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Abstract

The study was done due to examine and analyze the influence of organization culture and organizational commitment on job satisfaction and performance. There are two variables functioning as independent ones, namely, organization culture, and organizational commitment. Job satisfaction is functioned as intervening and dependent variables. Performance is functioned as a dependent variable. The study used 123 permanent lecturers in Batam as the respondents and used census method. The data was collected by using questionnaires and analyzed by Structural Equation Modeling (SEM) using AMOS 16 program. The study found out that organization culture has significant influenced to the job satisfaction, organizational commitment has no significant influenced to the job satisfaction, organization culture and organizational commitment has no significant influenced to the performance, and job satisfaction has significant influenced to the performance.

Keywords: Organization Culture, Organizational Commitment, Job Satisfaction, Performance.

1. Introduction

In the era of globalization and free trade, the challenge of higher education in Indonesia has become severe, demanding high competitiveness and efficiency, it is necessary for the effective and efficient management, facilities, high-tech facilities, and a professional lecturer. Recognizing the importance of the college lecturers must be able to manage and exploit the potential of its lecturers. Meeting the needs of lecturers well and continuously able to increase lecturer job satisfaction, college lecturer on the contrary, if not get the satisfaction they tend to show their dissatisfaction in his behavior. Organization culture is a system of shared meaning held by members that distinguishes an organization from other organizations [1]. Organizational commitment is a situation where an employee's favor particular organization and the goals and desires to retain membership in the organization [1]. This shared system of meaning, when examined more closely, is a set of key characteristics upheld by the organization. Job satisfaction can be defined as positive feelings about one's work is the result of an evaluation of its characteristics [1]. Performance is an expression such as output, efficiency, and effectiveness are often associated with productivity [2].

2. Materials and Methods

2.1 Research Design

The study design is a plan, a framework for conceptualizing the relation structure of the variables of a research study [3]. The study design used in this research is explanatory research that aims to analyze the relationships between variables and explain the influence between variables through hypothesis testing. The research was conducted in Batam, this research included in this type of survey research. Survey research is research that takes a sample from a population and use the questionnaire as the principal means of data collection [4]. The unit of analysis of this study is Lecturer of Private Higher Education Foundation in Batam, which already has a functional position. This study uses primary data and secondary data. Primary data obtained through interviews and questionnaires conducted by the Foundation for Permanent Lecturers who already have a functional position, the immediate supervisor (Program Chairman) and Officers of Private Higher Education in Batam. Secondary data obtained from the relevant report by research and other records needed for analysis.

2.2 Hypothesis

H1: Organization culture significantly influence on job satisfaction.

H2: Organizational commitment has a significant effect on job satisfaction.

H3: Organization culture significantly influence on performance

H4: Organizational commitment significant effect on performance.

H5: Job satisfaction significantly influence on performance.

2.3 Population, Sample, and Sampling

The population is the entire set of elements that can be used to make a conclusion. It is essentially a collection of objects where the observations were made by researchers. If the population is very large it is necessary to sampling. The basic idea of sampling is to select the part of the elements of the population, so conclusions about the overall population can be obtained [5]. The population in this study is Lecturer of Private Higher Education Foundation in Batam, which already has a functional position as much as 123 and of the entire population sampled.

2.4 Research Variables

Variables used in this study consisted of four variables: (1) Organization Culture (X1) is a system of shared meaning held by members that distinguishes an organization from other organizations. The factors are Innovation, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. (2) Organizational commitment (X2) is an affective commitment, emotional feelings for the organization and the belief in its values, its Continuance Commitment, the economic value which is considered better survive in an organization when compared by leaving the organization and normative commitment, obligation to survive in the organization for reasons of moral or ethical. (3) Job satisfaction (Y1) is a general attitude of an individual to his work which includes salary, work itself, promotion, supervision, work group, and working conditions. (4) Performance (Y2) is a phrase such as output, efficiency and effectiveness are often associated with productivity, including the quantity of work, quality of work, job knowledge, creativeness, cooperation, dependability, initiative, and personal qualities.

2.5 Data Collection Procedures

The research data is primary data collected by using questionnaires. The questionnaire attached letter explaining the intent and purpose of filling the questionnaire and return time questionnaire that has been filled by the respondent. Mechanical delivery of questionnaires delivered directly to the college, where this technique is better than sending questionnaires through the mail because it can minimize the difference in interpretation between respondents with the researcher. Data analysis was performed using structural equation model, known as SEM (Structural Equation Modelling) using AMOS (Analysis of Moment Structure) version 16 [6].

3. Result

3.1 Description of Sample

The respondents consisted of 123 respondents, comprising 55 women and 68 men. Education respondents are mostly Magister (S2) as many as 68 people, Bachelor (S1) as many as 43 people, and Doctorate (S3) as many as 12 people. Based on these descriptions can be concluded that the Permanent Lecturer of Private Higher Education Foundation in Batam, which already has a functional function of respondents are mostly educated Magister, according to the requirements of minimum education lecturer as listed in the Law on Teachers and Lecturers [13].

3.2 Hypothesis Testing Results

Hypothesis Testing is to analyze the value of Critical Ratio (CR) and the Probability (P) if the results of the data, compared to the statistical limitations required, ie above 1.96 for CR and values below 0.05 for the P value (probability). If the result of the data shows the value of eligible, then the proposed research hypothesis can be accepted. Detailed testing of research hypotheses will be addressed in stages in accordance with the hypotheses that have been proposed. In this study proposed five hypotheses that further discussion be done in the following sections.

Table 1
HYPOTHESIS TESTING RESULTS

		<i>Estimate</i>	S.E.	C.R.	<i>p-value</i>	Discription
Satisfac ←	Culture	2,214	0,808	2,740	0,006	Significan
Satisfac ←	Commit	0,119	0,070	1,692	0,091	Not Significant
Perform ←	Culture	0,313	0,612	0,511	0,609	Not Significant
Perform ←	Commit	0,029	0,080	0,362	0,717	Not Significant
Perform ←	Satisfac	0,548	0,083	6,606	***	Significant

Sources: Data processing, 2011

Hypothesis Testing 1, Organization culture has positive and significant impact on job satisfaction. Based on the data processing is known that the value of CR on the influence of Organization culture on satisfaction is equal to 2.740 with probability 0.006. The results of two values provides information that Organization culture significantly influence job satisfaction, thus hypothesis 1 is accepted. Hypothesis Testing 2, organizational commitment positive and significant effect on job satisfaction. Based on the data processing is known that the CR effect of organizational commitment on job satisfaction is 1.692 at a P value of 0.091. This suggests that organizational commitment is not significant effect on job satisfaction, thus hypothesis 2 is rejected. Hypothesis Testing 3, organization culture has positive and a significant effect on Performance. Based on the data processing is known that CR values influence Organization culture on Performance is equal to 0.511 P value of 0.609. This indicates that no significant influence of Organization culture on Performance, then the hypothesis thus Hypothesis 3 is rejected. Hypothesis Testing 4, organizational commitment has a positive and significant impact on Performance. Based on the data processing is known

that the value of CR on the influence of organizational commitment on Performance is 0.362 at the confidence level of P 0.717. The results of these two values provides information that the hypothesis does not significantly affect organizational commitment on Performance, thus hypothesis 4 is rejected. Hypothesis Testing 5 job satisfaction has positive and significant impact on Performance. Based on the data processing is known that the CR effect of job satisfaction on Performance is equal to 6.606 P value of 0.000. This suggests that job satisfaction have a significant effect on Performance, it is thus accepted hypothesis 5.

4. Discussion

4.1 Effect of Organization Culture on Job Satisfaction.

Organization culture is a system of shared meaning held by members that distinguishes an organization from other organizations. The indicators measured in this variable is innovation, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability [1]. The results of hypothesis testing produces path coefficients of 2.740 with $p = 0.006$ (significant). This suggests that Organization culture significantly influence job satisfaction remains the foundation professor of Private Higher Education in Batam, although most of the lecturers remain the foundation of Private Higher Education in Batam has a dual profession, other than as a permanent lecturer foundation also works at the company. Thus, it is automatically lecturers have 2 (two) corporate organization culture and college organization culture. From the results of this study college organization culture is also strong. Among the 7 (seven) indicators that establish the organization culture variables, both based on the average value and the answers obtained by factor loading value of each is 0.813 for innovation (X1.1), 0.742 for the attention to detail (X1.2), 0.204 for results orientation (X1.3), 0.722 for the orientation of the person (X1.4), 0.848 for team orientation (X1.5), 0.822 for aggressiveness (X1.6), and 0.583 for stability (X1. 7) are all positive and significant contribution. The amount of influence of each indicator is the orientation of the team (X1.5) provide the dominant influence on the formation of Organization culture variables, while the indicators which contribute the smallest is the orientation of the result (X1.3). This fact is a lecturer in general remains the foundation of Private Higher Education in the province in Batam, which already has a functional position in carrying out their duties with the optimal Organization culture requires the support of team orientation, aggressiveness, innovation, attention to detail, the orientation of people, the stability, and results orientation. This condition, if done continuously tenured faculty foundation then it will affect the Organization culture that has become increasingly strong, eventually strong Organization culture that will improve job satisfaction. The results of this study states that Organization culture significantly influence job satisfaction remains the foundation professor of Private Higher Education in Batam. Basically, a strong culture and values can reinforce the desired behavior and can reduce a person's actions are not desirable and deviate from the collective agreement about what should be done and what not to do. No doubt if the cultural influence on job satisfaction, because someone will be pleased to work when all that believed in him and the group that there may actually reflect a comfortable life in the existing environment.

4.2 Effect of Organizational Commitment on Job Satisfaction.

Commitment is seen as a value orientation to the organization that shows the individual is thinking and prioritizing work and organization. Individuals will try to give all the effort he had in order to help the organization achieve its goals. Commitment in this study consists of three components, namely affective commitment, normative commitment, and continuans commitment, which each have a different form factor [7]. The results of hypothesis testing produces path coefficients of 1.692 with $p = 0.091$ (not significant). This suggests that organizational commitment is not significant effect on job satisfaction remains the foundation professor of Private Higher Education in Batam, because most of the lecturers remain the foundation of Private Higher Education in Batam has a dual profession, other than as a permanent lecturer foundation also works at the company. Income derived from working in a company much larger than income earned as a tenured faculty foundation, so that organizational commitment in college weaker but nevertheless still have high job satisfaction, meaning that lecturers have a good attitude and sense of fun in performing their duties. Among the three indicators that build organizational commitment variable, both based on the average value and the answers obtained by factor loading value of each is 0.769 for affective commitment (X2.1), 0.446 for the continuans commitment (X2.2), and 0.935 for normative commitment (X2.3) are all positive and significant contribution. The amount of influence each of the indicators are normative commitment (X2.3) provide the dominant influence on the formation of organizational commitment variable, whereas an indicator that gives the smallest contribution is a continuans commitment (X2.2). This in fact is a lecturer in general remains the foundation of Private Higher Education in the province of Riau Islands, which already has a functional position has a high affective commitment, especially on indicators of emotional

attachment, as part of a family in college, has a fairly high normative commitment as well, and have a lower continuans commitment.

4.3 Effect of Organization Culture on Performance.

The results of this study states that Organization culture does not significantly influence the Performance of tenured faculty foundations of Private Higher Education in Batam, this is because most of the tenured faculty of Private Higher Education Foundation to work at another company that is stronger than Organization culture in Higher Education, however the results of this study stated that the high-performance lecturer. The results of hypothesis testing produces path coefficients of 0.511 with $p = 0.609$ (not significant). This suggests that Organization culture does not significantly affect on Performance of tenured faculty of the Foundation of Private Higher Education in Batam. Variables directly affect the organization's culture is not significant effect on Performance, but with the role of mediating variables of job satisfaction and Organization culture have a significant positive effect on Performance through job satisfaction (intervening variable), the path coefficient for indirect effect = 0.313. Thus it can be said that Organization culture is getting better, it will increasingly be able to improve the job satisfaction that will ultimately enhance the performance. Organization culture as the norms and rules of work are adhered to or enforced by the organization consists of two types of Organization culture, The first is very strong Organization culture, ie norms and rules of work are received and perceived by all or most members of the organization (ranging from leadership to subordinates). Strong Organization culture that will create maximum Performance. Second, a weak Organization culture is the norms and rules of employment for members of organizations that are less or not accepted by some or all members of the organization. A weak culture will not affect Performance or creating maximum. Cultural organizations in the private colleges in Batam answers to a questionnaire that asked the nucleus on the indicators of Organization culture has an average score of 3.283. Means of organization culture in the private universities in Batam are perceived lecturers (respondent) is quite good, but have not been able to affect performance significantly. Strong culture related to the performance based on three reasons [8]. First, with regard to alignment purposes. The employees with the same basic assumptions can agree on common goals to be achieved so that all initiative, energy and enthusiasm channeled in the same direction. In organizations with strong cultures encountered some problems of coordination, supervision, runs fast and effective communication, and resources are not wasted to resolve internal conflict. Second, a strong culture also creates motivation for members of the organization. Strong culture of encouraging people to identify themselves with the organization, where employees are intrinsically motivated because they feel happy to be part of the organization with a unique style, and have the same views on how the organization should be run. Strong culture also usually give awards and tend to involve employees in decision making. Third, shared values and behaviors that have been agreed to make people feel comfortable to work in a company, which will further increase employee commitment and loyalty. Thus, in organizations with a strong culture of the employees will work hard to produce the best. Strong culture also helps improve performance because of the availability of the structure and control system without having to rely on formal bureaucracy that usually it can reduce motivation and innovation.

4.4 Effect of Organizational Commitment on Performance

Commitment to one's organization is a sense of attachment to the organization, including feelings of involvement in work, loyalty, and trust in the organization's values. The results of this study states that no significant influence of organizational commitment on Performance of tenured faculty foundations of Private Higher Education in Batam, this is because the foundation professor of Private Higher Education in Batam has dual profession where organizational commitment in higher education is weaker than the commitment organizational in the Company, however tenured faculty have a high Performance ratings can be seen from the Head of Study Program as value officials. Professor of organizational commitment remains the foundation of Private Higher Education in Batam in college weaker when compared with organizational commitment on the company payroll system because one of them is very much different. The results of this study is different from that suggested by the experts, that an employee's Performance is determined by the ability or competence, or the effort given the effort of employees, and the opportunity to produce high performance. Organizational commitment is one element in Performance. The results of hypothesis testing produces path coefficients of 0.362 with $p = 0.717$ (not significant). This suggests that organizational commitment is not significant effect on Performance of tenured faculty foundations of Private Higher Education in Batam, this is one of them because most faculty remain the foundation of Private Higher Education in Batam has a dual profession, in addition to the foundation as well as tenured faculty worked at the company. Thus, it is automatically lecturers have 2 (two) commitment on the company's organizational

commitment and organizational commitment in college, where the results of this study at college organizational commitment is weak. The influence of organizational commitment on Performance of tenured faculty foundations of Private Higher Education in Batam no significant effect, but it is very important organizational commitment are owned by the lecturer. Lecturers who have expertise and extensive knowledge in the field of higher education, will have the opportunity to move to another college to get jobs and higher salaries. Knowledge and expertise in the field of higher education lecturers obtained through the development of education and training undertaken during her work in college. Higher Education will incur a loss if the professors who already have high competence and then move to other universities. Important organizational commitment has remained the foundation professors because although not significant effect on Performance, commitment is very important that universities are supported by competent and committed faculty.

4.5 Effect of Job Satisfaction on Performance

The results of hypothesis testing produces path coefficients of 0.548 with $p = 0.000$. (Significant). This suggests that job satisfaction significantly influence the performance of tenured faculty foundations of Private Higher Education in Batam. Job satisfaction Permanent Foundation Lecturer of Private Higher Education in Batam have an impact on improving his performance, in which to achieve optimal performance Lecturers should cooperate with one another lecturer (working group) or a team in their daily tasks. If competition works well in working group, mutual respect for the rights of the individual and team cohesion in matters relating to the interests of good work, high job satisfaction and this has increased his performance as well. Among the six indicators that build job satisfaction variables, both based on the average value and the answers obtained by factor loading value of each is 0.669 for the salary of (Y1.1), 0.461 for the job itself (Y1.2), 0.790 for promotion (Y1.3), 0.816 for supervision (Y1.4), 0.828 for the working group (Y1.5), and 0.385 for working conditions (Y1.6) are all positive and significant contribution. The amount of influence each of these indicators working group (Y1.5) to give the dominant influence on the formation of variable job satisfaction, while the indicators which contribute the least are the working conditions (Y1.6). This in fact is a lecturer in general remains the foundation of Private Higher Education in Batam, which already has a functional position in carrying out their duties require optimal job satisfaction with indicators that affect the supervision, work group, promotion, salary, job itself, and working condition. Among the eight indicators that establish the performance variables, both based on the average value and the answers obtained by factor loading value of each is 0.475 for the quantity of work (Y2.1), 0.800 for quality of work (Y2.2), 0.872 for job knowledge (Y2.3), 0.810 for creativeness (Y2.4), 0.830 for cooperation (Y2.5), 0.782 for dependability (Y2.6), 0.845 for the initiative (Y2.7), and 0.907 for the personal qualities (Y1.8) are all positive and significant contribution. The amount of influence each of the indicators of personal qualities (Y2.8) to give the dominant influence on the formation of performance variables, while the indicators which contribute the smallest is the quantity of work (Y2.1). This in fact is a lecturer in general remains the foundation of Private Higher Education in Batam, which already has a functional position in carrying out their duties and achieve optimum performance with optimal also with indicators that affect the personal qualities, job knowledge, initiative, creativeness, quality of work, dependability, and quantity of work. In other words it can be said that the higher the job satisfaction will improve his performance as a lecturer remains the foundation of private universities in Batam.

5. Conclusion

Based on the analysis of results of research and discussion about the influence of Organization culture and Organizational Commitment Against Job Satisfaction and Lecturers Performance of Private Colleges Remain in Batam, then it can be summed up as follows: (1) Organization culture has a significant effect on job satisfaction Permanent Foundation of Higher Education Lecturers Private in Batam. Based on the results of the study analyzes the second hypothesis which states organization culture have a significant effect on job satisfaction Permanent Foundation Lecturer in Batam are acceptable. Although faculty have dual professions and automatically have two professors of Organization culture but still have good job satisfaction, this is indicated from the results of the assessment questionnaires filled out by the lecturer. Basically, a strong culture and values can reinforce the desired behavior and can reduce a person's actions are not desirable and deviate from the collective agreement about what should be done and what not to do. No doubt if the cultural influence on job satisfaction, because someone will be pleased to work when all that believed in him and the group that there may actually reflect a comfortable life in the existing environment. (2) Organizational Commitment has no significant effect on job satisfaction Permanent Foundation Lecturer of Private Higher Education in Batam. Based on the analysis results of the study's first hypothesis which states have a

significant organizational commitment on job satisfaction Permanent Foundation Lecturer in Batam is unacceptable. This is because most of the lecturers have a dual profession, other than as a permanent lecturer foundation also works at the company. Income derived from working in a company much larger than income earned as a tenured faculty foundation, so that organizational commitment in college weaker but nevertheless still have high job satisfaction, meaning that lecturers have a good attitude and sense of fun in performing their duties. (3) Organization culture has significant effect on Performance Lecturer Permanent Foundations of Private Higher Education in Batam. Based on the results of the study analyzes the fourth hypothesis which states organization culture have a significant effect on Permanent Lecturer Performance in Batam is unacceptable. This is because most of the tenured faculty of Private Higher Education foundation's work in other companies that automatically has two Organization cultures, however, high Performance of tenured faculty. (4) Organizational Commitment has no significant effect on Performance Lecturer Permanent Foundations of Private Higher Education in Batam. Based on the results of the study analyzes the third hypothesis which states have a significant organizational commitment to Performance Permanent Foundation Lecturer in Batam is unacceptable. This is because most of the lecturers working in the company's foundation in addition to working in Universities, where the company's organizational commitment is stronger than organizational commitment in Universities, however, tenured faculty have a high Performance. (5) Job satisfaction has significantly influence on Permanent Lecturer Performance of Private Higher Education in Batam. Based on the analysis of studies showing the positive direction of the fifth hypothesis which stated job satisfaction significantly influence Permanent Lecturer Performance in Batam are acceptable. This means that job satisfaction can improve Permanent Lecturer Performance of Private Higher Education Foundation. Lecturers are happy will his performance better than the lecturer who is not happy. Happiness is obtained because the lecturer was satisfied, that is what is expected Lecturer of the job are met. Conclusions based on research results that have been described may also be submitted some suggestions based on theoretical and empirical findings to practical interests and the interests of further study are as follows: (1) Advice for Private Higher Education in Batam. (1a) Private Higher Education in Batam should provide opportunities and assist lecturers in particular that has a functional position to continue their studies in accordance with the field in order to increase organizational commitment. (1b) Strengthen the organization culture is continuously working to increase performance teachers. (1c) To improve Permanent Lecturer job satisfaction that already has a functional by providing functional benefits every month, at least equal to the functional allowance provided lecturers on Lecturer of Civil Government, adjusting the basic salaries and other allowances each year in order to meet the needs of faculty salaries a decent living, as well as compensate for any inflation. (1d) Head of Private Higher Education in Batam should provide motivation to the lecturers who do not have a functional position to immediately suggest that lecturers Lecturers have a functional position, an allowance to increase the functional and Higher Education accreditation. (2) Suggestions for the Foundation Permanent Lecturer of Private Higher Education in the Batam. (2a) Improving organizational commitment to Private Colleges in Batam for the better, all the courses that it has accredited and could open up new courses. (2b) To demonstrate the high professionalism of the lecturers who are supposed to Permanent Foundation of Higher Education Lecturers who are eligible and the amount of credit (KUM) which already meet the proposed amount to the functional hierarchy of higher order functional benefits gained also increased and can provide a better contribution to the institution (university where she works) to improve its accreditation and could open the program of study at S2 and S3 as well as other new courses. (2c) To improve his performance for Private Higher Education in Batam for the better quality, graduates can obtain employment equivalent of Private Higher Education in another city, because until now there are many companies in Batam continue to recruit employees of State Universities and Private in Java, West Sumatra and North Sumatra to meet their needs. (3) Suggestions for further research. (3a) For the development of science in management science, especially the science of human resource management and organizational behavior, development of theoretical models should be used in this study can be continued and expanded by subsequent researchers into a model of problem solving organizational commitment, organizational cultures, satisfaction employment and job performance are more comprehensive in order to enrich the science. (3b) For the sake of further research the results of this research into basic research on the behavior of individuals and groups that exist within the organization or company. (3c) Future studies can be performed on all Permanent Lecturer in Private Higher Education Foundation Kopertis Region X (West Sumatra, Riau, Jambi and Riau Islands) to obtain another model by adding other variables such as professional commitment.

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