

The Influence of Visionary Leadership, Motivation, and Work Culture on Work Commitment and Performance of Education Staff at Doctor Husni Ingratubun University (UNINGRAT) In Tual City

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Abstract

The purpose of this study is to test, analyze and find out the influence of work culture, visionary leadership and work motivation on performance through work commitment at UNINGRAT Tual. In this study, visioner leadership, work motivation, organizational culture, work commitment, performance will be analyzed. Based on the type of research, this research is a study that explains the causal relationship between variables or so-called explanatory research, which is research to find out and explain the influence between existing variables and continues with hypothesis testing. In addition, this study is included in descriptive research, because it provides a descriptive explanation of the variables to be studied. The sample in this study is all Education Personnel at UNINGRAT Tual City which totals 150 people. The results of the study found that visionary leadership and work motivation positively and significantly increased the work commitment of education staff at Doktor Husni University UNINGRAT Tual, but did not have a direct impact on their performance. An inclusive and collaborative work culture has been shown to improve performance, but it does not affect work commitment. In addition, work commitment has proven to be an important mediator between visionary leadership and work motivation to performance, showing that highly motivated and highly committed education personnel tend to have better performance. On the other hand, visionary leadership and work motivation do not significantly improve performance directly, mainly due to the limitations of flexibility and resources at UNINGRAT. These findings highlight the need for a holistic management strategy to improve the performance and commitment of education personnel in this unique higher education environment.

Keywords: Visionary Leadership, Motivation, Work Culture Towards Work Commitment and Performance

INTRODUCTION

Higher education has a very strategic role in shaping quality and competitive human resources in this era of globalization. To achieve standards of excellence in the implementation of higher education, Doktor Husni Ingratubun University (UNINGRAT) Tual is a campus that plays an active role in educating the nation's children. UNINGRAT Tual with the Legal entity of the Muhammad Thaha Foundation was established by Dr. Haji Muhammad Husni Ingratubun, SE., SH., MM., MH. UNINGRAT TUAL is a university that has undergone a change in the form of the College of Economics established in 2001 based on the Decree of the Minister of National Education of the Republic of Indonesia Number 196/D/O/2001 concerning the granting of permits for the organizers of the S1 Development Economics study program and the S1 Management study program and the establishment of the UMEL Tual College of Economics (STIE) in Tual City and in 2014 proposed the opening of the Muhammad ThahaC College of Law (STIH) by opening S1 Law study program and obtained an Operational permit from the Minister of National Education of the Republic of Indonesia Number 143/E/P/2024 concerning the establishment of the Muhammad Thaha College of Law (STIH) in Tual City and the opening of the S1 Law stud program organized by the Muhammad Thaha Foundation in Tual City. The existence of these multi-task demands can not only affect the quality of performance of education personnel, but also affect the quantity of work and work effectiveness. This is because, with many things that need to be done, education staff are less effective in providing services to students and have the potential to hinder their core work as labor staff in the university environment due to the multi-task demands. This condition is also considered to affect their performance, where the high workload and constant pressure

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can cause fatigue and decreased productivity. UNINGRAT Tual carries the vision of "Becoming a Superior University in the Development of Innovative, Creative, and Integrity Human Resources Based on Islands" If carefully examined, this vision emphasizes UNINGRAT Tual's commitment to not only provide higher education, but also play a role in producing graduates who have special characteristics, namely innovative, creative, and integrity. This reflects the university's attention to the development of human resources who are not only academically competent, but also have strong moral values. The emphasis on "archipelago-based" shows that UNINGRAT Tual recognizes its unique geographical and cultural context as a university located on an archipelago. This could mean that UNINGRAT Tual will focus on developing knowledge and resources relevant to the specific problems and needs of the archipelago. UNINGRAT Tual's vision to become a "University of Excellence in the development of Innovative, Creative, Integrity Human Resources Based on Islands" reflects the university's commitment to play a significant role in the development of human resources that are of quality, integrity, and in accordance with the needs of the archipelago where UNINGRAT Tual operates.

The importance of visionary leadership is very relevant in achieving this vision. University leaders need to be able to articulate the vision clearly, motivate the university community to innovate and think creatively, and ensure integrity as the cornerstone of all actions. They must also understand the unique context of the archipelago and coordinate the efforts of the entire community towards a common vision. Visionary leadership is not just the ability to lead, but also the ability to inspire, articulate a strong vision, and motivate members of the organization to work toward a common goal. Motivation is a key factor that influences an individual's behavior in the workplace. Motivation is the result of a person's interaction with a certain situation they are facing. Robbins (2018) states the definition of motivation is the willingness to spend a high level of effort on an organizational goal conditioned by the ability of that effort to meet some individual needs. Meanwhile, according to Siagian (2013) states that motivation is a driving force that results in an organization member being willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are his responsibility and fulfill his obligations, in order to achieve the goals and various organizational goals that have been predetermined (Darni Jaya et al., 2020). This phenomenon not only reflects the strength of the organizational culture at UNINGRAT Tual, but also has a positive impact on productivity, service quality, and the overall image of the institution. By understanding and appreciating the commitment of staff and faculty members, UNINGRAT Tual can strengthen their relationships with the institution, create a positive work environment, and encourage the achievement of shared goals more effectively. Based on various descriptions of problems and research results that have been presented, this research is focused on researching visionary leadership, work motivation, and work culture on performance through work commitment at UNINGRAT Tual. The title of this study is "The Influence of Visionary Leadership, Motivation, Work Culture on Work Commitment and Performance of Education Staff at Doktor Husni Ingratubun University (Uningrat) in Tual City".

RESEARCH METHODS

In this study, visioner leadership, work motivation, organizational culture, work commitment, performance will be analyzed. Based on the type of research, this research is a study that explains the causal relationship between variables or so-called explanatory research, which is research to find out and explain the influence between existing variables and continues with hypothesis testing. In addition, this study is included in descriptive research, because it provides a descriptive explanation of the variables to be studied (Sugiyono: 2019). The main method in this study is the survey method, which is a study that takes samples from a population and uses a questionnaire as a tool for collecting basic data. The population and sample of this study are education personnel at UNINGRAT Tual city This research was carried out in two stages for four months. The first stage was to collect data on the primary, namely a sample of education personnel and secondary data related to the research variables. The respondents in this study are Education Personnel at UNINGRAT Tual City. The questionnaire was distributed to all Education Personnel. Before the questionnaire was distributed, respondents must meet the criteria, namely being an Education Worker at Uningrat and working at UNINGRAT Tual City and no later than 1 year before the time the research was conducted. In this case, respondents were asked to fill out a questionnaire based on their experience related to visionary leadership, motivation, culture and

commitment as well as performance during their working period at UNINGRAT Tual city. The second stage is the processing of primary data that has been successfully collected in the first stage in addition to the secondary data that has been successfully obtained from respondents and the Management or manager at UNINGRAT Tual City.

Types And Sources Of Data

Data Type. In this study, the types of data used are qualitative and quantitative, namely data obtained in the form of interviews and numbers (numeric) from the results of the questionnaire.

Data Source. The source of data used in this study is primary data, namely data obtained directly from the respondents in this study, namely Education Personnel Education Personnel at UNINGRAT Tual city. In addition, secondary data is also data in written form, namely in the form of documents , journals, newsletters, magazines and other written information that has a direct relationship with the problem being researched.

Data Collection Techniques

Observation (Observation), is a research activity by directly participating in field observations in accordance with the object being researched.

An interview is a direct dialogue with the respondent where they carry out their activities. This technique is used to obtain technical and personal information that supports data that has not been summarized in the questionnaire.

Questionnaire is a list of questions that are distributed and given to respondents to answer questions by marking X weights according to category assumptions.

Documentation is secondary data that has been processed and used as an archive to strengthen the observation results.

Population and Sample

Population. The population in this study is all Education Personnel at UNINGRAT Tual City which amounted to 150 people. **Sample.** The sample is the element of the population which is the subject of measurement of the research unit that provides a conclusion about the entire population (Ghozali: 2018). The number of samples in this study is adjusted to the assumption of the Structural Equation Model (SEM). Hair et al., (1995) suggested that the appropriate sample size is between 125 to 200 and the minimum sample size is 5 times the number of indicators. In this study, the minimum sample number was 125 respondents (this study took 5 times the indicators in this study, $5 \times 29 = 145$). This study took a sample of 145 respondents.

DATA ANALYSIS

This study emphasizes on a quantitative approach in conducting data analysis, so the data analysis methods used are grouped into two, namely descriptive statistical analysis and inferential statistical analysis.

Descriptive Statistical Analysis

This analysis is used to describe the research variables, without drawing generalizations. The data that has been collected is then tabulated in tables and discussed descriptively. The descriptive measure is the provision of numbers, both in the number of respondents (people) along with the average value of the respondents' answers and percentages.

Inferential statistical analysis

The causal relationship formulated in this study uses a model that is not simple, this can be seen that there are variables in the model that play a dual role, namely the variable of work commitment. On the one hand, this variable is a dependent variable in relation to the variables of Visionary Leadership and Work Motivation, Organizational Culture but becomes an independent variable in relation to the performance variable. This form

of causal relationship requires an analytical tool that is able to explain simultaneously about the relationship, so the inferential statistical method that can be used in the analysis of data in this study is Path analysis, Structural Equation Modeling (SEM-AMOS)

RESEARCH RESULTS AND DISCUSSION

Hypothesis Test Results

Before conducting the hypothesis test, the researcher conducted a square multiple correlation (R^2) test to find out how much endogenous variables are simultaneously able to explain exogenous variables. The higher the R^2 value, the better the prediction model of the proposed research model.

Table 2. Hypothesis Test Results

		Estimate	C.R.	Total Effect	Sig	Information
H1	Kepemimpinan_Visioner □ Komitmen_Kerja	0,220	2,188		,029	Positive Significant
H2	Motivasi_Kerja □ Komitmen_Kerja	1,186	5,087		,000	Positive Awareness
H3	Budaya_Kerja □ Komitmen_Kerja	-0,107	-1,166		,244	Positif is Not Significant
H4	Kepemimpinan_Visioner □ Employee Performance	0,059	,556		,578	Positif is Not Significant
H5	Motivasi_Kerja □ Employee Performance	-0,666	-1,722		,085	Positif is Not Significant
H6	Budaya_Kerja □ Employee Performance	0,226	2,338		,019	Positive Significant
H7	Work Commitment □ Employee Performance	1,055	3,369		,000	Positive Significant
H8	Visionary Leadership □ Work Commitment □ Employee Performance			0,232	,035	Positive Not Significant
H9	Work Motivation □ Work Commitment □ Employee Performance			1,251	,005	Positive Significant
H10	Work Culture □ Work Commitment □ Employee Performance			0,112	,150	Positive Not Significant

Source : Data processed, Amos (2024)

Here is a descriptive analysis for each of the direct relationships between the proposed variables:

Visionary Leadership towards Work Commitment (H1)

The estimated coefficient is 0.220, indicating that there is a positive influence between visionary leadership and employee work commitment. These results significantly (C.R. = 2.188, $p = 0.029$) show that visionary leadership has a positive impact on employee work commitment. Thus, H1 is accepted, which means that visionary leadership has a significant effect on work commitment.

Work Motivation to Work Commitment (H2)

The estimated coefficient is 1,186, indicating that there is a positive influence between work motivation and employee work commitment. This result was very significant (C.R. = 5.087, $p < 0.001$), indicating that work motivation had a significant positive impact on employee work commitment. Thus, H2 is accepted, which means that work motivation has a significant positive effect on work commitment.

Work Culture vs. Work Commitment (H3)

The estimated coefficient was -0.107, but the result was insignificant (C.R. = -1.166, $p = 0.244$), indicating that there was no significant relationship between organizational culture and employee work commitment. Thus, Hypothesis 3 was rejected which means that work culture does not have a significant positive effect on work commitment.

Visionary Leadership on Employee Performance (H4)

The estimated coefficient was 0.059, but the results were insignificant (C.R. = 0.556, $p = 0.578$), indicating that there was no significant relationship between visionary leadership and employee performance. With , H4 is rejected, which means that visionary leadership does not have a significant positive effect on employee performance.

Work Motivation on Employee Performance (H5)

The estimated coefficient was -0.666, but the result was insignificant (C.R. = -1.722, $p = 0.085$), indicating that there was no significant relationship between work motivation and employee performance. Thus, H5 is rejected, which means that work motivation does not have a significant positive effect on employee performance.

Work Culture on Employee Performance (H6)

The estimated coefficient is 0.226, indicating that there is a positive influence between organizational culture and employee performance. These results significantly (C.R. = 2.338, $p = 0.019$) indicate that organizational culture has a significant positive impact on employee performance. Thus, H6 is accepted, which means that work culture does not have a significant positive effect on employee performance.

Work Commitment to Employee Performance (H7)

The estimated coefficient is 1,055, indicating that there is a positive influence between work commitment and employee performance. This result significantly (C.R. = 3.369, $p < 0.001$) shows that employee work commitment has a significant impact on employee performance. Thus, H7 is accepted, which means that work commitment has a significant positive effect on employee performance.

Visionary Leadership on Employee Performance Through Work Commitment (H8)

The estimated total coefficient of influence is 0.232, indicating that there is a positive influence between visionary leadership and employee performance through work commitment. The significance value of the sobel test showed a figure of $0.03 < 0.05$. These results significantly show that work commitment can mediate the influence between visionary leadership and employee performance. Thus, H8 is accepted which means that work commitment significantly mediates the influence of mediating the influence between visionary leadership and employee performance.

Work Motivation on Employee Performance Through Work Commitment (H9)

The estimated total coefficient of influence is 1.251, indicating that there is a positive influence between work motivation and employee performance through work commitment. The significance value of the sobel test showed a figure of $0.005 < 0.05$. These results significantly show that work commitment can mediate the influence between work motivation and employee performance. Thus, H9 is accepted meaning that work commitment significantly mediates the influence between work motivation and employee performance.

Work Culture on Employee Performance Through Work Commitment (H10)

The estimated total coefficient of influence is 0.112, indicating that there is a positive influence between work culture on employee performance through work commitment. The significance value of the sobel test showed a figure of $0.150 > 0.05$. These results are not significant to show that work commitment can mediate the influence between work culture and employee performance. Thus, H10 is rejected means that work commitment does not significantly mediate the influence between work culture and employee performance.

DISCUSSION

The Influence of Visionary Leadership on the Work Commitment of UNINGRAT Education Personnel

Referring to the results of the hypothesis test, it can be seen that visionary leadership positively and significantly affects work commitment for education staff at UNINGRAT. This condition shows that the better the implementation of visionary leadership in the UNINGRAT environment is able to significantly increase the work commitment of the workforce in the related university environment. This happens for various reasons.

First, visionary leaders are adept at clearly communicating a compelling vision for the future of Muhammad Ubaidillah et al., 2019; Pahi et al., (2022). By providing a clear picture of what universities can achieve and the potential impact they can have, visionary leaders inspire a sense of purpose and meaning in working for working people (Mwesigwa et al., 2020; Wiza & Hlanganipai, 2014) in the UNINGRAT environment. To the vision and success of the university as a whole. Valued and supported in their professional journey.

The Effect of Work Motivation on the Work Commitment of UNINGRAT Education Personnel

Referring to the results of the hypothesis test, it can be seen that work motivation positively and significantly affects work commitment for education staff at UNINGRAT. This condition shows that the better the work motivation of education staff in the UNINGRAT environment is able to significantly increase the work commitment of the workforce in the related university environment. This is because work motivation plays an important role in determining the level of work commitment among staff members in the university environment (Dwivedula et al., 2013; Suzila Mat Salleh et al., 2016). Where, when they are motivated, they tend to feel a sense of purpose and enthusiasm for their work, which in turn can lead to higher levels of job satisfaction, increased productivity, and greater dedication to the university's goals and values. Further, commitment to the university's goals and values

The Influence of Work Culture on the Work Commitment of UNINGRAT Education Personnel

Referring to the results of the hypothesis test, it can be seen that work culture has no effect on work commitment for education staff at UNINGRAT. This is not in line with previous research that says that work culture refers to values, beliefs, norms, and practices that are shared among employees in an organization (Dewi Suma, 2024; Maswani et al., 2019; Pandapotan Sitompul et al., 2019). However, research has shown that work culture does not have a significant impact on increasing work commitment for staff within UNINGRAT. This condition can occur due to several factors. First, work culture is a subjective concept that can vary from one person to another. Second, a person's work commitment is greatly influenced by various factors such as job satisfaction, organizational support, and personal motivation (Panjaitan et al., 2023). Therefore, even if an organization has a positive work culture, it does not guarantee that employees will have a good commitment to their work. In addition, work commitment is also not only determined by work culture. There are other factors such as job security, career development opportunities, and work-life balance that also play a role in employee commitment (Kotherja & Kotherja, 2016; Provita & Nabhan, 2023).

The Influence of Visionary Leadership on the Performance of UNINGRAT Education Personnel

Referring to the results of the hypothesis test, it can be seen that visionary leadership does not have a significant effect on the performance of education staff at UNINGRAT. This is not in line with previous research that says that visionary leadership can improve a person's performance in working in their institution (Mwesigwa et al., 2020; Nilima Gandhi, 2022; Sarwono et al., 2020). Although visionary leadership is often considered an important factor in driving organizational success and improving performance (Muhammad Ubaidillah et al., 2019). However, in the context of the environment at UNINGRAT, having a visionary leader alone may not be enough to improve staff performance. While having a clear vision and direction is important, it needs to be complemented by effective management, support, and resources for staff to truly improve their performance.

The Effect of Work Motivation on the Performance of UNINGRAT Education Staff

Referring to the results of the hypothesis test, it can be seen that work motivation has no effect on performance for education staff at UNINGRAT. This is not in line with work motivation that can improve a person's performance in working in their institution (Conceição, 2023; Malik et al., 2024). This condition shows that although an education worker may have high motivation, if the work environment conditions are not supportive, such as a toxic work culture, lack of support from management, or inflexible policies, then the motivation itself may not be enough to improve performance (Suzila Mat Salleh et al., 2016). This condition is in line with the findings in this study which revealed that work facilities for education staff in the UNINGRAT environment are inadequate. This is marked by the low indicator of work facilities with the lowest average value of 3.94. Where, inadequate work facilities or an uncomfortable environment can interfere with the comfort and well-being of employees, which in turn can reduce their productivity and work focus.

The Influence of Work Culture on the Performance of UNINGRAT Education Personnel

Referring to the results of the hypothesis test, it can be seen that work culture positively and significantly affects the performance of education staff at UNINGRAT. This condition shows that the better the work culture owned by education staff in the UNINGRAT environment is able to significantly improve the performance of the workforce in the related university environment. This is because a strong work culture in the university environment can significantly improve performance among education staff at UNINGRAT. Where, when a university develops an inclusive, supportive, and collaborative work culture, it can increase employee engagement and dedication. A positive work culture can boost the morale of university administrators, leading to a more motivated and more productive workforce. When the university education workforce feels supported, valued, and respected, they tend to perform well towards their role and the university's mission as a whole, Maswani et al., (2019); Panjaitan et al., (2023). In addition, a strong work culture can foster a sense of belonging and pride in the university, leading to increased loyalty and quality of work among staff members. In addition, a positive work culture often reflects the core values of the institution. When these values are in line with the values possessed by education staff, they tend to feel more emotionally connected to the institution to achieve common goals with Dewi Suma, (2024); Maswani et al., (2019).

Contributor to Work Commitment to the Performance of UNINGRAT Education Staff

Referring to the results of the hypothesis test, it can be seen that work commitment positively and significantly affects the performance for education staff at UNINGRAT. This condition shows that the better the work commitment of education staff in the UNINGRAT environment is able to significantly improve the performance of the workforce in the related university environment. Work commitment can significantly improve the performance of education staff in the UNINGRAT environment due to several main factors. When educators are committed to their jobs, they tend to work harder to meet the goals and objectives of the institution. This level of dedication often leads to increased productivity and performance Fitri Widiastuti, (2019; Provita & Nabhan, (2023). This condition shows the consistency of their work. Where education personnel who have a high work commitment tend to be more consistent and reliable in carrying out their duties. They have a high dedication to their work and strive to deliver the best results consistently, which can improve their overall performance.

Work Commitment can Mediate the Relationship between Visionary Leadership and the Performance of UNINGRAT Education Personnel

Based on the results of hypothesis testing, it is known that work commitment can mediate the relationship between visionary leadership and the performance of education staff at UNINGRAT. This condition means that the influence of mediation provided is full partial mediation. This is because, on direct influence, it is known that visionary leadership cannot directly affect employee performance. In addition, the implementation of visionary leadership at UNINGRAT is also able to create leaders in the environment to adapt to change and inspire innovation, creating a dynamic and forward-thinking environment within the university. Where, this can instill a sense of pleasure and motivation among the staff, leading to increased commitment and involvement in their work Muhammad Ubaidillah et al., (2019; Pahi et al., (2022). Thus, it can be said that visionary leadership has the potential to significantly increase work commitment among university staff which can further improve their performance. This is because, committed staff are more likely to show loyalty to the university, thereby reducing staff turnover and contributing to a more stable and cohesive work environment Dewi Suma, 2024; Maswani et al., (2019).

Work Commitment can Mediate the Relationship between Work Motivation and Performance of UNINGRAT Education Personnel

Based on the results of hypothesis testing, it is known that work commitment can mediate the relationship between work motivation and the performance of education staff at UNINGRAT. This condition means that the influence of the mediation provided is full mediation. This is because, on the direct influence, it is known that work motivation does not directly affect employee performance. Thus, referring to the above results, it

can be said that work motivation plays an important role in determining the level of work commitment among staff members in the university environment Dwivedula et al., 2013; Suzila Mat Salleh et al., (2016). Where, when they are motivated, they tend to feel a sense of purpose and enthusiasm for their work, which in turn can lead to a higher level of job satisfaction, increased productivity, and greater dedication to the university's goals and values, which can further improve the quality of their performance at UNINGRAT.

Work Commitment can Mediate the Relationship between Work Culture and the Performance of UNINGRAT Education Personnel

Based on the results of hypothesis testing, it is known that work culture cannot mediate the relationship between work culture and the performance of education personnel at UNINGRAT. This condition means that it is not in line with the hypothesis that has been formulated in this study and previous research. Although, directly, the work culture directly affects the work commitment and performance of education personnel at UNINGRAT. This condition can occur due to several factors. First, work culture is a subjective concept that can vary from one person to another. Second, a person's work commitment is greatly influenced by various factors such as job satisfaction, organizational support, and personal motivation Panjaitan et al., (2023). Therefore, even if an organization has a positive work culture, it does not guarantee that employees will have a good commitment to their work. In addition, work commitment is also not only determined by work culture. There are other factors such as job security, career development opportunities, and work-life balance that also play a role in employee commitment Kotherja & Kotherja, (2016); Provita & Nabhan, (2023). So, when employees do not have a good work commitment, this can affect their performance in a good way.

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Visionary leadership positively and significantly affects the work commitment for education staff at UNINGRAT. Where, it can be said that in the UNINGRAT environment, visionary leadership has been implemented that can be seen from leaders at UNINGRAT who are able to introduce, explain, and realize the university's vision clearly and inspiring. Where, the ability to describe the vision clearly and straightforwardly can build enthusiasm and strengthen a sense of ownership towards the university's mission, so that it can increase the commitment of all work elements at the university to continue to contribute to advancing the university to the maximum.

Work motivation positively and significantly affects work commitment for education staff at UNINGRAT. This condition shows that the better the work motivation of education staff in the UNINGRAT environment is able to significantly increase the work commitment of the workforce in the related university environment. This is because work motivation plays an important role in determining the level of work commitment among staff members within the university. Where, when they are motivated, they tend to feel a sense of purpose and enthusiasm for their work, which in turn can lead to higher levels of job satisfaction, increased productivity, and greater dedication to the university's goals and values.

Work culture has no effect on work commitment for education staff at UNINGRAT. This is because the lack of collaboration between employees is considered to affect their level of performance and productivity at work.

Visionary leadership has no effect on the performance of education staff at UNINGRAT. One of the mega factors that visionary leadership does not affect the improvement of the performance of education personnel in the UNINGRAT environment is the lack of flexibility in UNINGRAT. This is due to the lack of ability of leaders at the university to adapt quickly to changes and face the challenges that arise along the way. Where, they are less flexible in their approach, open to feedback, and ready to change strategies if needed.

Work motivation has no effect on performance for education staff at UNINGRAT. The existence of limited resources and access is one of the factors. This is because, a person's performance is affected by the limited resources available to them, such as time, funds, or equipment. Even if an employee is highly motivated, yet they don't have access to the necessary resources to complete their tasks, their performance may remain limited.

Work culture positively and significantly affects the performance of education staff at UNINGRAT. This

condition shows that the better the work culture owned by education staff in the UNINGRAT environment is able to significantly improve the performance of the workforce in the related university environment. This is because a strong work culture in the university environment can significantly improve performance among education staff at UNINGRAT. Where, when a university develops an inclusive, supportive, and collaborative work culture, it can increase employee engagement and dedication.

Work commitment positively and significantly affects the performance of education staff at UNINGRAT. Where education personnel who have a high work commitment tend to be more consistent and reliable in carrying out their duties. They have a high dedication to their work and strive to deliver the best results consistently, which can improve their overall performance.

Work commitment can mediate the relationship between visionary leadership and the performance of education personnel at UNINGRAT. Visionary leaders have proficiency in identifying and fostering talents, so that they can provide opportunities for education personnel in the UNINGRAT environment to grow and develop. This then creates a sense of loyalty and commitment among the staff, as they feel valued and supported in their professional journey. Where, education personnel who have a high work commitment tend to be more consistent and reliable in carrying out their duties. They have a high dedication to their work and strive to deliver the best results consistently, which can improve their overall performance.

Work commitment can mediate the relationship between work motivation and the performance of education staff at UNINGRAT. It can be said that work motivation plays an important role in determining the level of work commitment among staff members in a university environment. Where, when they are motivated, they tend to feel a sense of purpose and enthusiasm for their work, which in turn can lead to higher levels of job satisfaction, increased productivity, and dedication greater to the university's goals and values, which can further improve the quality of their performance at UNINGRAT.

Work culture cannot mediate the relationship between work culture and the performance of education staff at UNINGRAT. This condition can occur due to several factors. Such as job satisfaction, organizational support, and personal motivation which can further affect the decrease in commitment and performance consecutively.

SUGGESTION

Researchers are further advised to consider the position of work culture variables as mediating variables. This is because, considering the results. Which was found in a study that showed a considerable and significant direct influence between work culture variables on employee performance.

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