TRANSFORMATIONAL LEADERSHIP, PERCEIVED ORGANIZATIONAL SUPPORT SHARING, ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE: THE ROLE OF RELIGIOSITY

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ABSTRACT

Objective: The purpose of this study is to examine how transformational leadership, knowledge sharing, and perceived organizational support affect organizational commitment and how their effects on performance are influenced by religiosity at Nahdlatul Ulama University in East Java. This kind of study is known as explanatory research.

Method: Purposive sampling is the kind of sample strategy that should be applied. 345 samples were successfully obtained for this study. A Likert scale questionnaire was employed as the data gathering method in this investigation. The Partial Least Square (PLS) method was used to analyze the data, and SmartPLS version 3 PLS software was used.

Research Findings and Discussions: The following factors have been found to have a positive and significant impact on organizational commitment: 1) Transformational Leadership; 2) Perceived Organizational Support; 3) Knowledge Sharing; 4) Organizational Commitment has a positive and significant impact on performance; and 5) Religiosity strengthens the relationship between organizational commitment and employee performance.

Research Implications: Research implicates poor lecturer performance with low-quality tertiary institutions. Studies must expand focus to include knowledge sharing, organizational support, and leadership to enhance relationships and improve organizational commitment and performance.

Originality/Value: The poor performance of lecturers as members of the teaching staff in higher education is inextricably linked to the low quality of tertiary institutions. Numerous studies that have been done only look at a few variables and ignore the importance of knowledge sharing, perceived organizational support, and transformational leadership in maximizing the potential for relationships that are mediated by organizational commitment and moderated by religiosity to improve company performance.

Keywords: Transformational Leadership, Perceived Organizational Support, Knowledge Sharing, Organizational Commitment, Performance, Religiosity.

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LIDERANÇA TRANSFORMACIONAL, COMPARTILHAMENTO DO SUPORTE ORGANIZACIONAL PERCEBIDO, COMPROMETIMENTO ORGANIZACIONAL E DESEMPENHO DOS FUNCIONÁRIOS: O PAPEL DA RELIGIOSIDADE

RESUMO

Objetivo: O objetivo deste estudo é examinar como a liderança transformacional, o compartilhamento de conhecimento e o apoio organizacional percebido afetam o comprometimento organizacional e como seus efeitos sobre o desempenho são influenciados pela religiosidade na Universidade Nahdlatul Ulama em East Java. Esse tipo de estudo é conhecido como pesquisa explicativa.

Método: A amostragem proposta é o tipo de estratégia de amostra que deve ser aplicada. Foram obtidas com sucesso 345 amostras para este estudo. Um questionário em escala Likert foi empregado como método de coleta de dados nesta investigação. O método Partial Least Square (PLS) foi usado para analisar os dados, e o software SmartPLS versão 3 PLS foi usado.

Resultados e Discussões da Pesquisa: Descobriu-se que os fatores a seguir têm um impacto positivo e significativo sobre o comprometimento organizacional: 1) Liderança Transformacional; 2) Suporte Organizacional Percebido; 3) Compartilhamento de Conhecimento; 4) Comportamento Organizacional tem um impacto positivo e significativo sobre o desempenho; e 5) Religiosidade fortalece a relação entre comprometimento organizacional e desempenho dos funcionários.

Implicações da Pesquisa: A pesquisa implica que o baixo desempenho dos professores está associado a instituições terciárias de baixa qualidade. Os estudos devem expandir o foco para incluir o compartilhamento de conhecimento, o apoio organizacional e a liderança para aprimorar os relacionamentos e melhorar o comprometimento e o desempenho organizacional.

Originalidade/Valor: O baixo desempenho dos professores como membros do corpo docente no ensino superior está intrinsecamente ligado à baixa qualidade das instituições de ensino superior. Muitos estudos realizados analisam apenas algumas variáveis e ignoram a importância do compartilhamento de conhecimento, do apoio organizacional percebido e da liderança transformacional para maximizar o potencial dos relacionamentos mediados pelo comprometimento organizacional e moderados pela religiosidade para melhorar o desempenho da empresa.

Palavras-chave: Liderança Transformacional, Suporte Organizacional Percebido, Compartilhamento de Conhecimento, Comprometimento Organizacional, Desempenho, Religiosidade.

LIDERAZGO TRANSFORMACIONAL, APOYO ORGANIZATIVO COMPARTIDO PERcebido, COMPROMISO ORGANIZATIVO Y RENDIMIENTO DE LOS EMPLEADOS: EL PAPEL DE LA RELIGIOSIDAD

RESUMEN

Objetivo: El propósito de este estudio es examinar cómo el liderazgo transformacional, el intercambio de conocimientos y el apoyo organizativo percibido afectan al compromiso organizativo y cómo sus efectos sobre el rendimiento se ven influidos por la religiosidad en la Universidad Nahdlatul Ulama de Java Oriental. Este tipo de estudio se conoce como investigación explicativa.

Método: El muestreo intencional es el tipo de estrategia de muestreo que debe aplicarse. Para este estudio se obtuvieron 345 muestras. Se empleó un cuestionario de escala Likert como método de recopilación de datos en esta investigación. Para analizar los datos se utilizó el método de mínimos cuadrados parciales (PLS) y el software SmartPLS versión 3 PLS.

Conclusiones y Debates de la Investigación: Se ha comprobado que los siguientes factores tienen un impacto positivo y significativo en el compromiso organizativo: 1) Liderazgo transformacional; 2) Apoyo organizativo percibido; 3) Intercambio de conocimientos; 4) El compromiso organizativo tiene un impacto positivo y significativo en el rendimiento; y 5) La religiosidad refuerza la relación entre el compromiso organizativo y el rendimiento de los empleados.

Implicaciones de la Investigación: La investigación relaciona el bajo rendimiento de los profesores con la baja calidad de las instituciones terciarias. Los estudios deben ampliar el enfoque para incluir el intercambio de
The success of a company in achieving its goals is strongly influenced by the performance of the human resources within the company. Education is the main factor in the formation of the human person, education plays a very important role in the formation of human character and personality according to normative good or bad standards. Through a good education system, it is hoped that it can produce quality and professional human resources and be able to answer the needs of this globalization era. Higher education is the highest level of education which has a very important role in achieving educational goals (Shavkidinova et al., 2023). In East Java province, the number of unemployed in 2021 will reach 1.28 million people at 5.74%, of which 10.28% are unemployed graduates with diplomas and degrees, followed by unemployment for vocational graduates of 9.54%. This indicates that the unemployment rate for diploma and undergraduate graduates is the highest in East Java. The low quality of tertiary institutions is inseparable from the low performance of lecturers as higher education teaching staff (Kamal & Qodri, 2022). The performance of university lecturers, especially in the private sector, is of concern to many groups, this is due to the importance of lecturers in providing educational services to their students. With good lecturer performance, it is hoped that graduate students will be able to compete with others so that it can be recognized that lecturers at these tertiary institutions have quality performance. Furthermore, transformational leadership is a process in which people engage with other people, and create relationships that create motivation and morality in leaders and followers (Mijoto Solekan et al., 2022). However, this is not in line with some researchers which states that transformational leadership has no significant effect on performance (Arif & Akram, 2018; Eliyana et al., 2019).
Besides transformational leadership, another factor that can influence performance is perceived organizational support. Perceived Organizational Support (POS), namely the extent to which employees think that their organization cares about their well-being and values their contribution so that employees will provide support for any policies taken by the organization including organizational change (Eisenberger et al., 2020). This shows that the commitment from the organization to its employees can be very beneficial. POS shows good treatment of the organization creates a general obligation, based on the norm of reciprocity of employees to care for their organization and treat their organization well in return. POS that is implemented properly by organizations or agencies can improve performance. This is by research conducted by Khan and Ghufran (2018) and Detnakarin and Rurkkhum, (2019) which states that POS can affect performance.

The role of knowledge sharing in organizations will contribute to employee performance (Olan et al., 2015). Another researcher defines knowledge sharing as a process in which individuals exchange their knowledge, both tacit knowledge and explicit knowledge (Chau, 2018). Several studies stated that knowledge sharing has a significant positive effect on performance. Another important factor is organizational commitment. Organizational commitment can be defined as the relative strength of individual identification with the organization. High commitment makes individuals concerned with the fate of the organization and tries to make the organization in a better direction so that with high commitment the possibility of a decrease in performance can be avoided. Conversely, individuals with low commitment will prioritize themselves or their group, where these individuals have no desire to make the organization in a better direction, thus allowing a decrease in performance (Yuniawan & Udin, 2020). It was also found that affective commitment has a significant and positive influence on performance, normative commitment and continuance commitment have no significant effect on performance (Mohajan, 2019).

2 THEORETICAL FRAMEWORK

Furthermore, several key factors contribute to and influence organizational employee performance (Agus Triansyah et al., 2023; Papamo & Naipinit, 2024). Firstly, clear job roles and responsibilities play a significant role in defining employee performance. When employees understand what is expected of them and how their role contributes to the broader objectives of the organization, they are more likely to perform effectively. Clear communication of goals and expectations, along with regular feedback and performance
evaluations, helps employees stay aligned with organizational objectives (Abu Khalaf et al., 2019; Randa et al., 2024). Secondly, organizational culture and values greatly influence employee performance. A positive work environment that fosters trust, collaboration, and respect encourages employees to perform at their best. Companies that prioritize employee well-being, provide opportunities for growth and development, and promote work-life balance tend to have higher levels of employee satisfaction and performance (Conţu, 2020). Additionally, access to resources and tools is critical for enabling employee performance. Whether it's technology, training, or adequate staffing, providing employees with the necessary resources ensures they can perform their jobs efficiently and effectively (Nandasinghe, 2020). Furthermore, organizational policies and procedures can impact employee performance. Fair and consistent policies promote a sense of fairness and equality among employees, while efficient processes streamline workflows and reduce unnecessary burdens, allowing employees to focus on their core responsibilities (Wen et al., 2019).

Performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined beforehand and have been mutually agreed upon. Employee performance requires appraisal and making formal and informal oral and written presentations to various audiences in various occupations in the workforce (Sarboini, 2016). This is intended to provide a good opportunity for employees to their career plans in terms of strengths and weaknesses so that the organization can determine salary payments, provide promotions, and see employee behavior. The following are the factors that affect performance, namely: intrinsic factors and extrinsic factors. Intrinsic factors include motivation, education, abilities, skills and knowledge. In addition, factors that affect performance achievement are ability factors and motivation factors (Diamantidis & Chatzoglou, 2019).

Transformational leadership theory is a leadership approach that focuses on inspiring and motivating employees to achieve extraordinary outcomes and surpass their self-interests for the collective good of the organization (Moradi Korejan & Shahbazi, 2016). Firstly, idealized influence involves leaders acting as role models, earning the trust, admiration, and respect of their followers. Transformational leaders lead by example, demonstrating high ethical standards, integrity, and a strong commitment to the organization's mission and values. Employees are inspired to emulate their leader's behaviour, fostering a sense of loyalty and dedication to the organization (Hanaysha et al., 2012). Secondly, inspirational motivation entails leaders articulating a compelling vision and inspiring their followers to share in that vision. Transformational leaders communicate a clear and inspiring vision of the future, rallying
employees around common goals and objectives. By appealing to employees' emotions and aspirations, leaders instil a sense of purpose and passion, motivating them to go above and beyond in pursuit of organizational success (Bush, 2018).

Thirdly, intellectual stimulation involves leaders challenging the status quo, and encouraging creativity, innovation, and critical thinking among their followers. Transformational leaders foster a culture of continuous learning and improvement, empowering employees to question assumptions, explore new ideas, and find innovative solutions to complex problems. By promoting intellectual curiosity and open communication, leaders stimulate growth and development within the organization (Magasi, 2021). Lastly, individualized consideration refers to leaders recognizing and addressing the unique needs, strengths, and motivations of each employee. Transformational leaders provide personalized support, coaching, and feedback to help employees reach their full potential. They demonstrate empathy, compassion, and genuine concern for the well-being of their followers, building strong relationships based on mutual respect and trust (Ergeneli et al., 2007). Employees working under transformational leaders tend to exhibit higher levels of job satisfaction, organizational commitment, and motivation. They are more likely to engage in proactive behaviours, such as problem-solving and innovation, and to demonstrate greater job performance and effectiveness (Singh, 2019). Overall, transformational leadership theory underscores the importance of leaders inspiring, empowering, and developing their employees to achieve collective goals and drive organizational success. By adopting a transformational leadership approach, organizations can cultivate a culture of excellence, innovation, and continuous improvement, leading to enhanced employee engagement, satisfaction, and performance (Joo & Lim, 2013).

Furthermore, transformational leadership always starts with a vision that reflects common goals and is explained to all employees clearly and simply, always tries to increase employee awareness of the value and importance of their duties and work for the organization, orients towards achieving the vision by maintaining and maintaining the commitments that have been built together, dare to make and respond to changes and explain to all employees about the benefits of the changes made. Eliyana and Ma'arif (2019) explained that transformational leadership has a significant positive effect on Organizational Commitment. This shows that the higher the level of transformational leadership possessed by leaders in the organization, the higher the commitment they have.
This research was conducted by Faupel et al. (2019), Buil et al. (2018), Almutairi (2015), and Eliyana et al. (2019) showed that transformational leadership had a positive and significant effect on organizational commitment. Therefore a hypothesis is formulated as follows:

H1: Transformational leadership has a positive and significant effect on Organizational Commitment.

Perceived Organizational Support (POS) Theory is a framework that examines the extent to which employees believe that their organization values their contributions and cares about their well-being. It suggests that when employees perceive that the organization supports them, they are more likely to develop positive attitudes and behaviours, leading to increased job satisfaction, organizational commitment, and performance (Conway, 2015). At the core of POS theory is the notion that employees form perceptions about the extent to which the organization values their contributions based on various organizational practices, policies, and behaviours. These can include tangible forms of support such as compensation, benefits, and opportunities for advancement, as well as intangible forms such as recognition, respect, and trust (Kurtessis et al., 2017).

Organizational support can manifest in various ways, including providing resources and tools necessary for job performance, offering opportunities for skill development and career advancement, promoting work-life balance, and recognizing employees’ achievements and contributions. When employees feel supported by their organization, they are more likely to reciprocate with positive attitudes and behaviours that benefit the organization (Paillé, 2015). For instance, employees who perceive high levels of organizational support are more likely to feel satisfied with their jobs and committed to the organization. They are also more inclined to engage in discretionary behaviours, such as going above and beyond their job requirements, helping colleagues, and participating in organizational initiatives. This, in turn, can lead to increased productivity, improved teamwork, and overall organizational effectiveness (Sun, 2019). Moreover, POS theory suggests that perceived organizational support serves as a psychological contract between employees and the organization. When the organization fulfils its perceived obligations by providing support and resources, employees are more likely to reciprocate with higher levels of commitment and performance. However, when employees perceive a lack of support or experience breaches in the psychological contract, it can lead to negative outcomes such as decreased job satisfaction, increased turnover intentions, and lower levels of organizational citizenship behaviour (Yongxing et al., 2017).

Furthermore, perceived organizational support refers to employees’ perceptions of the extent to which the organization values their contribution and cares about their well-being.
Perceived organizational support is also considered as a global belief formed by each employee regarding their assessment of organizational policies and procedures which is formed based on their experience of organizational policies and procedures, acceptance of resources, interactions with organizational agents (e.g., supervisors) and their perceptions of organizational concern for their well-being. When an organization can properly observe its employees. Therefore, a hypothesis is formulated as follows:

H2: Perceived Organizational Support has a positive and significant effect on Organizational Commitment.

The Theory of Knowledge Sharing among organizational employees explores the dynamics and mechanisms through which individuals exchange information, expertise, and insights within an organizational context. This theory recognizes knowledge as a valuable organizational asset and highlights the significance of facilitating its sharing and dissemination among employees to enhance organizational performance and innovation. Central to this theory is the understanding that knowledge sharing involves not only the transfer of explicit knowledge (tangible and codified information) but also tacit knowledge (intangible and experiential insights) (Kathiravelu et al., 2014). When employees perceive knowledge sharing as normative behaviour and feel psychologically safe to share their ideas and expertise without fear of criticism or reprisal, it fosters a conducive environment for knowledge sharing to flourish (Hu & Randel, 2014).

Transformational leaders, in particular, inspire and motivate employees to contribute their knowledge towards common goals and objectives (Phong et al., 2018). Furthermore, organizational structures and systems can either facilitate or hinder knowledge-sharing processes. Flat hierarchies, cross-functional teams, and interconnected communication networks promote collaboration and information flow, facilitating knowledge sharing. On the other hand, bureaucratic structures, siloed departments, and communication barriers can impede the exchange of knowledge among employees (Li et al., 2014). By leveraging technology effectively, organizations can overcome barriers of time and space, facilitating seamless knowledge sharing among employees (Ologbo et al., 2015). Ultimately, the Theory of Knowledge Sharing underscores the importance of creating a conducive environment where employees are motivated and empowered to share their knowledge openly. By fostering a culture of collaboration, providing leadership support, optimizing organizational structures, and leveraging technology, organizations can harness the collective intelligence of their employees to drive innovation, problem-solving, and organizational effectiveness (Yuan et al., 2013). Based on the discussion
previously, it is shown that knowledge sharing has a positive and significant effect on organizational commitment. Therefore, a hypothesis is formulated as follows:

H3: Knowledge Sharing has a positive and significant effect on Organizational Commitment.

The Employee Organizational Commitment Theory focuses on understanding the psychological attachment and loyalty that employees develop towards their organization. This theory posits that when employees perceive high levels of organizational support, experience a sense of belonging, and identify with the organization's goals and values, they are more likely to exhibit higher levels of commitment (Khalip, 2016). There are three components of organizational commitment identified in this theory:

1. affective commitment: affective commitment refers to an employee's emotional attachment and identification with the organization. Employees with high affective commitment genuinely care about the organization's well-being and are deeply invested in its success. They experience a sense of pride and fulfilment from being associated with the organization, leading to greater loyalty and willingness to exert extra effort to contribute to its goals;

2. continuance commitment: continuance commitment is based on the perceived costs associated with leaving the organization. Employees with high continuance commitment stay with the organization because they believe that the benefits of remaining outweigh the potential costs of leaving, such as losing seniority, benefits, or career opportunities. This type of commitment is more transactional and less based on emotional attachment compared to affective commitment;

3. normative commitment: normative commitment reflects a sense of obligation or moral responsibility to remain with the organization. Employees with high normative commitment feel a sense of duty or indebtedness towards the organization, often due to perceived investments made by the organization in their development or loyalty to colleagues and supervisors. They remain with the organization because they feel it is the right thing to do, even if they may not be emotionally or economically invested.

Organizational commitment has significant implications for employee attitudes, behaviours, and organizational outcomes. Employees with higher levels of commitment are more likely to exhibit positive attitudes such as job satisfaction, engagement, and loyalty. They are also more inclined to engage in behaviours that benefit the organization, such as organizational citizenship behaviours and discretionary effort (Devece et al., 2016). By
nurturing a culture of commitment, organizations can enhance employee retention, motivation, and ultimately, organizational performance (Wambui, 2018).

In several studies, Organizational Commitment has a positive and significant effect on performance. Commitment and performance are positively correlated especially for United States multinational organizations. The impact of organizational commitment on performance is positively correlated with financial success. In addition, there is a positive relationship between organizational commitment and performance, there is a positive relationship between organizational communication, organizational commitment, and work performance. These findings indicate that organizations strengthen the relationship between organizational commitment and work performance through communication (Cesário & Chambel, 2017). Therefore, a hypothesis is formulated as follows:

H4: Organizational Commitment has a positive and significant effect on employee performance.

The Theory of Religiosity as a Basic Support for Organizational Activities explores the role of religious beliefs, values, and practices in shaping organizational behaviour and outcomes. This theory suggests that religiosity, defined as the degree of adherence to religious beliefs and practices, can serve as a fundamental support for various organizational activities, including decision-making, leadership, ethics, and employee behaviour (Prashar et al., 2018). Furthermore, religiosity provides a framework for individuals to derive meaning, purpose, and moral guidance in both personal and professional spheres. Within organizations, religiosity can influence attitudes, behaviours, and interactions among employees, as well as between employees and organizational stakeholders (Farrukh et al., 2021).

One way in which religiosity supports organizational activities is through its impact on decision-making processes. Religious beliefs and values often shape individuals' ethical frameworks and moral reasoning, guiding their choices and actions in organizational contexts (Hage & Posner, 2015). For example, employees who adhere to religious principles may prioritize honesty, integrity, and fairness in their decision-making, leading to ethical behaviour and organizational integrity. Moreover, religiosity can influence leadership practices within organizations. Deeply religious leaders may draw upon religious teachings and values to inform their leadership style, priorities, and decision-making processes. Religious leaders may emphasize humility, servant leadership, and empathy, fostering a culture of compassion, inclusivity, and moral responsibility within the organization (Cui et al., 2015).

Religiosity also provides a basis for organizational ethics and corporate social responsibility (CSR) initiatives. Organizations guided by religious values may incorporate...
ethical principles derived from religious teachings into their policies, practices, and social initiatives. For example, organizations influenced by Judeo-Christian values may prioritize philanthropy, community engagement, and environmental stewardship as part of their CSR efforts. Furthermore, religiosity can influence employee behaviour and organizational culture (Jiraporn et al., 2014). Employees who identify strongly with religious beliefs and practices may seek to integrate their religious identity into their work life, shaping their attitudes, values, and interactions with colleagues and clients. This can contribute to the formation of a cohesive organizational culture characterized by shared values, mutual respect, and a sense of purpose (Cui et al., 2019). Therefore, a hypothesis is formulated as follows:

H5: Religiosity can moderate the effect of Organizational Commitment on employee performance.

3 METHODOLOGY

In this study, the population is the number of lecturers at Nahdlatul Ulama University in East Java. The results of the questionnaire that returned were 345 with a minimum of 335 samples that had to be obtained. The data collection technique used in this study was a scale. The conceptual framework of the research is presented in Figure 1.

Figure 1
Conceptual Framework

TL
POS
OC
KS
R
EP

Where

TL= Transformational Leadership
POS= Perceived Organizational Support
KS= Knowledge Sharing
OC= Organizational Commitment
EP=Employee Performance
R= Religiosity
4 RESULTS AND DISCUSSION

4.1 PARTIAL LEAST SQUARE ANALYSIS

4.1.1 Evaluation of the Measurement Model (Outer Model)

Evaluation of the outer model of the research was carried out by taking into account the four outer model measurement criteria, namely Convergent Validity, Discriminant Validity, Composite Reliability and Cronbach Alpha, which can be seen in Figure 2.

Figure 2

Outer measurement of the research model

The Convergent validity of the measurement model with the reflexive factor table can be seen from the correlation between the score item/table factor and the construct score. As for the results of outer loading measurements on reflective indicators, it is known that all research indicators have met the criteria to be used as variable measurement indicators because they have an outer loading value greater than 0.7 (outer loading > 0.7). The resulting data shows that there are no variable indicators whose outer loading values are below 0.7 so all indicators are declared feasible or valid for research use and can be used for further analysis.
Based on Table 1, it is known that all research variables have met the standard AVE value above 0.5 (AVE > 0.5), the composite reliability value of all constructs is greater than 0.60 and the Cronbach alpha value of each research variable is > 0.7. Thus, it can be stated that each variable has good discriminant validity and each variable has met the composite reliability and Cronbach alpha value requirements so that it can be concluded that all variables have a high level of reliability.

4.1.2 Evaluation of the Inner Structural Model

The inner model equation can be described in Figure 3.
Based on Table 2, it is obtained:

1. the R Square value in the Performance model obtained an R Square value of 0.506. These results show that the variables Transformational Leadership, Perceived Organizational Support and Knowledge Sharing can explain the performance variable by 50.6% while the remaining 49.4% is explained by variables that are not included in the research model. In the second equation, namely Organizational Commitment, the R Square value is 0.534. These results show that Transformational Leadership, Perceived Organizational Support and Knowledge Sharing and Performance interactions can explain the Organizational Commitment variable by 53.4% while the remaining 46.6% is explained by variables that are not included in the research model;

2. the results of measuring the accuracy of the model obtained a Q2 value of 0.469. This explains that the contribution of the model to explain the structural relationships of the six variables studied is 46.9% and the rest is explained by other variables not included in the model. The Q2 value lies between the values of 0.33 – 0.67 indicating that the research model has moderate strength;

3. the results of measuring the value of the Goodness-of-Fit (GOF) Index can be seen that the GOF Index value obtained is 0.578 or greater than 0.5 so the research model can be said to have a high index value. So that the entire research model meets the criteria of Goodness-of-Fit.

4.2 HYPOTHESIS TESTING

The research hypothesis can be declared accepted if the P-value <0.05. The following are the results of hypothesis testing obtained in this study through the inner model:
Table 3

Research Hypothesis Test

<table>
<thead>
<tr>
<th></th>
<th>Original Sample (O)</th>
<th>Sample Mean (M)</th>
<th>Standard Deviation (STDEV)</th>
<th>T Statistics (O/STDEV)</th>
<th>P Values</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>KS -&gt; OC</td>
<td>0,328</td>
<td>0,330</td>
<td>0,052</td>
<td>6,284</td>
<td>0,000</td>
<td>significant positive</td>
</tr>
<tr>
<td>OC -&gt; EP</td>
<td>0,687</td>
<td>0,690</td>
<td>0,041</td>
<td>16,850</td>
<td>0,000</td>
<td>significant positive</td>
</tr>
<tr>
<td>POS -&gt; OC</td>
<td>0,278</td>
<td>0,279</td>
<td>0,050</td>
<td>5,572</td>
<td>0,000</td>
<td>significant positive</td>
</tr>
<tr>
<td>TL -&gt; OC</td>
<td>0,265</td>
<td>0,263</td>
<td>0,059</td>
<td>4,483</td>
<td>0,000</td>
<td>significant positive</td>
</tr>
</tbody>
</table>

4.2.1 Hypothesis 1

The results of hypothesis testing show that Transformational Leadership has a positive and significant effect on Organizational Commitment with a path coefficient value of 0.265 a T statistic value of 4.483 and a P-value of 0.000. The T statistic value is greater than the T table (4.483 > 1.996) and the P value is 0.000 or less than the standard alpha of 5% (0.000 <0.05) indicating that there is a significant positive and significant effect of Transformational Leadership on Organizational Commitment. The path coefficient value is positive (0.265) indicating the influence exerted by Transformational Leadership has a positive and significant effect on Organizational Commitment with a positive value. So it can be concluded that there is a positive and significant influence by Transformational Leadership which has a positive and significant effect on Organizational Commitment. In other words, Transformational Leadership can increase Organizational Commitment, or the first hypothesis (H1) is accepted.

4.2.2 Hypothesis 2

The results of hypothesis testing show that Perceived Organizational Support has a positive and significant effect on Organizational Commitment with a path coefficient value of 0.278 a T-statistic value of 5.572 and a P-value of 0.035. The value of the T statistic is greater than the T table (5.572 > 1.996) and the P value of 0.000 or less than the standard alpha of 5% (0.035 <0.05) indicates that there is a significant positive and significant effect of Perceived Organizational Support on Organizational Commitment. The path coefficient value is positive (0.278) indicating the influence exerted by Perceived Organizational Support has a positive and
significant effect on Organizational Commitment with a positive value. So it can be concluded that there is a positive and significant influence by Perceived Organizational Support has a positive and significant effect on Organizational Commitment. In other words, Perceived Organizational Support can increase Organizational Commitment, or the second hypothesis (H2) is accepted.

4.2.3 Hypothesis 3

The results of hypothesis testing show that Knowledge Sharing has a positive and significant effect on Organizational Commitment with a path coefficient value of 0.328 a T-statistic value of 6.284 and a P-value of 0.000. The T statistic value is greater than the T table (6.284 > 1.996) and the P value is 0.000 or less than the standard alpha of 5% (0.000 <0.05) indicating that there is a significant positive and significant effect of Knowledge Sharing on Organizational Commitment. The path coefficient value is positive (0.328) indicating the influence exerted by Knowledge Sharing has a positive and significant effect on Organizational Commitment with a positive value. So it can be concluded that there is a positive and significant influence by Knowledge Sharing has a positive and significant effect on Organizational Commitment. In other words, Knowledge Sharing can increase Organizational Commitment, or the third hypothesis (H3) is accepted.

4.2.4 Hypothesis 4

The results of hypothesis testing show that Organizational Commitment has a positive and significant effect on performance, has a path coefficient value of 0.687 and has a T statistic value of 16.850 and a P-value of 0.000. The value of the T statistic is greater than the T table (16.850> 1.996) and the P value of 0.000 or less than the standard alpha of 5% (0.000 <0.05) indicates that there is a significant effect of Organizational Commitment which has a positive and significant effect on performance. The path coefficient value is positive (0.687) indicating the influence exerted by Organizational Commitment has a positive and significant effect on performance with a positive value. So it can be concluded that there is a positive and significant influence by Organizational Commitment has a positive and significant effect on performance. In other words, Organizational Commitment can increase performance and, or the fourth hypothesis (H4) is accepted.
4.2.5 Hypothesis 5

The results of testing the moderation role of Religiosity on the influence of Organizational Commitment on Employee Performance show that the path coefficient value is $0.100$ and has a $T$ statistic value of $2.114$ and a $P$-value of $0.035$. The $T$ statistic value is greater than the $T$ table ($2.114 > 1.996$) and the $P$ value is $0.035$ or less than the standard alpha of $5\%$ ($0.035 < 0.05$) indicating that there is a significant interaction effect between Religiosity on Employee Performance. The path coefficient value is positive ($0.100$) indicating that Religiosity can moderate the positive influence of Organizational Commitment on Employee Performance. This shows that Religiosity weakens the positive influence of Organizational Commitment on Employee Performance. In other words, lecturers who have good religiosity tend to have good employee performance even though they have high organizational commitment, or the fifth hypothesis (H5) is accepted.

4.3 THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT

The findings of the study reveal a robust and affirmative correlation between Transformational Leadership and Organizational Commitment. This underscores the notion that elevated levels of Transformational Leadership correlate with heightened levels of Organizational Commitment. Employees exhibiting high commitment tend to foster a deep-seated sense of identification with the organization, display earnest engagement in their tasks, and exhibit loyalty and positive sentiments towards the organization. However, a disconcerting reality persists where many employees exhibit a lack of affective commitment. This is exemplified by instances where employees demonstrate exemplary effort under direct supervision, yet their dedication wanes in the absence of oversight, resorting to a discretionary approach to their tasks. Such behaviour underscores a palpable lack of unwavering belief in the company's ethos and a reluctance to internalize its values (Xiong et al., 2016). In essence, the efficacy of Transformational Leadership in bolstering Organizational Commitment cannot be overstated. Leaders’ adept at cultivating an environment where employees feel valued, empowered, and inspired are more likely to foster a workforce characterized by unwavering dedication and allegiance to the organization's objectives.

By challenging conventional norms and encouraging critical thinking, leaders empower employees to contribute meaningfully to the organization's success, fostering a sense of
ownership and pride in their work (Susilo, 2018). Equally crucial is the emphasis placed by transformational leaders on individualized consideration, wherein they demonstrate genuine concern for the personal and professional growth of their subordinates. By fostering open communication channels and providing mentorship and support, leaders engender trust and loyalty, thereby reinforcing organizational commitment (Srithongrung, 2011). As such, organizations stand to benefit immensely from fostering a leadership ethos that prioritizes the empowerment and inspiration of its employees (Penava & Sehic, 2014). Thus, it can be inferred that the proficiency of a leader in mobilizing and empowering their team directly impacts the level of organizational commitment observed (Delegach et al., 2017). This highlights the pivotal role of leadership in shaping the organizational culture and fostering a sense of commitment and dedication among employees (Bin Saeed et al., 2019).

4.4 THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL COMMITMENT

The findings of the research unveil a noteworthy correlation between Perceived Organizational Support (POS) and Organizational Commitment (OC), indicating a positive and substantial influence. This suggests that heightened levels of Perceived Organizational Support tend to augment Organizational Commitment among employees. Perceived Organizational Support denotes the extent to which individuals perceive that their organization values their efforts and prioritizes their welfare (Fumani Donald et al., 2016).

When employees perceive that their contributions are valued and that the organization genuinely cares about their well-being, they are more inclined to exhibit dedication and loyalty. Consequently, organizations that prioritize and demonstrate support for their employees are likely to cultivate a more committed workforce (Aydın & Kalemci Tüzün, 2019). Therefore, leaders who prioritize and invest in fostering positive relationships with their employees are likely to witness higher levels of organizational commitment (Sadaf et al., 2022). Furthermore, the reciprocal relationship between Perceived Organizational Support and Organizational Commitment suggests that organizations can enhance employee commitment by actively fostering a supportive work environment. By implementing strategies to enhance perceived organizational support, such as promoting open communication, providing opportunities for employee development, and recognizing employee contributions, organizations can strengthen the bond between employees and the organization. In turn, this fosters a more committed workforce that is motivated to contribute towards the organization's success (Danish et al.,
In addition, the study highlights the significance of Perceived Organizational Support in influencing Organizational Commitment.

4.5 THE EFFECT OF KNOWLEDGE SHARING ON ORGANIZATIONAL COMMITMENT

The findings of the research underscore a compelling and statistically significant correlation between Knowledge Sharing and Organizational Commitment, revealing a positive relationship. This correlation suggests that heightened levels of Knowledge Sharing have the potential to bolster Organizational Commitment within a given entity. Knowledge Sharing acts as the conduit bridging the gap between knowledge creation and its application. Through the voluntary dissemination of skills and experiences crucial for the organization, each employee's capacity is augmented, thereby enhancing the collective capabilities of the workforce.

In essence, Knowledge Sharing emerges as the linchpin of Organizational Commitment's success. Absent the culture of sharing, the process of learning and knowledge augmentation encounters impediments, constraining the breadth of knowledge utilization. Consequently, knowledge remains confined to specific individuals and limited units, thwarting its expansive dissemination throughout the organization. Consequently, the degree of Knowledge Sharing cultivated by organizational leaders directly influences the level of Organizational Commitment exhibited within the entity (Swart et al., 2014). The study's findings unveil a profound interplay between Knowledge Sharing and Organizational Commitment, elucidating their symbiotic relationship. This synergy is grounded in the premise that Knowledge Sharing catalyzes organizational growth and development, propelling employees towards a shared vision of excellence (Lin, 2008).

Furthermore, the study underscores the pivotal role of leadership in fostering a culture of Knowledge Sharing and nurturing Organizational Commitment. Leaders serve as torchbearers, guiding the organization towards a future characterized by collaboration and collective achievement. By championing Knowledge Sharing initiatives, leaders empower employees to contribute their expertise and insights, thereby fortifying the organizational fabric and engendering a sense of belonging and loyalty (Mishra & Pandey, 2019). Moreover, the study highlights the multifaceted benefits of Knowledge Sharing beyond its direct impact on Organizational Commitment. By facilitating the dissemination of knowledge across various levels and departments, Knowledge Sharing catalyzes innovation, fosters collaboration, and enhances problem-solving capabilities (Abdul-Jalal et al., 2013). Furthermore, the study illuminates the pivotal role of Knowledge Sharing in nurturing Organizational Commitment.
and fostering a culture of excellence within organizations. By recognizing the intrinsic link between knowledge dissemination and organizational cohesion, leaders can cultivate environments wherein employees are empowered to share their expertise, collaborate effectively, and collectively contribute to the entity's success. Embracing Knowledge Sharing as a strategic imperative enables organizations to unlock their full potential, drive innovation, and achieve sustainable growth in an increasingly competitive landscape.

4.6 THE EFFECT OF ORGANIZATIONAL COMMITMENT ON PERFORMANCE

The findings of the study reveal a noteworthy correlation between Organizational Commitment and Performance, indicating a positive and significant impact. This suggests that elevated levels of Organizational Commitment are conducive to enhanced performance outcomes. Numerous studies corroborate the notion that organizational commitment exerts a beneficial influence on performance metrics (Rafiei et al., 2014). This underscores the multifaceted nature of organizational dynamics and their collective impact on performance outcomes (Wahaibi, 2016). The significance of organizational commitment transcends individual contributions and extends to leadership roles within the organization. The study underscores that leaders possessing higher levels of organizational commitment are poised to deliver heightened performance outcomes. This underscores the pivotal role played by leadership in fostering a culture of commitment and driving organizational success (Nasomboon, 2014). As organizations strive for excellence, fostering a culture of commitment emerges as a strategic imperative, one that is intrinsically linked to achieving desired performance benchmarks and sustaining competitive advantage.

4.7 RELIGIOSITY STRENGTHENS THE EFFECT OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE

The findings from the research reveal a noteworthy interactive relationship between Religiosity and Organizational Commitment, suggesting that Religiosity plays a moderating role in influencing Employee Performance, thereby supporting the acceptance of the fifth hypothesis (H5). This implies that the level of Organizational Commitment affects Employee Performance differently depending on the level of Religiosity (Haq et al., 2020). When considering the impact of Religiosity on Organizational Commitment and subsequently on Employee Performance, it becomes evident that Religiosity acts as a significant moderator. The
results underscore that religiosity influences the degree to which employees are committed to their organization, consequently impacting their performance outcomes (Mathew et al., 2020).

Moreover, the study underscores the substantial impact of Religiosity on Employee Performance. It suggests that employees with a higher degree of religiosity tend to demonstrate heightened levels of professionalism in their roles within the organization. This heightened professionalism is manifested through the adept demonstration of knowledge, skills, and attitudes pertinent to their job responsibilities. Consequently, their performance is notably enhanced (Mahudin et al., 2016). The observed relationship between Religiosity, Organizational Commitment, and Employee Performance underscores the multifaceted nature of organizational dynamics. This study sheds light on the intricate interplay between religiosity, organizational commitment, and employee performance, providing valuable insights for both academic research and practical implications within organizational management. It highlights the need for organizations to recognize the diverse range of factors that impact employee behaviour and performance, including religiosity, and to tailor management strategies accordingly.

5 CONCLUSION

In conclusion, this study elucidates the significant interaction between Religiosity and Organizational Commitment, demonstrating the moderating role of Religiosity in influencing Employee Performance. It underscores the importance of considering religiosity as a pertinent factor in understanding and managing organizational dynamics. By recognizing and accommodating religiosity within the organizational framework, managers can effectively harness its potential to enhance employee commitment and performance, thereby contributing to overall organizational success. Based on the extensive research and discussions undertaken, several conclusive findings emerge. Firstly, Transformational Leadership exerts a notably positive and significant influence on Organizational Commitment. Secondly, Perceived Organizational Support is identified as another significant factor contributing positively to Organizational Commitment. Thirdly, Knowledge Sharing demonstrates a positive and statistically significant impact on Organizational Commitment. Furthermore, it is established that Organizational Commitment itself plays a crucial role in enhancing Performance. Lastly, the research underscores the role of Religiosity in fortifying the effect of Organizational Commitment on Employee Performance. However, it is essential to acknowledge the limitations of this research endeavour. Notably, the research subjects predominantly stem from universities affiliated with the Islamic faith. This mono-dimensional sampling hinders the
generalizability of the findings. Future studies are encouraged to broaden their scope, encompassing diverse demographics beyond a single province or religious affiliation. Drawing from the insights gleaned from this study, several recommendations can be proposed. Firstly, it is imperative for organizations, particularly Nahdlatul Ulama University throughout East Java, to prioritize the enhancement of Transformational Leadership, Perceived Organizational Support, and Knowledge Sharing practices. These facets play pivotal roles in fostering robust Organizational Commitment and consequent improvements in Employee Performance among Permanent Lecturers. Moreover, for prospective researchers, there exists a compelling need to delve deeper into the intricate dynamics surrounding Organizational Commitment. A more comprehensive exploration of factors such as transformational leadership, perceived organizational support, and knowledge sharing is warranted. Understanding the nuanced interplay of these variables can offer invaluable insights into optimizing Job Performance outcomes. In essence, while this research has illuminated significant relationships between various organizational factors and performance outcomes, it represents merely a stepping stone in understanding the multifaceted nature of organizational dynamics. As such, ongoing efforts to expand the scope of inquiry and refine methodologies are indispensable in advancing our comprehension and fostering organizational excellence.

REFERENCES


