees in completing tasks, lack of mutual help among employees.

## LITERATURE REVIEW

Robbins & Timothy (2011: 410) say that leadership is the ability to influence a group towards the achievement of a goal. Leadership is a personal who is run in certain situations, and directed through the process of communication towards the achievement of one or several specific purposes. Leadership involves a deliberate process of social influence carried out by a person against others to structure activity and influence within groups or organizations.

Leadership is a creation that is concerned with understanding and solving internal and external organizational problems (Peterson et.al. 2005: 192). Thoha (2007: 264), leadership is an activity to influence the behavior of other organizations, or the art of affecting the behavior of others, or the art of influencing people, both individuals and groups.

Employee goals work in general to meet the needs and satisfy their lives and enjoy the work they do and feel satisfied with their work. This can happen if the leaders think about the School they manage well especially about the workplace and the work done by employees. Anyway, the leadership should make employees fully understand the relationship of work attitude as outlined in the concept of work motivation and also consider the feelings of employees to their organizations. Menon (2002) the quality of leaders is often regarded as the most important factor of organizational success or failure, as well as the success or failure of an organization, usually perceived as a leader's success or failure. Similarly, Amar (2004)

points out that the success or failure experienced by most organizations is determined by the inherent of leadership qualities of those who hold positions within the organization. Wagner and Hollenbeck (2010:283) menyatakan: "An organization's culture is therefore an informal, shared way of perceiving life and membership in the organization that binds members together and influences what they think about themselves and their work".

Culture is a behavior and social symptom that shows the identity and image of a society. Colquitt, Lepine, and Wesson (2009:7) Defines the organizational culture as "a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organization." While Sutrisno(2011: 2) defines the organizational culture as a system of values, beliefs, assumptions, or long-standing norms, agreed and followed by members Organization as a code of conduct and solving organizational problems. Organizational culture that is formed, developed, and strengthened or even altered, requires practice that can unify the cultural values of members with the value of organizational culture.

Schein (2009: 27), organizational culture is a pattern of shared assumptions learned by a group in solving problems through external adaptation and internal integration, to guide the working and determining how employees are encouraged to work in a structured way in terms of information delivery From subordinates to superiors, or from superiors to subordinates. Therefore, as Chen (2004) points out, organizational culture has a significant influence on how employees perceive their organizations, their responsibilities and commitments. Leaders influence subordinates both directly through interaction and also through organizational culture.

Mahal (2009) in his research, that organizational culture was found to be a critical determinant of increasing the level of motivation among employees. Strong organizational culture makes it possible to increase employee motivation. As a result, it leads to improved employee performance. The results of this study indicate that the organizational culture created by the leader will affect the strategic application and performance of employees. Employees should be given the opportunity to be involved in the organization. If he participates in an organizational function, he will feel himself as part of the organization.

According to Molenaar (2002), Kotter and Heskett (2002); Culture has full power, affects individuals and their performance even in the work environment. Buchanan and Huczyski (2005: 518) says ; Elements of organizational or corporate culture are values, beliefs, opinions, attitudes and norms. Given the organizational culture is a mutual agreement of members in an organization or company that make easier to the birth of a agreement for the benefit of individuals. The virtue of organizational culture is the control and direction in shaping the attitudes and behaviors of human beings who involve themselves in an organization's activities. Individuals and groups of people will not separated by the culture of the organization and in general they will be influenced by the diversity of existing resources as a stimulus to act.

Adaptive culture is based on the idea that an organization is an open and dynamic system that can influence and be influenced by the environment in order to succeed in an ever-changing environment, the organization must be responsive to the possibilities that will occur, can read important trends and make adjustments quickly . The culture of adaptive organization allows the organization to be able to cope with any changes that occur without having to clash with the change itself.

Communication have a very important role in determining to what extent people can work together effectively to achieve a predetermined goal (Rivai, 2004: 273). The important role of Communication in a social interaction, therefore will affect in the organization or world of work. Optimizing the role of communication within the organization requires an understanding of the ways and kinds of communication both with subordinates, peers, and with superiors. The importance of communication in relation to work is indicated by the amount of time spent communicating in the work. According to Sopiah (2008: 142) there are four functions of communication, namely: communication serves as the controller of member behavior, communication serves to generate employee motivation, communication role as emotional disclosure, and communication role as consideration in decision making.

One type of communication that the frequency of occurrence is quite high is interpersonal communication. According to Hardjana in Daryanto (2011: 149) This type of communication is considered the most effective in an attempt to change a person's attitude, opinion or behavior, because of its dialogical nature of conversation.

Interpersonal communication is a communication that takes place in face-to-face situations of two or more people, both organized and in crowds (Wiryanto, 2005: 32). Meanwhile, according to Muhammad (2009: 158) interpersonal communication is the process of exchanging information among someone with at least one other or usually between two people who can be directly known what the answered. Rogers (2002: 11) suggests a relationship approach in analyzing interpersonal communication processes assuming that interpersonal communication forms the social structure created through the communication process.

The purpose of interpersonal communication according to Muhammad (2009: 165) are:

1. Self Finding

One of the goals of interpersonal communication is finding personal or personal. When we engage in interpersonal encounters with others we learn a great deal about ourselves and others. Interpersonal communication gives us the opportunity to talk about what we like, or about ourselves. It is very exciting and exciting to discuss our own feelings, thoughts, and behaviors. By talking about ourselves with others, we provide a tremendous source of feedback to our feelings, thoughts and behaviors.

2. Finding Outside world

Only interpersonal communication allows us to understand more about ourselves and others who communicate with us. Much of the information we know comes from interpersonal communication, although the vast amount of information that comes to us from the mass media is often discussed and ultimately studied or explored through interpersonal interaction.

3. Built and maintaining a meaningful Relationship.

One of the great people's desires is to establish and maintain relationships with others. Much of the time we spend in interpersonal communication is Ignored to built and maintain social relationships with others.

#### 4. Changed attitude and behavior

A lot of time to change the attitude and behavior of others with interpersonal meetings. We may want them to choose certain ways, such as trying new diets, buying certain things, seeing movies, writing, reading books, entering certain areas and believing that something is right or wrong. We use a lot of time involved in interpersonal positions.

#### 5. Play and fun

Play includes all activities that have the main goal is to seek pleasure. Talking to friends about our activities over the weekend, discussing sports, telling stories and funny stories in general is a talk to spend time. By doing such interpersonal communication can provide an important balance in mind that requires relaxation of all the seriousness in our environment.

#### 6. To help

Psychologists, clinical psychologists and therapists use interpersonal communication in their professional activities to direct their clients. We all also work to help others in our daily interpersonal interactions. to Consult with a friend who is broken heart, with students about courses that they should be taken and so on.

Effective communication between individuals is crucial to the achievement of organizational goals. Communication failure can be caused by differences in interpretation of the meaning of words (semantics), differences in perception, poor listening habits, inadequate feedback and differences in interpreting non-verbal communication. Interpersonal communication occurs between people who have known each other for some time, to look each other as unique individuals whose behavior is influenced by certain social situations. Kreitner and Kinicki (2008: 210) argue that the quality of interpersonal communication within an organization is very important. People with good communication skills can help the group make more informed decisions and more often get promotions than other individuals. Jones and Goerge (2008: 519) say that; "Motivation is psychological forces that determines the direction of a person's level of effort, and a person's level of persistence".

Meanwhile Hasibuan (2010: 159) defines motivation "as a stimulus of desire and the driving force of one's willingness to work". Motivation generally relates to all efforts to achieve goals, whereas organizational goals can reflect single interests related to work-related behavior (Robbins, 2009: 168). Lensuffie (2010) pointed out that motivation is a mental drive that drives and directs human behavior that has three main components of need, encouragement, and purpose. Robbins (2009: 213), suggests that the notion of motivation as follows: ".....the willingness to exert high levels of effort to work organizational goals. Conditioned by effort ability to satisfy some individual need. While general motivation is concerned with effort toward any goal, we'll barrow the focus to orgizational goal in order to reflect out singular interest in work related behavior".

Based on the above definition can be underlined that the keyword of understanding motivation of effort , organizational goals and needs . The "effort" element is a measure of intensity. When a person is motivated, he will try his best to get what he wants, but it is have small possible likelihood of a high level of effort will lead to a rewarding job performance outcome unless the effort is channeled in a direction that benefits the organization. Whereas the directed effort must be consistent with organizational goals, where motivation is needed as a process of fulfilling those needs. While the need is an internal state that causes certain



results look interesting. An insatiable need will create the tension that stimulates the impulses within the individual. These encouragements generate a search behavior to find specific goals which, if achieved, will meet those needs and lead to reduced tension. So it can be said that a motivated employee is in a state of tension. To relax this tension, they put out an effort. The greater the tension, the higher the level of effort. If this effort successfully leads to the fulfillment of these needs, and the voltage will be reduced. The reduction of tension must also be directed to the goals of the organization and much inherently. The definition of motivation requires that individual needs be compatible and consistent with the goals of the organization.

Luthans (2011: 162) theory that discusses the motivation of work, can generally be distinguished between content theories, process theories and contemporary theories. In this research, the theoretical approach discussed is the content theories approach. The theoretically seeks to explain the factors that exist within the individual and the environment, and determine the specific needs that motivate the behavior of individuals. Schermerhorn et. Al in Mangkunegara (2009: 94) states that work motivation is a term used in organizational behavior to describe the forces of effort expended at work.

Motivation has an important function for leadership, organization and individual members of the organization. These functions include the following:

- A. Encouraging members of the organization to work and act. Without motivation people will not act, move and work either for themselves or for the organization. Only employees or employees with motivated work can be used by the leader to work. Therefore, the main task of the leader is to build the desire, will and enthusiasm or motivation of his followers to work, act and move to realize the vision and mission of the leader.
- B. Increase the efficiency level of employees and organizations. Employees who are motivated to carry out their work, lower the cost of supervision because it does not need to be governed and supervised to carry out routine tasks. Employees who are motivated to carry out their duties and will work to the maximum not only work to simply meet the minimum performance standards. The high performance of employee results in high organizational performance.
- C. Labor stability. Employees who have high work motivation have job satisfaction, work ethic, work discipline and high morale. Employees with such characteristics are small possible to left the organization to move to another organization and will work until retirement. Thus the quantity and quality of the organization's workforce will be stable.

Motivation within an organization will not appear just like that , but it must be pursued earnestly through a controlled process involving all human resources in a set of systems and supporting tools. Tasmara (2002) said that motivation is a totality of personality of individuals and the way individuals express, view, believe and give meaning to a that encourages individuals to act and achieve optimal results (high performance).

Various efforts undertaken by humans of course to meet the wants and needs, but for the desire and needs can be met is not easy to get if without maximum effort. The needs of one person with others was different and course of way to get it will be different too. In fulfilling their needs a person will behave in accordance with the impulses possessed and what the underlies his behavior, for it can be said that in a person there is a power that leads to his actions.

According to Jones and George (2008: 519), motivation describes how employees behave in carrying out their work. For example, educators and education personnel try to make students happy in learning. Therefore it is very important to encourage employees to have high motivation, so that its performance is high. An organization will become effective when members of the organization are motivated to have performance to a higher level.

Performance (work performance or achievement actually achieved by someone) by Mangkunegara (2012:67) is the work quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. While according to Wirawan (2009: 5) performance is the output generated by the functions or indicators of a job or a profession within a certain time. In general, performance dimensions can be grouped into three types, namely: the work, work behavior, and personal properties associated with the job.

Employee performance is the work that can be achieved by a person in carrying out the tasks assigned to him either in quality or quantity based on the skills, experience and sincerity and time and in accordance with the authority and responsibility given in order to achieve organizational goals. This is in line with the theory stated Hasibuan (2007) and Rivai (2005) that employee performance refers to the work and work attitude in completing the work. Kaswan (2012), Mangkunegara (2012) states that the performance is based on the work and process in carrying out

Prasetya & Kato (2011 : 17) “performance is defined as the attained outcome of actions with the skills of employees who perform in some situation”.

Rivai (2008: 309), performance is a function of motivation and ability. To complete a person's job or job should have a certain degree of degree of ability. One's skill is not effective enough to do something without a clear sense of what to do and how to do it. Performance is a real behavior that everyone displays as a work performance generated by employees in accordance with their roles and responsibilities within the organization. Performance of employees is a very important thing in the company's efforts to achieve its goals.

Afshan Sultana et, al. (2012 : 647) says “the employee's performance is measured against the performance standards set by the organization. Good performance means how well employees performed on the assigned tasks”.

Sarmiento and Beale (2007), mention that “performance employee as the result of two elements, which consist of the abilities and skills that an employee possesses, and his/her motivation to use them in order to perform a better job”.

Bohlander et al. (2001 : 81) says “performance employee has been associated with the ability of the individual employees realizing their respective work goals, fulfilling expectations as well as attaining job targets and/or accomplishing a standard that are set by their organizations”.

Benardin and Russel (2003: 52) defined “Performance is defined as the record of out comes roduced on a specified job function or activity during a specified time period” .

Performance by Wibowo (2012:7) are the work, process and work attitude and work process progresses.Mathis and Jackson (2002: 78) state that employee performance is how much they contribute to organizations that include: Quantity of work, Quality of work, Uses of time and Cooperation.

**RESEARCH METHODOLOGY**

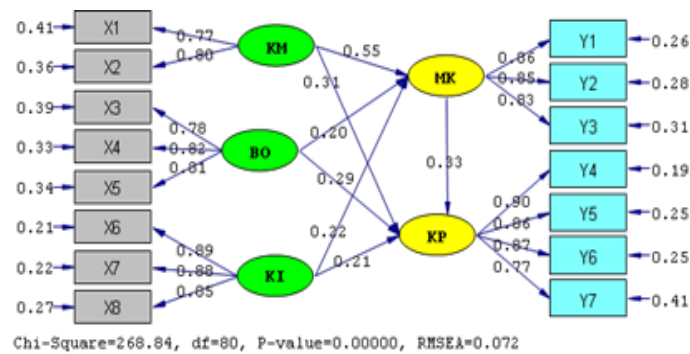
The method used in this research is descriptive quantitative. As for the type of research is causal research. Population research is 254 employees of IEA (Islamic Education Agency in Bandung). The criteria for the population as follows:

- a. The employees who are in 5 School location
- b. The education level of employee ranging from Diploma up to Master degree.

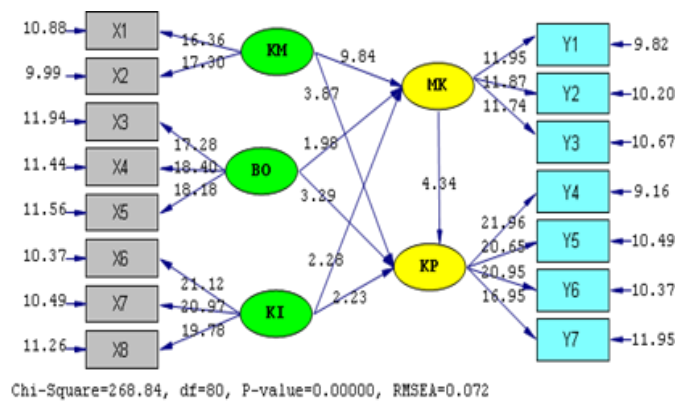
With reference to the requirements of the sample size for the analysis of SEM in which the number of indicators multiplied by 5 and consideration of the amount the existing population, the number of samples selected for this study was 205 respondents using proportional random sampling techniques.

**RESULT AND DISCUSSION**

Based on data processing, the results of research and discussion as follow:



Source: Output LISREL 8.70  
Figure 1. Full Model Diagram



Source: Output LISREL 8.70  
Figure 2. T-Value Diagram

The path coefficients of leadership on work motivation through the coefficient value 0,55 and  $t_{value}$  equal to 9,84. The value obtained is eligible for admission H1 is the  $t_{value}$  more than 1,96. It can be concluded dimensions of leadership has a positive and significant influence on work motivation.

The path coefficients organizational culture on work motivation shows the coefficient value of 0,20 and  $t_{value}$  equal to 1,98. The value obtained is eligible for admission H1 is the

$t_{\text{value}}$  more than 1,96. It can be concluded dimensions of organizational culture has positive and significant influence on work motivation.

The path coefficients interpersonal communication on work motivation shows the coefficient value of 0,22 and  $t_{\text{value}}$  equal to 2,28. The value obtained is eligible for admission H1 is the  $t_{\text{value}}$  more than 1,96. It can be concluded dimensions of organizational culture has positive and significant influence on work motivation.

Structural equation obtained from the model of work motivation:

$$MK = 0.55*KM + 0.20*BO + 0.22*KI, \text{Errorvar.} = 0.28, R^2 = 0.72$$

Figures R square implies a variety of work motivation is able to be explained by the leadership, organizational culture and interpersonal communication by 72%, and the remaining 28% influenced by other factors that is not examine in these model.

The path coefficients of leadership on employee performance shows the coefficient value 0.31 and  $t_{\text{value}}$  equal to 3.87. Values are eligible for admission H1 is the  $t_{\text{value}}$  more than 1.96. It can be concluded dimensions of leadership has positive and significant influence on employee performance.

The path coefficients organizational culture on employee performance shows the coefficient value 0.29 and  $t_{\text{value}}$  equal to 3.29. The value obtained is eligible for admission H1 is the  $t_{\text{value}}$  more than 1.96. It can be concluded dimensions of organizational culture has positive and significant influence on employee performance.

The path coefficients interpersonal communication on employee performance shows the coefficient value 0.22 and  $t_{\text{value}}$  equal to 2.23. The value obtained is eligible for admission H1 is the  $t_{\text{value}}$  more than 1.96. It can be concluded dimensions of interpersonal communication has positive and significant influence on employee performance.

The path coefficients work motivation on employee performance shows the coefficient value 0.33 and  $t_{\text{value}}$  equal to 4.34. The value obtained is eligible for admission H1 is the  $t_{\text{value}}$  more than 1.96. It can be concluded dimensions of work motivation has positive and significant influence on educators commitment.

Structural equation obtained from educators commitment model:

$$KP = 0.33*MK + 0.31*KM + 0.29*BO + 0.21*KI, \text{Errorvar.} = 0.15, R^2 = 0.85.$$

Figures R square implies educators commitment variation explained by leadership, organizational culture, interpersonal communication, and work motivation by 85%, and the remaining 15% influenced by other factors that is not examine in these model.

## CONCLUSION

1. Leadership has positive influence and significant on work motivation. This indicates that the leadership has role in supporting work motivation. It means that work motivation is determined by the leadership provided. The most dominant dimension of Leadership is attitude towards human ( $X_2 = 0.80$ ), leadership influence work motivation 0.55.
2. Organizational culture has positive influence and significant on work motivation. This indicates that organizational culture has role in supporting work motivation. It means that work motivation is determined by organizational communication. The most dominant

dimension of organizational culture is internal integration ( $X4 = 0.82$ ), organizational culture influence work motivation 0.20.

3. Interpersonal communication has positive influence and significant on work motivation. This indicates that interpersonal communication has role in supporting work motivation. It means that work motivation is determined by interpersonal communication. The most dominant dimension of interpersonal communication is social relationship ( $X6 = 0.89$ ), interpersonal communication influence work motivation 0.22.
4. Leadership ,organizational culture and interpersonal communication simultaneously have positive influence and significant on work motivation. This indicates that leadership, organizational culture and interpersonal communication have role in supporting work motivation. The most dominant variable influence on work motivation is leadership with attitude towards human dimension. The contribution of leadership,organizational culture and interpersonal communication on work motivation is 72% while the remaining 28% is contributed by other variable that is not examine in these study.
5. Leadership has positive influence and significant on employee performance.This indicates that leadership has role in supporting employee performance. It means that employee performance is determined by leadership that given to employee. The most dominant dimension of leadership is attitude towards human ( $X2 = 0.80$ ), leadership influence employee performance 0.31.
6. Organizational culture has positive influence and significant on employee performance. This indicates that organizational culture has role in supporting employee performance. It means that employee performance is determined by the organizational culture. The most dominant dimension of organizational culture is internal integration ( $X4 = 0.82$ ), organizational culture influence employee performance 0.29.
7. Interpersonal communication has positive influence and significant on employee performance. This indicates that interpersonal communication has role in supporting employee performance. It means that employee performance is determined by the interpersonal communication. The most dominant dimension of interpersonal communication is social relationship ( $X6 = 0.89$ ), interpersonal communication influence employee performance 0.21.
8. Work motivation has positive influence and significant on employee performance. This shows that work motivation has role in supporting employee performance. It means that employee performance determined by work motivation. The most dominant dimension of work motivation is needs' motivation ( $Y1 = 0.26$ ), work motivation influence employee performance commitment 0.33.
9. Leadership, organizational culture , interpersonal communication, and work motivation simultaneously have positive influence and significant on employee performance. This indicates that leadership, organizational culture, interpersonal communication, and work motivation have role in supporting employee performance. The most dominant variable influence on employee performance is work motivation especially needs' motivation. The contribution of leadership, organizational culture, interpersonal communication, and work motivation on employee performance is 85%. While the remaining 15% is contributed by other variable that is not examine in these study.

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