

PAPER • OPEN ACCESS

## Creating higher education quality through leadership, organizational culture and organizational commitment

To cite this article: O Amtu *et al* 2021 *IOP Conf. Ser.: Earth Environ. Sci.* **747** 012037

View the [article online](#) for updates and enhancements.

You may also like

- [Development of knowledge management system for determining organizational culture in micro, small and medium enterprises using organizational culture assessment instrument](#)  
R Z A Aziz, M F Azima and S Y Irianto

- [Organizational culture influence on implementation of knowledge management and quality management system for improving Indonesian construction companies' performances](#)  
Chairul Mubin and Yusuf Latief

- [Development of Knowledge Management System for Determining Organizational Performances, Total Quality Management, And Culture](#)  
RZ. Abdul Aziz, Delli Maria, Siti Nur Laila et al.



*Benefit from connecting with your community*

## ECS Membership = Connection

**ECS membership connects you to the electrochemical community:**

- Facilitate your research and discovery through ECS meetings which convene scientists from around the world;
- Access professional support through your lifetime career;
- Open up mentorship opportunities across the stages of your career;
- Build relationships that nurture partnership, teamwork—and success!

**Join ECS!**      **Visit [electrochem.org/join](https://electrochem.org/join)**



# Creating higher education quality through leadership, organizational culture and organizational commitment

O Amtu<sup>1\*</sup>, R Aralaha<sup>1</sup>, C M Pattiruhu<sup>2</sup>, Makulua<sup>3</sup>

<sup>1</sup>Department of Christian Religious Education, Faculty of Christian Education, Institut Agama Kristen Negeri Ambon, Indonesia

<sup>2</sup>Department of Christian Guidance and Counseling, Faculty of Christian Education, Institut Agama Kristen Negeri Ambon, Indonesia

<sup>3</sup>Department of Early Childhood Education, Faculty of Christian Education, Institut Agama Kristen Negeri Ambon, Indonesia

\*email: amtuonisimus@gmail.com

**Abstract.** The quality of higher education in Indonesia requires in-depth studies to determine the factors that play an important role in improving the quality and competitiveness at the regional and international levels. This study used a quantitative method with a path analysis model to test whether there is a direct and indirect influence on exogenous variables, namely leadership and organizational culture on endogenous variables, namely the application of the internal quality assurance system in state universities with organizational commitment as an intervening variable. The results of the analysis test show that organizational commitment plays an important role in mediating and contributing to leadership and organizational commitment to the implementation of the internal quality assurance system in higher education. Organizational commitment becomes a framework for universities to build a new paradigm in harmonizing the demands and needs of society regarding the quality of higher education in order to be able to compete professionally. Leadership and organizational culture require organizational commitment to building communication and motivation through expectations and academic values that develop in a healthy, creative, innovative and dynamic manner because they can encourage collaboration and synergy of all elements of higher education to achieve the quality standards set.

**Keywords:** Leadership, Organizational Culture, Organizational Commitment, Internal Quality Assurance System

## 1. Introduction

The urge to improve the quality of higher education in Indonesia is of course reasonable. Indonesia must pay serious attention to the development of education at the tertiary level, because it has been proven that the progress of a country cannot be separated from the success of a country in managing the world of higher education [19]. The literature of primary relevance to tertiary institutions covers a wide range of disciplines or transdisciplinary disciplines, including management science and development evaluation, organizational change and behavior, and higher education studies [6]. Organizational aspects such as structure, culture, human resource management and leadership are the determinants of the success of integrated quality management [24]. To improve the quality of higher education, several variables that are thought to play an important role are leadership, organizational culture and organizational commitment.

Leadership, in essence, is not only an individual's quality that is enhanced, but a way of being and acting in a positive way to connect with others, allowing for cooperation, assistance and other growth within him [18]. In order to achieve all this, the most important thing is leadership. The success of an organization to achieve quality control depends on the ability and attitude of top management [21]. The importance of the contribution of leadership in educational organizations has received attention, because in recent years, there has been an increasing interest in leadership development in organizations and education [16]. The external and internal changes affecting higher education require the institution, and the system as a whole, to redefine its mission, goals and practices. However, to achieve such a significant change requires leadership at many levels [15]. Therefore, academic credibility and university life experience are very important for effective leadership in higher education

