

## THE EFFECT OF ORGANIZATIONAL COMMITMENT, MOTIVATION AND JOB SATISFACTION ON THE PERFORMANCE OF CERTIFIED LECTURERS

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### Abstract

*The research aims to analyze the effect of organizational commitment on the performance of certified lecturers at the Bina Karya High School of Economics, to analyze the effect of work motivation on performance, to analyze the effect of job satisfaction on performance, to analyze what factors are more dominant in influencing performance. The location or place of research is the Bina Karya College of Economics located on Jalan Diponegoro Tebing Tinggi Sumatra. Partially the organizational commitment variable has a positive and significant effect on the performance variable of the lecturer at the Bina Karya College of Economics. Partially, the motivation variable has no significant effect on the performance of the Bina Karya College of Economics lecturers, Partially, the job satisfaction variable has a positive and significant effect on the performance of the Bina Karya College of Economics lecturers' performance. Simultaneously, organizational commitment, motivation, and job satisfaction have a positive and positive effect significantly to the performance of the lecturers of the Bina Karya College of Economics. The R2 value obtained is 0.681 or 68.1% which shows the variables of Organizational Commitment, Motivation and Job Satisfaction in explaining the variations that occur in the performance of the lecturers of the Bina Karya High School of Economics 68.1 %, while the remaining 31.9% is explained by other variables not included in the model such as compensation, facilities, organizational culture, and others.*

**Keywords:** *Commitment, Motivation, Performance*

### 1. INTRODUCTION

If there are several people who come together, work together to achieve the goals that have been set, it is called an organization. Basically, organizational goals can be grouped into two main objectives, namely to earn profits and improve service quality. One form of organization is higher education, where this organization is a public sector organization that must improve the quality of service so that the quality of the teaching and learning process is increasing.

One of the main factors that determine in improving the learning process is educative staff or lecturers, this performance will increase if the lecturers carry out their duties well. In other words, the performance of lecturers will determine the performance of the organization which is indicated by increasing the quality of service. This is in line with the view of Mangkunegara (2002:132) which suggests; The success of an organization depends on the performance of its employees. Organizations must realize that good employee performance will have a positive impact on organizational performance in general, which means that without the support of good employee performance, the organization faces difficulties in achieving the goals that have been set.

Lecturers are an important parameter in the process of controlling higher education institutions because of their very central position, placing lecturers as the main human resources holding key operational tasks and responsibilities of higher education institutions. With professional skills and

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close relationships with students and peers, lecturers greatly determine the development of the institution, influencing the intellectual and social environment of campus life.

Parameters of good lecturer performance certainly refer to the achievement of the results of the implementation of the Tri Dharma of Higher Education. And this seems to still not be achieved by lecturers who are in the Bina Karya Economics College. Regarding the performance of lecturers, it is undeniable that it is not easy for an educational institution, especially a private university, to make a lecturer feel at home working for a long period of time. Apart from the limited capacity of the institution in paying employees, it is also so that the institution can prepare various development plans more steadily and sustainably.

Based on the description above, this research is proposed with the title: "The influence of organizational commitment, motivation and job satisfaction of lecturers on lecturer performance in schools Tinggi Ilmu Ekonomi Bina Karya"

### **Formulation of The Problem**

Based on the description in the background, that the success of an educational institution is largely determined by its human resources, universities as an organization, lecturers play an important role in achieving organizational goals. Therefore, the performance aspect of lecturers becomes important to be considered by the organization. Related to that, this study seeks to see the relationship and influence between organizational commitment, motivation and job satisfaction of lecturers at the Bina Karya College of Economics.

The problems that can be formulated in this research are:

1. Is there a real and positive influence between Organizational Commitment on the performance of lecturers at the Bina Karya College of Economics?
2. Is there a real and positive influence between work motivation on the performance of lecturers at the Bina Karya College of Economics?
3. Is there a real and positive influence between Job Satisfaction on the performance of lecturers at the Bina Karya College of Economics?
4. Do organizational commitment, motivation and job satisfaction affect the performance of lecturers at the Bina Karya College of Economics simultaneously?

### **Research Purposes**

The objectives of this research are:

1. Analyzing the effect of organizational commitment on the performance of lecturers at the Bina Karya College of Economics
2. Analyzing the effect of work motivation on the performance of lecturers at the Bina Karya High School of Economics
3. Analyzing the effect of job satisfaction on the performance of lecturers at the Bina Karya College of Economics
4. Analyze what factors are more dominant in influencing the performance of lecturers at the Bina Karya College of Economics

## **2. LITERATURE REVIEW**

### **Organizational Commitment**

The concept of commitment emerged from studies that explored the link or relationship between employees and the organization. According to Mowday (2001: 68) the urge to conduct studies on commitment is based on a belief that committed employees will benefit the organization, because of their potential ability to reduce turnover and improve performance.

Robbins and Judge (2007: 97) define commitment as a condition in which an individual sided with the organization and its goals and desires to maintain its membership in the organization. Mathis and Jackson (in Sopiah, 2008: 155) define organizational commitment as the degree to which employees believe and are willing to accept the goals of the organization and will stay or will not leave the organization.

## **Motivation**

Understanding motivation is closely related to the emergence of a tendency to do something in order to achieve goals. There is a strong relationship between motivational needs, actions or behavior, goals and satisfaction, because every change is always thanks to a motivational drive. Every person's actions or actions tend to start from what motivates someone to do something.

According to Reksohadiprodjo and Handoko, (2001: 125) motivation is a condition in a person's personality that encourages the individual's desire to carry out certain activities to achieve goals. Buhler, (2004:212) gives an opinion about the importance of motivation as follows: "Motivation is basically a process that determines how much effort will be devoted to carrying out the work". Motivation or encouragement to work is very decisive for the achievement of a goal, so humans must be able to grow the highest work motivation for employees in the company.

According to Hamzah (2001:56) work motivation is one of the factors that determine a person's performance. The size of the influence of motivation on a person's performance depends on how much intensity of motivation is given. Differences in work motivation for employees are usually reflected in various activities and even achievements.

According to Hasibuan (2002:73) motivation is the provision of a driving force that creates a person's excitement so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction. From this understanding, we can see that According to Santoso (2008:52) motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions, and decisions that occur in a person. And motivation as a psychological process arises due to factors within a person themselves called intrinsic factors or factors from outside themselves called extrinsic factors.

## **Job Satisfaction**

Someone who does a job will have the same or different feelings as other people towards the job. For someone the same job may provide satisfaction for him, while for others it may not provide satisfaction. Job satisfaction is a person's attitude towards work that comes from their perception of their work and stems from the aspect of work, for example; wages, promotion opportunities, supervisors and co-workers. Job satisfaction can also come from the work environment, supervision style, policies and procedures, work group membership, working conditions and benefits.

Job satisfaction is one element that is quite important in the organization, because job satisfaction can affect employee behavior at work. Employees who do not have the ability to actualize their professional self tend to be dissatisfied at work. Job satisfaction can lead to a positive attitude towards the progress of a job.

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Stephen Robbins (2001:121), said that job satisfaction is a person's attitude towards work as the difference between the amount of rewards that workers receive and the amount they believe they should receive. where there is or does not occur a meeting point between the value of employee remuneration from the employee's wishes ". Manthis and Jacson (2006), job satisfaction is a positive emotional state resulting in one's job experience (job satisfaction is a positive emotional statement which is the result of an evaluation of work experience).

Marihot Tua Effendi Sitinjak (2002: 121), job satisfaction is defined by the extent to which individuals feel something positive or negative towards various factors or dimensions of the tasks in their work. Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and other matters concerning physical and psychological factors.

### **Performance**

The term performance is a translation of performance which is often interpreted by scholars as "appearance", "performance", or "achievement" (Yeremias T. Keban, 2004: 191). Performance is "a description of the achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization. Performance is the achievement of work, actions, deeds, etc. (accomplishment of work, acts, feats, etc.), in another sense the definition of performance as a result that has been done (something done or performed).

The definition of performance as an illustration of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, mission and vision of the organization contained in the formulation of an organization's strategic scheme. In general, it can also be said that performance is an achievement that can be achieved by an organization within a certain period. Performance is the output/result of an activity/program that will or has been achieved in connection with the use of a budget with measurable quantity and quality. by working together and working effectively, performance will also increase.

According to A. Dale Timpe (2002: 53) states that performance is the accumulation of three interrelated elements, namely skills, efforts, and the characteristics of external circumstances. The basic skills that a person brings to the workplace can be in the form of knowledge, abilities, interpersonal skills and technical skills. Employee performance is a function of the interaction between ability and motivation. If anything is inadequate, performance will be negatively affected. Besides motivation, it is also necessary to consider (intelligence and skills) to explain and assess employee performance.

Suprihanto (2007: 33) says that a person's performance or performance is basically the result of a person's work during a certain period compared to the possibilities, for example standards, targets or targets or performance that has been determined in advance and has been mutually agreed upon. To find out the teacher's performance, it is necessary to conduct an assessment of the performance itself, from the assessment it can be seen whether the performance produced by the lecturer has met the standards or not. By assessing the performance of lecturers, universities can obtain information about lecturers' performance to motivate lecturers to develop themselves, as well as the basis for planning and decision making.



### 3. IMPLEMENTATION METHOD

#### Research Location and Time

The location or place of research is the Bina Karya College of Economics which is located on Jalan Diponegoro Tebing Tinggi, North Sumatra in November 2020

#### Data collection technique

The data collection method or technique used in this research is to distribute a questionnaire (questionnaire) to the respondents. A questionnaire is a set of questions or written statements to be answered or chosen from the available options. This method is seen as an appropriate data collection tool to assess a person's attitude or view (Sugiyono, 2002:95), and this questionnaire is directly given to the respondents.

#### Population and Sample

The population in this study were all 38 certified lecturers of the Bina Karya School of Economics. While the sampling technique using a census is to make the entire population the research sample.

#### Data analysis method

As mentioned in the first chapter, that the purpose of this study is to test the hypothesis that has been set in the second. The hypothesis is made to answer the existing problems. To test the hypothesis, the researcher conducted an analysis with the help of the SPSS 20.0 for windows program which is commonly used for social research.

### 4. RESULTS AND DISCUSSION

#### Descriptive Analysis of Research Data

The data obtained from the results of descriptive analysis, shows the highest value (maximum), lowest value (minimum), average (mean) and standard deviation of each variable studied for the hypothesis, both independent variables, namely organizational commitment, motivation and job satisfaction. and the dependent variable is lecturer performance. The results of the descriptive analysis can be seen in Table 1 as follows :

**Table 1.** Descriptive Research Data  
**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
KomitmenOrganisasi	38	14	33	24,18	4,066
Motivasi	38	22	35	28,95	2,620
KepuasanKerja	38	27	36	30,16	2,388
Kinerja	38	26	39	30,84	2,666
Valid N (listwise)	38				

Source: 2020 Research Results (processed data)

From Table 1 above, it can be seen that the average X1 variable is 24.18, the highest value is 33 and the lowest value is 14, while the standard deviation value is 4.066. The average X2 variable is 28.95, the highest value is 35 and the lowest value is 22, while the standard deviation is 2.620. The average X3 variable is 30.15, the highest value is 36 and the lowest value is 27, while the standard

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deviation is 2.388. The average variable Y is 30.84, the highest value is 39 and the lowest value is 30.84, while the standard deviation is 2.666.

#### **Coefficient of Determination Test (R Test)**

Determination test aims to measure how far the ability of the model, namely the variation of the independent variable in explaining the variation of the dependent variable. The value of the coefficient of determination R<sup>2</sup> can be seen in Table 2 below:

**Table 2.** Determinant Coefficient Test (R Test)

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,825 <sup>a</sup>	,681	,653	1,571

a. Predictors: (Constant), Job Satisfaction, Organizational Commitment, Motivation

b. Dependent Variable: Kinerja

Source: 2020 Research Results (processed data)

The R<sup>2</sup> value obtained is 0.681 or 68.1% which shows the variables of Organizational Commitment, Motivation and Job Satisfaction in explaining the variations that occur in the performance of lecturers at the High School of Economics of Bina Karya 68.1%, while the remaining 31.9% is explained by other variables not included in the model such as compensation, facilities, organizational culture, and others.

#### **Partial Test (t Test)**

Partial tests were conducted to test the hypothesis of the effect of organizational commitment on the performance of lecturers at the Bina Karya College of Economics, the influence of motivation on the performance of the lecturers of the Bina Karya College of Economics, and to examine the effect of job satisfaction on the performance of the lecturers of the Bina Karya College of Economics. This test was carried out in two directions, the t-test in this study used a 5% alpha significance level and degrees of freedom (n-k-1). So that in the two-way test, the alpha used is alpha divided by two, which is 2.5%

Hypothesis testing is done by comparing the value of tcount with the value of ttable with the decision criteria are:

If tcount < ttable H<sub>0</sub> is accepted or H<sub>1</sub> is rejected

If tcount > ttable H<sub>0</sub> is rejected or H<sub>1</sub> is accepted

Or

If the significant value is < 2.5% alpha then H<sub>0</sub> is rejected or H<sub>1</sub> is accepted

If the significant value > 2.5% alpha then H<sub>0</sub> is accepted or H<sub>1</sub> is rejected

Based on Table 4.8 below, it can be seen that the constant value is 1.856 and the coefficient value of each variable is 0.388 for the X<sub>1</sub> variable, 0.087 for the X<sub>2</sub> variable, and 0.567 for the X<sub>3</sub> variable. Then the regression model for this research is as follows:

$$Y = 1.856 + 0.388X_1 + 0.087X_2 + 0.567X_3 + e$$

Where :

X<sub>1</sub> = Organizational commitment

X2 = Motivation  
X3 = Job satisfaction  
Y = Performance

**Table 3.** Partial Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,856	5,245		,354	,726
1 Komitmen Organisasi	,388	,065	,592	5,959	,000
Motivasi	,087	,103	,085	,841	,406
Kepuasan Kerja	,567	,113	,508	5,022	,000

a. Dependent Variable: Performance

Source: Research Results, 2020 (processed data)

From table 3 above, it can be seen that :

1. For the organizational commitment variable, the significant value is (0.000) which means it is smaller than alpha (0.025), this is also supported by the tcount (5.959) which is greater than the ttable value (3.18). Based on the results obtained, Ho is rejected and H1 is accepted for the organizational commitment variable indicating that organizational commitment has a positive and significant effect on the performance of the lecturers of the Bina Karya High School of Economics, this also provides an understanding that organizational commitment has a major role or a significant role in improving performance. lecturer at the Bina Karya College of Economics.
2. The significant value for the motivation variable (0.405) is greater than alpha (0.025), besides the tcount value (0.841) which is smaller than the ttable value (3.18). Based on the results obtained, Ho is accepted and H1 is rejected for the motivation variable. This indicates that motivation has no significant effect on the performance of the lecturers of the Bina Karya College of Economics, or that the motivational variable has less role in improving the performance of the lecturers of the Bina Karya College of Economics.
3. The significant value for the job satisfaction variable (0.000) is smaller than alpha (0.025), this is also supported by the tcount value (5.022) which is greater than the ttable value (3.18). Based on the results obtained, Ho is rejected and H1 accepted for the job satisfaction variable. In this case, it shows that job satisfaction has a positive and significant effect on the performance of the lecturers of the Bina Karya College of Economics, or the job satisfaction variable has a major role in improving the performance of the lecturers of the Bina Karya College of Economics.

### Simultaneous Test (F Test)

To test this hypothesis, F statistic is used with decision criteria. If the value of Fcount is greater than Ftable, then H0 is rejected and H1 is accepted. Based on Table 4.9 below, it can be seen that Fcount = 24,190 and Ftable = 2.83, Fcount is greater than Ftable and the significant value is 0.000 less than the alpha value of 0.05. The decision taken is that H0 is rejected and H1 is accepted. The acceptance of the alternative hypothesis shows that the independent variables X1, X2, and X3 or Organizational Commitment, Motivation, and Job Satisfaction are able to explain the diversity of the dependent variable (performance of a lecturer at the School of Economics of Bina Karya) or in other words, organizational commitment, motivation, and job satisfaction collectively.

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simultaneous positive and significant effect on the performance of lecturers at the Bina Karya College of Economics.

**Table 4.** Simultaneous Test (F Test)

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	179,128	3	59,709	24,190	,000 <sup>b</sup>
1 Residual	83,924	34	2,468		
Total	263,053	37			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Kepuasan Kerja, Komitmen Organisasi, Motivasi

Source: Research Results, 2020 (processed data)

## 5. CONCLUSION

1. Partially the organizational commitment variable has a positive and significant effect on the performance variable of the Bina Karya College of Economics lecturers' performance, which is indicated by a significant value which is smaller than the alpha value and also the tcount value which is smaller than the ttable value.
2. Partially, the motivation variable has no significant effect on the performance of the Bina Karya Economics College lecturer, which is indicated by a significant value greater than the alpha value and also a tcount value greater than the ttable value.
3. Partially, the job satisfaction variable has a positive and significant effect on the performance variable of the Bina Karya College of Economics lecturers' performance, which is indicated by a significant value which is smaller than the alpha value and also the tcount value which is smaller than the ttable value.
4. Simultaneously, organizational commitment, motivation, and job satisfaction have a positive and significant effect on the performance of the lecturers of the Bina Karya College of Economics, which is indicated by the Fcount value which is greater than the Ftable value, and also a significant value which is smaller than the alpha value in this study.
5. The R2 value obtained is 0.681 or 68.1% which shows the variables of Organizational Commitment, Motivation and Job Satisfaction in explaining the variations that occur in the performance of lecturers at the Bina Karya College of Economics 68.1%, while the remaining 31.9% explained by other variables not included in the model such as compensation, facilities, organizational culture, and others.

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**THE EFFECT OF ORGANIZATIONAL COMMITMENT, MOTIVATION AND JOB  
SATISFACTION ON THE PERFORMANCE OF CERTIFIED LECTURERS**

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