

The Influence of Career Development, Organizational Communication, Leadership and Commitment to Job Satisfaction and Employee Performance at Makassar State Islamic University

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ABSTRACT

The purpose of this study was to determine and analyze the influence of career development, organizational communication, leadership and commitment on job satisfaction and employee performance at the Makassar State Islamic University. A population is a complete group of elements that can generally be people, objects, transactions, or events. The population in this study were all employees who worked at UIN Makassar, amounting to 170 people. The sample is a set or part of the population unit. Determination of the sample using the Census method, where the entire population is selected as a sample in this study. The analytical model used in this research is descriptive and quantitative. The data analysis test tool uses Smartpls 3.0 software. The results of this study indicate Career Development, Organizational Commitment, Organizational Commitment, Career Development, Organizational Commitment and Organizational Communication have a significant effect on job satisfaction of $0.000 > 0.05$ and have a positive effect with an Account of $4.01 > 1.0$ (Table) (see table.6) . So that the hypothesis is accepted ($H_a = \text{Accepted}$ and $H_1 = \text{Rejected}$).

Keywords: Career development, Organizational Commitment, Communication, Job satisfaction and employee performance.

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I. INTRODUCTION

Education is one of the social institutions that offer intellectual, affective, psychomotor, affective, psychomotor, and emotional and prepare the future of the people. Education is also an investment for every human being (human investment), which can lead people to enrich their knowledge and improve the quality of life in all aspects of life, especially the development and development of human resources. The role of education is directed to achieve national development through approaches to aspects of religion, psychology, economy, culture, and of course aspects of science. The Law on the National Education System number 20 of 2003 mandates that national education functions to develop capabilities and shape the character and civilization of a dignified nation, in the context of educating the nation's life, aiming to develop the potential of students to become human beings who believe and fear God Almighty. Almighty, noble, healthy, knowledgeable, capable, creative, independent, and become a democratic and responsible citizen. This role must be attached to every path, type, and level of education contained in the rules of education administration. (Conceptual, Astuti, 2019). Higher Education is currently in a vortex of continuous change and uncertainty so all levels of leadership must be able to implement adaptive managerial acceleration. Morgan in Warwick (2012), asserts that successful managers are managers who are open and flexible in making decisions whenever the decision is possible to be taken to deal with problems. Making this decision, for a chancellor or dean may be a 'difficult decision, the decision generally includes aspects of building and implementing the vision even program reforms and very basic organizational transformations; all will be held accountable for them. But they must do so to make higher education institutions more customer-oriented, responsive and competitive (Degn, 2015). Universities are employees of public service providers in the field of education. This requires higher education institutions to make changes, especially in terms of quality. Coupled with the rapid development of technology that makes it easier for everyone to access to know the quality of each educational institution so that they can choose which institutions are considered high quality in the eyes of users of educational services. Every user of education services (stakeholders) would want quality education so that their future is guaranteed. The quality of knowledge produced by educational institutions now also requires that it be accessed via the internet so that the

wider community can easily get information about the progress of science from every educational institution. At this level, universities have a very large role, especially in the era of globalization that is sweeping the nation at this time. Coupled with such rapid economic development, it forces the higher education sector to increase its output as intelligent, superior, and quality human resources to meet the qualifications required in various sectors of life (Joyce P & O'Boyle, 2013).

Placing higher education as the basis for responding to some civilizational tendencies, contemporary civilization requires higher education employees to respond to the trend of globalization which has placed prosperity and welfare as very important at this time and education is an attempt to prepare a better generation that can play a role in the life of religion, nation and state. The role of education which is quite heavy has implications for the demands of quality education and forms the characteristics of an intellectual nation, and advanced in all fields, forming good behaviour, ethics, and morals, so that it can be a provision in facing the era of globalization. The reality of the demand for quality higher education that places the prosperity and welfare of its alumni output in the era of globalization is inversely proportional to the existing trend. Poverty and unemployment rates are increasing. It's as if we don't believe that those who are unemployed have scholars in them. Pressure and competition are getting sharper in various aspects of life. That is the reality and is a high price to pay for the consequences of globalization. Globalization is an undeniable phenomenon for all nations. It is a historical necessity that cannot be avoided with all its blessings and disadvantages. The nation and state will be strong in stepping into the setting of globalization if they have high-quality higher education employees (Zamroni: 2000). Tackling a condition of society that is ready to compete is one of the tough roles that must be grounded by higher education employees today. To realize this role, various orientations of higher education certainly lead to the development of quality human resources (students) who are ready to meet the needs of the market (the world of work). This is because the quality of human resources is the basic capital to adapt to the global world paradigm with all the increasing competitive tensions. The existence of UIN in the midst of the vortex of global civilization is required us to be more careful in understanding social phenomena. Thus, Islamic universities remain responsive in anticipating the map of education in an ever-changing world. This is a mandatory function that must be carried out by universities to achieve higher education goals as stated in PP number 60 of 1999 concerning Higher Education, chapter II Article 2 paragraph (1) that the objectives of education are:

- a. Prepare students to become community employees who have academic and/or professional abilities who can apply, develop and/or enrich the repertoire of science, technology and/or arts;
- b. Develop and disseminate science, technology and/or arts as well as strive for their use to improve people's lives and enrich national culture (pp. Number 60 of 1999).

Law No. 12 of 2012 concerning Higher Education, the government emphasizes quality higher education as stated in Article 51 paragraph 1 which states that quality higher education is higher education that produces graduates who can actively develop their potential and produce knowledge and/or knowledge or technology that is useful for society, nation and state (Law No. 12 of 2012, article 51 paragraph 2).

Universities regardless of form and status; the public or private sector must strive to guarantee the quality of their output because it has been guaranteed by law. Even in Law Number 12 of 2012 in article 53 it is stated that the higher education quality assurance system as referred to in article 51 paragraph (2) consists of: (1) an internal quality assurance system developed by universities and (2) a quality assurance system external activities carried out through accreditation (Law Number 12 of 2012 article 53). One of the paragraphs in this law clearly emphasizes the granting of autonomy to universities to regulate, condition, and develop their quality assurance system in accordance with the established vision and mission. Complaints from the business world that accommodate graduates of higher education to work are increasingly sticking out to the surface. The reason is that their abilities are not directly proportional to the GPA listed in the diploma. In addition, many education graduates are unable to compete with the education they have received. This is an indication of the lack of competitive management in the world of education so that the output is inversely proportional to the expectations of the users.

Job satisfaction is the way a worker feels about his job, job satisfaction is a feeling that supports or does not support the employee related to his condition Wexley and Yukl (1992). Mc. Cormick and Tiffin (in Miner, 1995) explain that job satisfaction is a feeling or response that arises as a result of work experience related to the values of workers. The value of job satisfaction has a Cronbach alpha value (α)0.897 or is included in the category of good reliability. Conclusions can be drawn based on their common opinion that job satisfaction is a person's positive or negative attitude or assessment of the results of his work. Individuals who have a high organizational commitment and have great involvement in organizational activities will develop a positive assessment of their work (Luthans (1995). According to Soni, et al. (2017), job satisfaction is purely related to the employees of the organization and with the ever-changing dynamics of the company it becomes very difficult to keep employees satisfied with their jobs.

Table 2 Research Results 170 Respondents Regarding the Causing Factors. Employee Job Dissatisfaction at UIN Makassar Factors That Cause Job Dissatisfaction

No	Factors Causing Job Dissatisfaction	Number of Answers	in Percent (%)
1	Workload	35	21
2	Division of Work Units (Coworkers)	40	24
3	Work Placement	35	21
4	Promotion System	33	19
5	Compensation	26	15
6	Leaders	1	1
7	Total	170	100

Source: Source: Primary Data (processed) 2022

Some answers In per cent (%), Workload 35 (21%), Division of work units (colleagues) 40 (24%), work placement 35 (21%), promotion system 33 (19%) compensation 26 (15%), leadership 1 (1%) in the research conducted by each respondent is allowed to provide answers. The phenomenon from the results of interviews that researchers have conducted on employees at UIN, the results of these interviews state that employees feel dissatisfied with their work, facilities are not good, the place to work is not comfortable, income is still lacking, communication is not good, and lack of attention to employees, because they are still there, is an assessment based on proximity, there are also employees working who are not in accordance with their fields. Based on the problems that occurred above, employees feel that their job satisfaction has not been fulfilled, because there are still many complaints about the company. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2012: 67). Another thing that affects employee performance is the satisfaction felt by employees. Performance is the result of work achieved by each employee so that they can make a positive contribution to the Wilson Bangun company (2016: 234). employee performance with a value (α) of 0.796 and included in the category of good reliability.

Performance phenomena at UIN such as decreased performance due to high workloads, work that is not as desired, lack of socialization/cooperation between co-workers and lack of promotion opportunities are factors that make employees less satisfied at work. Sedarmayanti (2011) suggests the performance indicators are as follows: 1) Quality of work 2) Timeliness (Pomptnees) 3) Initiatives 4) Capability 5) Communication. Based on this background description, prospective researchers are interested in exploring the implementation of these three components to ensure the success of education at UIN Makassar by raising the title Effect of Career Development, Organizational Communication, Leadership and Commitment to Job Satisfaction and Employee Performance at the Makassar State Islamic University (UIN) Makassar.

II. RESEARCH METHOD

The approach used in this research is a case study. A case study (Rahardjo, 2017) is a series of scientific activities carried out intensively, in detail, and in depth about a program, event, and activity, either at the individual level, a group of people, employees or organizations to gain in-depth knowledge about the event that is specific. actual (real-life events) and in progress. In scientific research, the data collection method is intended to obtain relevant, accurate and reliable materials related to research. The data collection methods used in this study are:

Observation

Observation is an empirical scientific activity that is based on field facts and texts, through the experience of the five senses without using any manipulation. The purpose of observation is the description, in qualitative research, it produces theories and hypotheses, or in quantitative research, it is used to test theories and hypotheses. To be able to approach social phenomena, an observer needs to have close access to the setting and research subject. Conducting observation techniques must pay attention to ethical principles, namely, respect for human dignity, subject privacy and confidentiality, fairness and inclusiveness, taking into account the benefits and losses incurred. (balancing harms and benefits) (Hasanah, 2016). In social research that uses a qualitative approach, in general, observation is used to identify maps of social life that appear on the surface (as social phenomena). Knowing the map of social life is very important because it is a social phenomenon that needs to be understood or explained, and what meaning is hidden behind it. Once in the field, the researcher should arrange for the complexity of behaviour in the research setting to be recorded through observation (Moleong, 1991).

Questionnaire

A questionnaire is a list of questions distributed and given to informants to answer questions by checking the weights according to category assumptions.

III. RESEARCH RESULTS

Hypothesis Testing: At this stage is to see whether the hypothesis proposed in the study is accepted (Ha = Accepted, H1 = Rejected) or the proposed hypothesis is rejected (Ha = Rejected, H1 = Accepted). Hypothesis testing by looking at the calculated value with a probability value of $P < 0.05$. The hypothesis testing can be seen in table 23 as follows:

Table 23. Path Coefficient Value

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Commitment -> Employee Job Satisfaction	0.305	0.310	0.103	2.975	0.003
Organizational Commitment -> Employee Performance State Islamic University	0.200	0.200	0.097	2,064	0.040
Organizational Communication -> Employee Job Satisfaction	0.334	0.322	0.088	3,779	0.000
Organizational Communication -> Employee Performance of State Islamic University	0.447	5.538	0.081	0.336	0.000
Career Development -> Employee Job Satisfaction	0.331	0.084	4,001	Career	0.000
Development -> Employee Performance of State Islamic University	0.224	0.224	0.083	2.688	0.007
Leaders -> Employee Job Satisfaction	-0.200	-0.172 0.139	1,437	0.151	Leaders
-> Employee Performance State Islamic University	-0.016	0.006	0.118	0.135	0.893

Source: Processed data, 2022

Interpretation:

1. Ha = Career Development has a positive and significant effect on job satisfaction at Makassar State Islamic University. ()UINemployeestable.6). So that hypothesis is accepted (Ha = Accepted and H1 = Rejected).
2. Ha = Organizational communication has a positive and significant effect on job satisfaction at Makassar State Islamic University, ()UINemployeessee table.6). So that hypothesis is accepted (Ha = Accepted and H1 = Rejected).
3. Ha =Leadership has a positive and significant effect on job satisfaction of Makassar State Islamic University (UIN) employees.Leadership does not have a significant effect on job satisfaction of $0.073 > 0.05$ with a Tarithmetic of $1.794 > 0.936$ (Ttable). So that hypothesis is accepted (Ha = Accepted and H1 = Rejected).
4. Ha = effect on employee job satisfaction at the Makassar State Islamic University significant()UIN. table.6). So that hypothesis is accepted (Ha = Accepted and H1 = Rejected).
5. Ha = Career development has a significant effect on employee performance of $0.000 > 0.05$ and has a positive effect with a Tarithmetic of $4.01 > 1.0$ (Ttable), so the hypothesis is accepted (Ha = Accepted and H1 = Rejected).

6. H_a = Organizational Commitment has a significant effect on employee performance of $0.040 < 0.05$ and has a positive effect with a calculated of $2.064 > 0.999$ (Ttable), so the hypothesis is accepted (H_a = Accepted and H_1 = Rejected).
7. H_a = Organizational communication has a significant effect on employee performance with a value of $0.000 < 0.05$ and a positive effect with a Tarithmetic of $5.538 > 0.999$ (Table), so that hypothesis is accepted (H_a = Accepted and H_1 = Rejected).
8. H_a = Leadership does not have a significant effect on employee performance of $0.073 > 0.05$ with a calculated of $1.794 > 0.936$ (Ttable) So that hypothesis is accepted (H_a = Accepted and H_1 = Rejected).

IV. DISCUSSION

Career Development on job satisfaction.

Career development is highly expected by every employee, because with this career development they will get more rights than what was previously obtained, both material and non-material, for example, increased income, improved facilities and so on. While the rights are not material such as social status, feelings of pride, and so on. In practice, career development is more of a career execution. The results of hypothesis testing have proven that there is an influence between career development on job satisfaction at UIN Makassar H_a = Career Development has a positive and significant effect on the job satisfaction of UIN employees. Career development has a significant effect on job satisfaction of $0.000 > 0.05$ and has a positive effect with a calculated of $4.01 > 1.0$ (Ttable) (see table 6). So that the hypothesis is accepted (H_a = Accepted and H_1 = Rejected). This means that career development partially affects employee job satisfaction at UIN Makassar. This test statistically proves that career development on employee job satisfaction at UIN Makassar. This means that there is a positive and significant contribution between career development variables on employee job satisfaction at UIN Makassar. It can be concluded that organizational support will provide feedback on job satisfaction, namely by increasing the ability of employee performance to test the position/career position provided by the organization and career needs will lead employees to adjust their internal career needs to increase job satisfaction. better at UIN Makassar.

In line with the results of previous research, M. Harlie (2011) conducted a study entitled The Effect of Work Discipline, Motivation and Career Development on the Performance of Civil Servants at the Tabalong Regency Government in Tanjung, South Kalimantan. This study used a survey method and data were collected through questionnaires addressed to the Tabalong Regency Government Civil Servants. A total of 112 civil servants of the Tabalong Regency Government were determined as a sample of 1197 populations focused on the Tabalong Regent's Office. The results showed that motivation and career development as independent variables had a significant partial effect on employee performance with a value (t count of 5.045 and t table value of 1.6599).

Effect of Organizational Communication on Job Satisfaction

One of the factors that need to be considered by employees to increase employee job satisfaction is interpersonal relationships. Humans always need and meet other people in their lives. To be accepted and adapt well, individuals must try to establish relationships with other individuals. As evidenced by the research, organizational communication has a positive and significant effect on employee job satisfaction at Makassar State Islamic University (UIN). Organizational communication has a significant effect on job satisfaction with a value of $0.000 < 0.05$ and a positive effect with a T value $3.779 > 0.999$ (Ttable) (see table.6). So that hypothesis is accepted (H_a = Accepted and H_1 = Rejected). In any situation, including in the work environment, interpersonal relationships play an important role. For employees, good interpersonal relationships can be a factor that determines career success and facilitates work. Employees also get social support from their co-workers, so they can reduce stress due to work pressure. This can have an impact on job satisfaction. According to Robbins (2007:45), Interpersonal Relations are Interactions between a person and other people in work situations and in organizations as a motivation to work together productively, to achieve economic, psychological and social satisfaction.

Support in this study includes employees interacting with co-workers well, communicating with co-workers well, trying to help co-workers and being mutually supportive with co-workers. However, not all conditions or conditions of co-workers can be conveyed to the employee concerned because it is limited by the existing code of ethics. Because if this is done, employee job satisfaction will not be achieved. A positive attitude is shown in the form of employees participating in creating a conducive situation between employees and employees, looking at everything positively, always participating in helping colleagues and trying to respect colleagues while in the hospital. But a positive attitude does not always have to be met because this will cause job satisfaction to not be achieved. This study contradicts research conducted by Inna (2013) which found that interpersonal communication can increase satisfaction, Paningkat (2011) also found that interpersonal

communication has a positive effect on job satisfaction. The results of this study contradict the research of Tiur (2013) which found there was no influence between interpersonal communication on job satisfaction.

The Effect of Organizational Commitment on Job Satisfaction

Answer the formulation of the problem and the first hypothesis can be observed from the results of the path analysis in Table 23. The table shows that organizational commitment has a significant positive effect on job satisfaction. This shows that the better the organizational commitment that is carried out, the more job satisfaction will increase. This finding is in accordance with the results of the study. Organizational Commitment has a positive and significant effect on the job satisfaction of Makassar State Islamic University (UIN) employees. Organizational commitment has a significant effect on job satisfaction of $0.000 > 0.05$ and has a positive effect with a Tarithmetic of $4.01 > 1.0$ (Ttable) (see table 6). So that hypothesis is accepted ($H_a =$ Accepted and $H_1 =$ Rejected). Organizational commitment is a condition in which an individual side with the organization and its goals and desires to maintain its membership in the organization. The results of testing the first hypothesis can be observed from the path analysis results in Table 23. From the table, organizational commitment has a significant positive effect on satisfaction. work. This shows that the better the organizational commitment that is carried out, the more job satisfaction increases. Thus, the organizational commitment of employees is in the form of happiness, feeling, thinking, emotionally attached, worried, having a sense of belonging, little choice, alternative, sacrifice, loyal, obligation, and loyal., work, one organization, wise, positive and significant effect on job satisfaction. This means that the indicators of organizational commitment give real meaning to the job satisfaction of employees at UIN.

The results of the research based on the data obtained show that organizational commitment positive and significant effect on job satisfaction. variable organizational commitment and its indicators provide positive reinforcement for being happy, feeling, thinking, emotionally attached, worried, having a sense of belonging, little choice, alternative, sacrifice, loyal, obligation, loyal, working, one organization, wise, and making a very significant contribution. strong or significant to job satisfaction. The relationship with previous research has similarities and differences. The similarity lies in the exogenous and endogenous variables studied, namely Organizational Commitment to job satisfaction, while the difference lies in the analysis tool, the object of research and the size of the population and sample. The results of previous studies that are relevant to this study include Anik Suwarni (2008), Danang M. Wibowo (2014), White Stoner (2014) and Julian Yoseph (2012). In this previous study, organizational commitment directly had a positive and insignificant effect and had a negative and insignificant effect on job satisfaction. Meanwhile, this study, shows that organizational commitment has a significant positive effect on job satisfaction so it becomes the novelty of this research among previous studies.

The Effect of Leadership on Job Satisfaction.


Leadership has a positive and significant effect on the job satisfaction of Makassar State Islamic University (UIN) employees. Leadership does not have a significant effect on job satisfaction of $0.073 > 0.05$ with a Account of $1.794 > 0.936$ (Ttable). So that the hypothesis is accepted ($H_a =$ Accepted and $H_1 =$ Rejected). The Effect of Leadership on Job Satisfaction Based on the test results of the direct influence of the leadership variable on job satisfaction, a p-value of $0.000 < 0.05$ was obtained, and it can be concluded that leadership has a significant effect on job satisfaction. The results in this study are in line with research conducted by Lusigita (2017) which proves that leadership has a significant effect on job satisfaction. Srikaningsih (2017) proves that leadership has a significant effect on job satisfaction. Leadership is one of the factors that support the comfort of officers or employees at work. A good leader will provide a conducive work situation for his employees in working to complete everything that is charged to them in carrying out their work duties. The success or failure experienced by most organizations or companies is largely determined by the quality of leadership. Leaders have duties and responsibilities in realizing the goals and objectives of the organization or company, according to Hensey et al (1996:99) that leadership is a process to influence the activities of individuals or groups to achieve the goals that have been set.

Based on the results of his research, it can be seen that the application of leadership will affect the job satisfaction of hospital employees. In contrast to research by Mamesah (2009), based on the results of his research on the Effect of Leadership on Job Satisfaction, it turns out that there is no significant effect of transformational leadership style on job satisfaction. this is in line with Permana's research, (2010). Regarding the influence of leadership on job satisfaction, based on the results of his research, it was found that leadership did not affect employee job satisfaction factors. This research is supported by Savitri (2014). Regarding the effect of transformational leadership on job satisfaction, the results show that the leadership style variable has no significant positive effect on employee job satisfaction.

Effect of Job Satisfaction on Performance

Job satisfaction is the work achieved by a person in carrying out the tasks assigned to him based on the actualization of work based on the achievement of work goals, work performance, realization, targets and welfare. The results of testing the first hypothesis can be observed from the results of the analysis. The table shows that job satisfaction has a significant positive effect on performance. This shows that the better the job satisfaction, the higher the performance. Thus, job satisfaction in the form of work, orientation, targets, completion, benefits and rewards has a positive and significant effect on performance. This means that the job satisfaction indicator owned by employees gives real meaning to the performance of employees at UIN. For an organization, efforts to increase employee job satisfaction are important things to pay attention to and consider to realize organizational sustainability. Job satisfaction in question is an expression of pleasant or disappointing feelings for the achievement of work efforts that have been carried out. Usually, employees express feelings of satisfaction marked by pleasant expressions or show serious and innovative actions at work, and employees who feel dissatisfied usually express disappointment or show actions that are lazy and not eager to work. The impact of job satisfaction owned by employees directly has a positive and significant impact on improving employee performance in terms of quantity, quality, efficiency and effectiveness shown in carrying out routine activities in an organization.

The relationship with previous research has similarities and differences. The similarity lies in job satisfaction and performance, while the differences lie in the object of research, population and sample size, analytical tools and research results. The results of previous studies that are relevant to this study include the results of research by Nelson M (2013), Waite Stoner (2014) and Moore (2011). In previous research, job satisfaction directly has a negative and significant effect on performance. Meanwhile, in this study, job satisfaction has a positive and significant effect on performance, so it becomes the update of this research among previous studies. This discussion is also related to the application of the concept of Islamic management as stated in the Qur'an Surah An aam verse 132:

 وَلِكُلِّ دَرَجَاتٍ مِّمَّا عَمِلُوا وَمَا رَبُّكَ بِغَفِيلٍ عَمَّا يَعْمَلُونَ

Meaning:

And each person gets degrees (balanced) with what he does. And your Lord is not heedless of what they do.

This verse enlightens every human being to have a behaviour that always does work that is balanced between the demands of the organization and human demands as people who work in obtaining the degree of what they do.

The influence of career development on employee performance

The better the career development of employees, the better their work results. UIN employee performance is determined by individual career planning which shows employee self-intensity in a better direction, support from the HR management division or career development has a significant influence on employee performance by $0.000 > 0.05$ and has a positive effect with a T value $4.01 > 1.0$ (Ttable), so that the hypothesis is accepted ($H_a = \text{Accepted}$ and $H_1 = \text{Rejected}$). Career development is a chronology of activities and behaviours related to work and a person's attitudes, values and aspirations for all jobs or positions that have been or are being worked on. A person's career planning can be good or bad it is also determined by the role and support of the HR or personnel management division. Career planning is the foundation of career development. At the level of education and years of service observed, employees at UIN have appropriate responses regarding career planning instruments. employees have been able to express individual attitudes and values and have far-sighted views for their careers at work. Planning is carried out by employees and by organizations regarding employee careers, especially regarding the preparations that must be met by an employee to achieve certain career goals. An employee's career is sometimes related to a position in the workplace. The position of employees in the workplace affects lifestyle and how society views employees in the social environment so that each employee tends to have motivation for better career planning than before.

Reward System Organizations that do not have a clear reward system will tend to treat their employees subjectively. Employees who perform well are considered the same as employees who are not good. Currently, many organizations are starting to make a good reward system with the hope that every achievement shown by employees can be given a certain number of credit points. Number of employees The more employees, the tighter the competition to occupy a position, and the smaller the opportunity for an employee to achieve certain career goals. The number of employees owned by an organization greatly affects the existing career management. If the number of employees is small, then career management will be simple and easy to manage. Organizational Size Organizational size in this context relates to the number of positions in the organization, including the number of types of work and the number of personnel required to fill these various positions and

jobs. Usually the larger the organization, the more complex the career management affairs of employees. However, there are more opportunities for promotion and employee rotation.

The Influence of Leadership on Employee Performance

The results of hypothesis testing have proven that there is an influence between the type of leadership on the performance of UIN Makassar. that with an increase in the leadership variable, there will be an increase in the performance of UIN Makassar. $H_a = \text{Leadership}$ does not have a significant effect on employee performance of $0.073 > 0.05$ with a calculated of $1.794 > 0.936$ (Ttable) So that the hypothesis is accepted ($H_a = \text{Accepted}$ and $H_1 = \text{Rejected}$). The leadership variable can be interpreted that the respondent giving a good value. This can be seen from the average value of 4.08 paying attention to the data from the table, it is explained that the dominant indicator forming the leadership variable, namely the attitude toward discipline and training in supporting work, becomes the answer of the respondent who has the highest score, namely the answer agrees and the average score the highest in the fifth indicator is 4.02. On the other hand, the indicator that has the smallest contribution to the formation of the leadership variable is the first indicator, namely the support of colleagues. Bosses in completing work with an average score of 4.08. However, this does not mean that employees are dissatisfied with their co-workers.

Suprpta et al.'s research. (2015) which states that leadership has a significant effect on performance. Then, research conducted by Srikaningsih (2017) shows that leadership can have a direct and significant effect on employee performance.

The Effect of Organizational Commitment on Performance

Organizational Commitment is an attitude that must be owned by every employee. Commitment is a binder that encourages him to give what is best for what is his responsibility. Organizational commitment is a belief that binds a person to the organization where he works, which is indicated by loyalty, involvement in work and identification of organizational values and goals. Organizational Commitment has a positive and significant effect on the job satisfaction of Makassar State Islamic University (UIN) employees. Organizational commitment has a significant effect on job satisfaction of $0.000 > 0.05$ and has a positive effect with a Tarithmetic of $4.01 > 1.0$ (Ttable) (see table 6). So that hypothesis is accepted ($H_a = \text{Accepted}$ and $H_1 = \text{Rejected}$). The results of hypothesis testing have proven that there is an influence between organizational commitment on employee performance at UIN Makassar. This means that organizational commitment partially affects the performance of employees at UIN Makassar. This test statistically proves organizational commitment to employee performance at UIN Makassar. This means that there is a positive and significant contribution between organizational commitment variables on employee performance at UIN Makassar. It can be concluded that an employee who has a desire to maintain a positive image in the organization and within an organization and has a commitment to the organization needs employees to improve their performance. conducive to achieving the intended commitment.

The relationship with previous research Organizational commitment to performance has similarities and differences. The similarity lies in organizational commitment and employee performance, while the differences lie in the object of research, population and sample size, analytical tools and research results. The results of previous studies that are relevant to this study include the results of research by Anik Suwandi (2008), Danang Mukti Wibowo (2014), Hidayat Pontoh (2012), Julian Yoseph (2012) and Dwi Prasetyo (2011). In previous studies, organizational commitment directly has a positive and significant effect and a negative and insignificant effect on performance. Meanwhile, this study, shows that organizational commitment has a positive and insignificant effect on performance so it becomes the update of this research among previous studies.

The Effect of Organizational Commitment on Performance Through Job Satisfaction

Organizational Commitment is an attitude that must be owned by every employee. Commitment is a binder that encourages him to give what is best for what is his responsibility. Organizational commitment is a belief that binds a person to the organization where he works, which is indicated by loyalty, involvement in work and identification of organizational values and goals. The results of hypothesis testing have proven that there is an influence between organizational commitment on employee performance at UIN Makassar. This means that organizational commitment partially affects the performance of employees at UIN Makassar. This test statistically proves organizational commitment to employee performance at UIN Makassar. This means that there is a positive and significant contribution between organizational commitment variables on employee performance at UIN Makassar. It can be concluded that an employee who has a desire to maintain a positive image in the organization and within an organization and has a commitment to the organization needs employees to improve their performance. The facts show that every employee (individual) must jointly create conditions conducive to achieving the intended commitment. Employees are required to always be loyal to the

organization, by obeying predetermined regulations, carrying out the work given in accordance with the specified time, showing high work discipline by coming on time and conducting monthly work evaluations so that employees can measure how their performance. which has been done.

In line with the results of previous research, Musa Djamaludin (2009) conducted research on the influence of Muhammad Riaz Khan, Ziauddin, Farooq Ahmed Jam, and MI Ramay (2010) researched The Impact of Organizational Commitment on Employee Job Performance (Private and Public Sector Employees of Oil and Gas Sector in Pakistan). This study uses a descriptive analysis method with a total of 230 questionnaires distributed to respondents personally to employees of OGDCL, OMV, and SNGPL in Pakistan. The results showed that there was a positive relationship between organizational commitment and employee performance with a correlation coefficient of 0.374. However, this study contradicts the results of research from Md. Zabid Abdul Rashid, Murali Sambasivan and Juliana Johari (2003) researched The Influence of Corporate Culture and Organizational Commitment on Performance. This study took a sample of 202 managers who work in public companies in Malaysia. The results of this study conclude that organizational commitment has a negative effect on employee performance with a large correlation coefficient of -0.399 (significant correlation when $p < 0.01$).

The Effect of Organizational Communication on Employee Performance

Strong organizational commitment will be able to encourage individuals to strive to achieve goals by improving their performance. The level of commitment of both UIN's commitment to employees and employees to the company is very necessary. The relationship between Organizational Communication and Employee Performance is one of the relationships between variables discussed in this study and the results of the analysis show that the variables have a positive influence on changes in Employee Performance at UIN Makassar. Research result. Prabawa (2013), as noted by Neves (2012), supports the results of this study and notes that open communication between management and employees is an effective way of improving employee performance in both their standard jobs and extra roles in work because communication is a signal that the organization cares about the welfare and value of employees' contributions. This will minimize rumours or rumours that will trigger resistance or denial. Davis (1953) states that rumours that occur within the organization are normal as long as they are within normal limits. In addition, Hall (1987) and Cacciantollo (2015) explain that the key to the communication process in organizations requires people who give and receive information correctly and at the right time because it is associated with a positive attitude and leads to openness and trust as commitment. employee. Organizational attitude describes how the organization communicates with employees as the easiest and most effective strategy and is practically important to do every time. Organizational communication is defined as a two-way process and none is more important than the other (Caccianttolo, 2015).

Previous research by Romadona (2017) found that researchers who have high self-efficacy, but poor communication skills will make organizational productivity less than optimum. Furthermore, Romadona (2018) found that organizational communication has an impact on the work involvement of researchers in research institutions. The research confirms that individual factors collectively can have an impact on the success of the organization in achieving organizational targets. In addition, Romadona and Setiawan (2019) also found that when organizational communication is not good, it will have an impact on the organization's low readiness to change. Olekalns, Putnam, Weingart, and Metcalf (2008) explain that communication is central for management or leaders to be able to manage conflicts that occur in organizations. Organizational communication has the essence of conflict that may arise in the organization so that the focus is on sending messages to negotiate or agreeing

The effect of career development on performance through job satisfaction.

The fourth hypothesis got the result that the value of the indirect effect was $0.336 >$ the value of the direct effect was 0.349 . So there is an indirect effect of career development on performance through job satisfaction. Meanwhile, with the Sobel test calculator, the z value is $2.59526790 > 1.98$, so there is an indirect effect of the career development variable on the performance variable through the job satisfaction variable. So by providing greater opportunities for UIN employees to get positions that are in accordance with the wishes of the employee, it will create a sense of satisfaction in the employees themselves, because what employees expect to be fulfilled will certainly increase their performance of the employee. This is in accordance with empirical studies from Baroroh (2013), Ghofur et al (2017) and Febriansah (2016). The effect of career development on employee job satisfaction at UIN Makassar. The results of the analysis can be seen that career development has a significant effect on employee performance at UIN Makassar. This means that with the better career development carried out by UIN Makassar, the performance of employees has increased. The results of this study support previous research conducted by Nanda Ameliany (2016) showing that career development influences employee performance. The influence of career development on employee performance at UIN Makassar. The results of the analysis can be seen that career development has a significant effect on employee job satisfaction at UIN Makassar. This means that with the better career development carried out by UIN

Makassar, the job satisfaction of employees has increased. The results of the study support the results of previous research conducted by Hendra (2011) which shows that one way to develop an employee's career is through promotion, namely a transfer that enlarges the authority and responsibility of employees to higher positions within an organization so that the obligations, rights, status and higher income, and lead to high job satisfaction. The effect of job satisfaction on employee performance at UIN Makassar.

The results of the analysis can be seen that job satisfaction has a significant effect on employee performance at UIN Makassar. This means that with increased job satisfaction, employee performance has increased. The results of research conducted by Petrus (2015) show that job satisfaction which includes salary, promotion, supervision, co-workers, the work itself, and the work environment have a significant influence on employee performance. The effect of career development on performance with employee job satisfaction as at UIN Makassar The results of the analysis can be seen that career development affects performance mediated by job satisfaction. The results of this analysis indicate that employee job satisfaction is proven to be able to mediate the effect of career development on employee performance. Job satisfaction is an interesting and quite important issue for the interests of individuals, industry and society. For individuals, research on the causes and sources of job satisfaction allows efforts to increase satisfaction through career development policies set by the company. For industry, research on job satisfaction is carried out to increase production and reduce costs by improving employee attitudes and behaviour (As'ad, 2009). This condition provides an overview of the importance of employee job satisfaction to support the achievement of predetermined goals or performance.

The Effect of Organizational Communication on Employee Performance through Satisfaction

The need for this communication is an employee's social need in terms of interacting with both patients and co-workers that must be met. If the communication goes well, then employees will feel more motivated to work and feel satisfied with their work and can show a high level of performance. Based on the research results of the proposed hypothesis, it is shown that the indirect effect of interpersonal communication on employee performance through job satisfaction has a negative and significant effect (0.334). This shows that if interpersonal communication is improved or enhanced it will reduce job satisfaction and employee performance. This is because openness, empathy, support and a positive sense of interpersonal communication cannot all be done to employees. In terms of openness, not all situations can be conveyed to employees, in terms of empathy, not all employee needs must be met because hospitals also have limitations. In terms of support, not all employee conditions must be communicated with colleagues because hospitals also have a code of ethics regarding situations that must be communicated. In terms of positive feelings, the hospital only provides services to employees according to the needs and circumstances of the employees. Interpersonal relationships are interactions between a person and other people in work situations and in organizations as a motivation to work together productively. When someone is not happy with their work situation, they usually say that they are not satisfied with their job. Two things might cause this, the first thing is if the person does not get the information needed to carry out his work. second, if the relationship between co-workers is not good in establishing relationships or establishing communication. The results of the study indicate that interpersonal communication affects employee job satisfaction.

The Effect of Leadership on Employee Performance through Job Satisfaction.

The influence of leadership on employee performance through job satisfaction based on the results of the indirect effect test obtained a p-value of $0.027 < 0.05$, meaning that leadership indirectly affects employee performance through job satisfaction. The results of this study were strengthened by the research of Purwaningsih et al. (2020) which shows that job satisfaction can mediate the influence of leadership on performance. Then, the research conducted by Surajiyo et al. (2020) proves that there is an influence between leadership on employee performance through job satisfaction as a mediating or intervening variable. The results of the study concluded that leadership has a positive but not significant effect on job satisfaction. The results of this study are not in line with the research of Risambessy, A., Swasto, (2012). which proves empirically that there is a significant influence of leadership on job satisfaction. The results of this study are also in line with Suparman. (2007), that leadership has a positive impact on job satisfaction in improving employee performance. Likewise, from the research results of Maryani., Armanu, T., Margono, S., and Ubud, S. (2011), that leadership style has a positive relationship to work performance, job satisfaction to employee performance, and leadership to job satisfaction. Then Pillai, R. & Williams, EA (2009) research results have a positive impact on the leadership style influencing and building group members individually to achieve a higher potential to provide morale and to improve individual performance. Heffes, E. M, (2006), the results of his research on universities in America in several decades that the role of leadership influences shaping and supporting organizational development and job satisfaction.

Leadership has a positive but not significant effect on job satisfaction. In this case, it is not significant because the employee considers that the company leadership does not pay attention and care to the implementation of employee duties and the working relationship between superiors and subordinates is not good and quite rigid. Then the influence of leadership on employee performance is positive and significant. This happens individually, employees feel dissatisfied with the ability of the leadership, but this influence on employee performance means that this leadership can motivate employees to work because the competence of employees who are assisted by leadership can improve employee performance. This means that leadership equipped with employee competence can have a significant influence on employee performance. Because the ability of employees is fundamental in carrying out their work, both technical, social and conceptual, will support the achievement of maximum performance. Furthermore, the effect of job satisfaction on employee performance is positive but not significant. The results of the study are in line with the conditions that occur in the field, considering that UIN Makassar is an organization that demands leadership which in this case is like ordering subordinates to do work according to procedures.

The Effect of Organizational Commitment on Employee Performance through Job Satisfaction Organizational

commitment has a positive and significant effect on employee job satisfaction 0.305. This is due to the condition of employees who are still enthusiastic about working in the company because the company can create a conducive working atmosphere. Furthermore, organizational commitment has a positive and significant effect on employee performance. This is because employees have a large work involvement, so they will feel they have a good work commitment and vice versa so that employees can achieve job satisfaction in improving their performance. Employee commitment is very meaningful because they have a level of loyalty to the company where they work. High employee commitment in the work carried out by employees in carrying out their daily duties and work will have an impact on job satisfaction for employees. Conceptually, employees who work in a particular organization will be motivated to do things that are beneficial for the organization where they work. The results of research by Koesmono, Teman, H. (2007), that organizational commitment is the level of trust and acceptance of workers towards organizational goals and a desire to remain in the organization. Organizational commitment is an individual's identification of the organization and its goals and intention to maintain its membership. This is as found by Suwardi and Joko Utomo. (2011). found that organizational commitment and job satisfaction affect employee performance. Likewise, Qaisar, M., Safdar, MR, and Suffyan, M. (2012), prove that organizational commitment has a positive impact on employee performance.

Research Findings

1. Career development has a significant effect on job satisfaction of $0.000 > 0.05$ and has a positive effect with a calculated of $4.01 > 1.0$ (Ttable) (see table 6). So that the hypothesis is accepted (Ha = Accepted and H1 = Rejected).
2. Organizational communication has a positive and significant effect on the job satisfaction of Makassar State Islamic University (UIN) employees. Organizational communication has a significant effect on job satisfaction with a value of $0.000 < 0.05$ and a positive effect with an Account of $3.779 > 0.999$ (Ttable) (see table 6). So that hypothesis is accepted (Ha = Accepted and H1 = Rejected).
3. Leadership has a positive and significant effect on the job satisfaction of Makassar State Islamic University (UIN) employees. Leadership does not have a significant effect on job satisfaction of $0.073 > 0.05$ with a Account of $1.794 > 0.936$ (Ttable). So that the hypothesis is accepted (Ha = Accepted and H1 = Rejected).
4. Organizational Commitment has a positive and significant effect on job satisfaction of Makassar State Islamic University (UIN) employees. Organizational commitment has a significant effect on job satisfaction of $0.000 > 0.05$ and has a positive effect with a Tarithmetic of $4.01 > 1.0$ (Ttable) (see table. 6). So that the hypothesis is accepted (Ha = Accepted and H1 = Rejected).
5. Career development has a significant effect on employee performance of $0.000 > 0.05$ and has a positive effect with a Tarithmetic of $4.01 > 1.0$ (Ttable) so that the hypothesis is accepted (Ha = Accepted and H1 = Rejected).
6. Organizational commitment has a significant effect on employee performance of $0.040 < 0.05$ and has a positive effect with an Account of $2.064 > 0.999$ (Ttable) so that the hypothesis is accepted (Ha = Accepted and H1 = Rejected).
7. Organizational communication has a significant influence on employee performance with a value of $0.000 < 0.05$ and a positive effect with an Account of $5.538 > 0.999$ (Ttable), so that hypothesis is accepted (Ha = Accepted and H1 = Rejected).
8. Leadership does not have a significant effect on employee performance of $0.073 > 0.05$ with a Tarithmetic of $1.794 > 0.936$ (Ttable) so the hypothesis is accepted (Ha = Accepted and H1 = Rejected).

V. Conclusion

- 1) Career development has a significant influence on job satisfaction, this is evidenced by the existence of fair treatment for employees in their careers, the satisfaction felt by employees through career development and the concern of direct superiors toward employees.
- 2) Organizational communication has a significant influence on job satisfaction, this is evidenced by the existence of communication effectively with employees and the willingness to listen and respond to fellow UIN employees.
- 3) Organizational commitment has a significant influence on job satisfaction, this is evidenced by the belief in organizational goals and prioritising employee interests over personal interests and being very concerned about problems.
- 4) Leadership does not have a significant effect on job satisfaction because the leader always emphasizes the importance of establishing good relationships with subordinates and having the ability to make decisions that are not done properly, Leaders often emphasize the importance of efficiency, and ask subordinates to complete tasks as soon as possible and have the ability communication is not good.

VI. Suggestion

- 1) The career development of current employees is already good, so it needs to be maintained by including employees in various competency improvement training to increase their insight, personality, socialization development, and professionalism and attend various enlightenment seminars related to strengthening career development in the field of education and teaching.
- 2) Organizational communication between employees must be continuously improved by communicating effectively with employees and being willing to listen and respond to fellow UIN employees.
- 3) Employee commitment is maintained, namely believing in the goals of the organization and prioritizing the interests of employees over personal interests and being very concerned about problems.
- 4) Improving existing leadership so far is because leaders always emphasize the importance of establishing good relationships with subordinates and having the ability to make decisions that are not done properly, leaders often emphasize the importance of efficiency, and ask subordinates to complete tasks as soon as possible and have poor communication skills.

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