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EFFECT OF ORGANIZATIONAL CULTURE TOLECTURER PROFESSIONAL COMMITMENT IN PRIVATE HIGHER EDUCATION IN BATAM CITY

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ABSTRACT

This study aims to examine and analyze influence of organizational culture on the suitability of lecturer professional commitments in private university of Batam City. In this study, the independent variables are the suitability of the organization's culture and professional commitment as dependent variable. The hypothesis of this study is the suitability of the organizational culture is significant influence to professional commitment, there is a significant difference between the values of the actual organizational culture with the values of the desired organizational culture of the faculty, and the greater the cultural fit between the desired and actual organizational culture, the higher of the lecturer professional commitment.

The study population is a lecturer in a private college foundations Batam in Batam University of 200 lecturers. Research samples using analytical tools Structural Equation Modeling (SEM) requires a sample of 100 to 200 people. In this study, the sample size equal to the number of population, use census method in this study. Primary sources of the data collected through questionnaires.

Keywords: Organizational Culture, Professional Commitment

1. INTRODUCTION

"Culture could be defined as the interactive aggregate of common characteristics that influence a human group's response to its environment". According to Luthans (2006: 125) culture can be defined as the interaction of a variety of characteristics that affect the habits of groups of people in their environment. Culture is a set of characteristics of the interaction of the members of a group habits that affect behavior.

Organizational culture is based on a concept of building on three levels: Level Assumption (Basic Assumption), then Level Value (Value), and Level Artifact is something left.

Influence of organizational culture on organizational performance was first suggested by Peters and Waterman in his book In Search of Excellence, where they identified the success factors of the organization, although extreme, the notion that organizational culture may not be realized (Silver, 2003), but many experts argue that culture is one very important factor in improving competitiveness and organizational effectiveness. This was as proposed by Mangkunegara (2005), Fralinger (2007), and research conducted by Evi and Malabay (2008). Pretty much the definition of organizational culture and usually each study could have resulted in different conclusions because of using different senses. Although the influence of organizational culture on organizational effectiveness has been widely studied, but studies on the organizational culture, especially private universities in Indonesia has not been done. Study of organizational culture is usually assessed using the concept of organizational culture profile or Organizational Culture Profile (OCP) developed by O'Reilly, Chatman and Caldwell (2004), for example Herminingsih research (2011), and Ratnasari research (2011).

University of Batam is one of the private college which has a vision to become an institution of higher education and the superior quality in the process of Tridarma universities to produce

professionals who are able to master information technology, able to speak English and ethical (Batam University Strategic Plan, 2010). Achievement of the vision as a college requires faculty who have professional competence and high commitment, because it is based on various research commitment has a significant relationship with hard work, loyalty, and ethical behavior. Efforts to improve the culture of the organization has undertaken the implementation of cultural values to be created, and as a private university is supposed to have a teacher to have these behaviors.

One factor that plays an important role in the formation of the professional commitment of lecturers is the similarity in the values of individual professors with the values that flourish in college. Organizational culture according to Schein (2004: 230) is a set of shared values within an organization, which is usually determined by the founders and leaders of the organization are derived through a process of socialization of employees. The more growth and development of the organization, there can be a gap between the organization's values with the values of the individuals working in the organization given the intensity of direct communication between the leader and the members of the organization on the wane with the increasing size of the organization.

University Batam trying to implement organizational cultural values 1) Discipline, honest, and responsible, 2) Creative, 3) Environmentally friendly, and 4) Conscious local value. Successful implementation of the cultural values of the organization need to socialize to the faculty as a member of the organization to achieve similarity values are very necessary, because according to the theory proposed by O'Reilly (2004) that the smaller the difference between the individual values with values value, the higher the organizational culture of professional commitment lecturer. Based on the description it is necessary to research that examines the influence of organizational culture on the suitability of the professional commitment of private college lecturer at the University of Batam in Batam.

Gordon (2004: 374) defines organizational culture is a part of the internal environment is integral to the organization which consists of a set of assumptions, beliefs, and shared values held by members of the organization and is used to regulate and direct behavior in accordance with the expected function. Culture is also the means used to achieve the organizational goals and assist organizations in adapting to changing environmental conditions.

Dimensions of Organizational Culture. Luthans (2006: 125) states the organization's culture has a number of important characteristics, some of which are:

1. Rules of behavior are observed. When members of the organization interact with each other, they use the term, and common rituals associated with respect and how to behave.
2. Norma. There are standards of behavior, including guidance on how much work is done, which in many companies became "Do not do too much; not too little. "
3. Dominant value. Organizational support and hope participants shared core values. An example is a particularly high product quality, a bit absent, and high efficiency.
4. Philosophy. There are policies that shape beliefs about how the organization or its employees and customers are treated.
5. Rules. There are strict guidelines with regard to the achievement of the company. Newcomers have to learn the techniques and procedures in order to be accepted as a member of a growing group.
6. Organizational climate. It is an overall "feeling" is delivered with a physical setting, how the participants interact, and how members of organizations and individuals dealing with external customers.

The term commitment is a commitment that the translation of the word is often used in everyday conversation, which is usually associated with relationships between individuals, or between individuals and the group. The Oxford Learner Dictionary defines commitment as "engagement or involvement that restricts freedom of action".

According to Coetzee (2005: 57) were grown by the commitment and values of the duty to provide leadership and establish these values. Professional commitment by Luthans (2006: 250) is the attitude of the employees towards the organization as a whole.

Robbins (2008: 101) defines professional commitment as a situation where an employee is favoring a particular organization as well as the goals and wishes to maintain membership in the

organization, so the involvement of an individual in a high work means siding with a particular job, while high professional commitment means favoring organizations that recruit these individuals.

Professional commitment is based on affective attachment to the work organization. Organizational commitment can Become a vechicle by the which individuals manifest loyalty to and identification with the organization. Committed employees identify with and feel loyalty toward the organization, they share the values of the organization and have a personal sense of importance about the agency's mission (Ayenew, 2009: 26).

Robbins and Judge (2010: 77) said: "My professional commitment is the degree to the which an employee Identifies with a particular organization and its goals and whises to maintain membership in the organization".

Organizational commitment is seen as a value orientation of the individual organizations that demonstrate highly thought of and prioritizing the work and organization. Individuals will try to give all of its businesses in order to help the organization achieve its goals.

2. RESEARCH DESIGN

This study uses a survey, conducted by taking a sample from the population and use the questionnaire as a data collection tool. Called explanatory research study as it aims to explain the influence of variables through hypothesis testing. Research related to human behavior, which considers that the psychology of human behavior (human behavior) is a reaction that can be complex or simple, so this is a research study explanation (explanatory research) is based on the perception of the respondents (explanatory perceptional research).

Research Hypothesis

Based on theory and previous research studies the research hypothesis is as follows:
1. Conformity culture influence the professional commitment of lecturers.
2. Greater the cultural fit between the desired and actual organizational culture, the higher the professional commitment of lecturers.

Population, Sample, Large Sample, and Sampling

The population is a lecturer at the University of Batam, amounting to as many as 200 people. Given the number of samples in the study were analyzed by SEM, the number of samples required is between 100 to 200 people, so in this study was conducted using a sample pngambilan census.

Description of Research Variables

The variables used in this study consisted of two variables namely Conformity desired organizational culture and actual organizational culture (X1) as exogenous and endogenous variables of professional commitment (Y1). The operational definition of variables as follows:

1. Conformity desired organizational culture and actual organizational culture (X1): Understanding organizational culture is is a set of practices and behaviors that guide the group and strengthen the organization's members. The values of the actual organizational culture that occurs in comparison with the wishes of the respondents regarding the organizational cultural values measured with questionnaires Organizational Culture Assessment Inventory (OCAI). OCAI instrument is a measuring tool that is usually used to survey organizational culture that produces the desired organizational culture profiles and actual organizational culture. This instrument assesses six dimensions of organizational culture, which is based on the theoretical framework of how organizations work and the types of values they established culture (Cameron and Quinn, 2006).

2. Commitment professionals (Y1): is a lecturer wishes to remain a member of the organization because it felt like to stay, because of the shared goals, norms and personal values with the organization. Professional commitment was measured with a questionnaire organizational commitment by Meyer and Allen (1997), consisting of affective commitment (Y1.1), commitment kontinuans (Y1.2), and normative commitment (Y1.3).

Data Collection Procedures

In this research, primary research data is the data collected by using a questionnaire. Together with the questionnaire attached letter explaining the intent and purpose of filling the questionnaire and return time questionnaire that was filled by the respondents. Engineering the submission of questionnaires delivered directly to the respondents by enumerators officer, this technique is expected to be better than delivery through kuisoener indirectly because it can minimize the difference in

interpretation between the researcher that the respondents in this case represented enumerators have been trained filling the questionnaire.

Data Analysis Techniques

Data analysis is the first study to test the hypothesis that there are significant differences between the values of the actual organizational culture with the values of the organizational culture wanted by the lecturers. To test performed with different test using the t test. Tests carried out by using software applications Structural Equation Modeling (SEM).

Compliance of Test and Test Statistics

Criteria for Goodness-of-Fit measure the suitability of the input observation or actual (covariance or correlation matrix) with predictions from the proposed model (proposed model). There are three kinds of size Goodness-of-Fit, namely:

Table 1
Conformance Test Criteria

No.	*Goodness of Fit Index*	*Cut-off Value*
1.	Significant Probability	> 0.05
Absolute Fit Measure		
2.	X2 Chi-Square	Diharapkan kecil
3.	RMSEA	< 0.08
4.	GFI	> 0.90
Incremental Fit Measure		
5.	TLI	> 0.95
6.	CFI	> 0.95
Parsimonius Fit Measures		
7.	AGFI	> 0.90
8.	CMIN/DF	> 2.00

Source: Ferdinand (2006: 92)

Significance Test Confirmatory Factor

Tests were conducted to determine whether a variable can be used to confirm that these variables together with other variables explain a latent variable. The criteria used to assess is the value of Lamba or loading factors and weighting factors or regression weight.

a. Lamda Value

Lambda value or loading factor required must reach a value greater than or equal to 0.40. If the lambda value of less than 0.40 or lower, it is deemed that the variable does not have the same dimensions with other variables to explain a latent variable.

b. Weighting Factors

This analysis was conducted to determine how strong these dimensions in its latent form factor by using the t test on regression weight generated by the model. Significance can be seen by the value of critical ratio or CR, ie if CR is greater than or equal to 1.96, the indicator can be accepted as a measure of the construct.

Structural Test Model Significance

Statistical tests conducted on the relationship between variables into research hypotheses, which is done by testing whether the regression coefficient is equal to zero. Tests performed using the t test. The level of significance of the relationship between variables is done by looking at the P value (significance level) and critical ratio or CR respective relationships between variables. Significance can be seen based on the value of CR, ie, when the CR is greater than or equal to 1.96 then the relationship between variables is significant. Criteria P value of 0.05, ie when the value of P less than or equal to 0.05 then the relationship between variables is significant.

Description of Organizational Culture

The results from the average score of the actual clan culture is at 21.5650, while the average score is desired clan culture of 28.4164. Based on the results of the comparison of the two scores is then the faculty at the University wants Batam Batam culture at the University of improved cultural elements that lead to the clan culture than that have been implemented at this time. The clan culture is

a form of organizational culture in which the situation is similar to a family organization. An organization with a clan culture emphasizes teamwork and employee development, where the employee is considered as a customer and partner. Clan organizational culture that promote humane working environment, with the aim of empowering employees, obtain participation, gain commitment, and loyalty of their employees. Clan culture, as assessed in OCAI, described as a friendly place to work where people share a lot of things with other members of the organization. Leaders considered a mentor or role model figures in showing loyalty, tradition, and their commitment to the organization. Organizational success is achieved through teamwork, participation of members of the organization, the consensus, as well as good internal climate and concern for the members of the organization.

The results from the average score of the actual adocracy culture is at 20.5089, while the average score adocracy desired culture is at 23.3375. Based on the comparison of the two scores is then the faculty at the University wants Batam Batam culture at the University of improved cultural elements that lead to a culture of adocracy than that has been implemented at this time. Adhocracy culture by Cameron and Quinn (2006) is a cultural organization that works based on the formation of an ad hoc team, which refers to the unit, temporary, special, and dynamic. An organization that has adhocracy can be seen in industries such as aerospace, software development, consulting think-tank, and filmmaking. The purpose of this organization is to be innovative and adaptable, because there is no form of centralized power or authority relationships. In an adhocracy culture, the electrical current from individual to individual or assignment of a task team to team depending on what the problem is being dealt with at the time. Therefore, individuals in an adhocracy culture are risk takers who are often unique to anticipate and understand the changes.
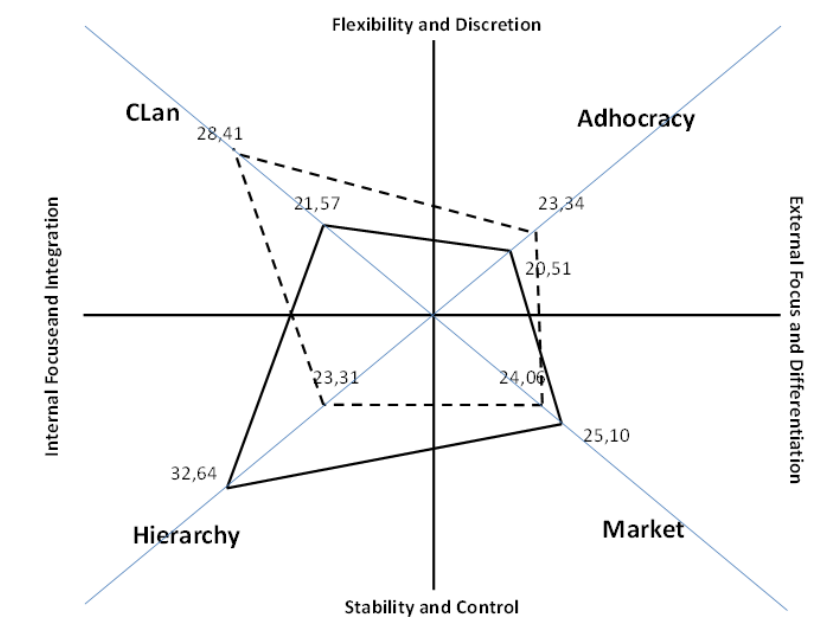
Table 1
Descriptive Statistics of Respondents Answers

	Minimum	Maximum	Mean	Std. Deviation
Actual Clan	6.67	42.50	21.5650	6.94566
Actual Adhocracy	3.33	27.50	20.5089	4.90508
Actual Market	1.67	45.00	25.0975	7.13771
Actual Hirarkhi	15.83	70.00	32.6481	12.02569
Preff Clan	18.33	46.67	28.4164	6.55436
Preff Adhocarcy	12.50	33.33	23.3375	4.00351
Preff Market	8.33	36.67	24.0506	5.58806
Preff Hirarkhi	15.00	35.00	23.3108	4.91260
Komitmen Afektif	2.13	4.75	3.5681	.55089
Komitmen Kontinuans	1.88	4.50	3.0614	.65774
Komitmen Normatif	2.00	4.67	3.5928	.64007

Source: Research Data Processed, 2013

The average value of the actual score of the cultural market is at 25.0975, while the average score of the desired culture of the market is equal to 24.0506 lecturers. Based on the comparison of these two values mean Batam University professors found the implementation of market culture at the University of Batam should be reduced slightly. Market culture is the culture of the organization to which the organization focuses on transactions with parties outside the organization such as suppliers, customers, contractors, licensees, unions, regulators, and others. Given the market operates primarily through monetary exchange, as the competitiveness and productivity of the organization with the culture of the market depends on the external position and strong control.

From the results the average score of the actual hierarchy culture is equal to 32.6481, while the average score of a desired hierarchical culture is at 23.3108. Based on the comparison of these two values mean Batam University professors found the implementation of hierarchical culture at the University of Batam should be reduced. Hierarchy culture is a culture that emphasizes a relatively stable environment, where tasks and functions can be integrated and well coordinated so that the uniformity of products and services can be maintained. This is because the workers are under the control of the job. In this hierarchical culture, organizational success is determined by a decision maker who has the authority, rules, standards and procedures, as well as the control and accountability

mechanisms. Measurement of organizational culture in the hierarchy OCAI questionnaire assessed based on a system of formal and structured work. Individuals in the organization to follow existing procedures, while leaders coordinate and organize activities effectively to the organization's activities run smoothly. Stability, predictability, and efficiency is a hallmark of the culture of the organization hierarchy.

Description:
----------- = Desired Cultural Values
_____ = Actual Cultural Values

Figure 1
Actual Culture and Desired Culture
Based Perception Lecturer

2. Description of Professional Commitment

As in Table 1, the value of the average score of the professional commitment of the faculty of the University of Batam is 3.5928. With assessment scores between 1 and 5, the average value of 3.5928 organizational commitment scores fall into the middle category. Given the commitment associated with the performance and support of organizational strategy, the commitment should be improved. The average score of affective commitment to the organization is the faculty by 3.5681 whereas kontinuans commitment and normative commitment respectively 3.0614 and 3.5928. Thus the highest commitment is followed by normative commitment affective commitment, and the lowest is kontinuans commitment.

Normative commitment is the commitment of employees to the organization because employees felt it should be and it is obligatory for them to commit to the organization for which they work. Affective commitment is a commitment arising from a sense of love for the organization, which is usually caused by the presence of the suitability of the organization's values with personal values. According to the results of previous studies as proposed by Meyer and Allen (1997) affective commitment and normative commitment has a positive effect on employee performance, while not kontinuans commitment. Kontinuans commitment is a commitment that arise in the calculation of profit and loss for the employee or based on what is gained from the organization.

Hypothesis Testing Results
Conformity Cultural Organisation Against Influential Professional Commitment Lecturer
Descriptive analysis shows the influence of organizational culture on faculty professional commitment, which is described in Figure 3. Culture There is a difference between actual and desired culture by lecturers obtained by finding the difference between the actual culture scores with a score of culture desired by the lecturers. Statistical tests showed that the difference is significant at the 0.05 percent level of confidence.

Structural Equation Modeling Analysis
Confirmatory Factor Analysis
Confirmatory factor analysis of this phase is the phase measurement of the dimensions that make up the latent variables in the research model. The purpose of confirmatory factor analysis is to test whether the indicators are valid and reliable for measuring the latent variables of the study.

Validity testing is done by using two basic tests, the value of lambda or loading factors and weighting factors. Lambda value required is ≥ 0, 40. If the lambda value or factor loading lower than 0.40, it is deemed that the variable does not explain a latent variable. Weighting factor shows strong dimensions in a latent form factor. Weighting factors can be analyzed using t-test criteria, where the SEM analysis the t-test value is identical to the value of Critical Ratio (CR).

Testing to gauge the reliability of the two is. Reliability testing is done to check the internal consistency of the indicators - indicators of a construct that indicates the degree to which each of the indicators that indicate a similar construct. To test the reliability contruct done by calculating the reliability and extracted variance of each - each construct derived from the output of the measurement model testing. Reliability is a measure of the internal consistency of the indicators of a construct that indicates the degree to which each of these indicators indicate a latent construct or factor that is common.

Calculating the value contructreliability of each - each construct derived from the output of the model test with confirmatory factor analyzes were performed using AMOS program. Hair et al., (2010: 710) provide a formulation for calculating the composite reliability of the construct is as follows:

$$Construct\ Reliability = \frac{(\sum standardized\ loading)^2}{(\sum standardized\ loading)^2 + \sum \varepsilon_j}$$

Where:
1. Standardized loading AMOS output is obtained directly from the standardized loading for each indicator.
2. While ε_j is the measurement error of each indicator.

Construct Validity and Reliability Compliance Cultural Organization
Organizational Culture Conformity is the latent variable that is measured by the difference between actual and expected conditions over the four respondents namely clan organizational culture variables (X1.1), adhocracy (x1.2), market (X1.3), and hierarchy (Y1.4). Test results with confirmatory factor analysis are presented in Table 2.

Table 2
Construct Validity Test Organizational Culture

		Variabel Laten	Standardized Estimate	C.R.	P
Clan Culture	←	Organization Culture Match	0,523	5,671	0,000
Adhocracy Culture	←	Organization Culture Match	0,679	4,787	0,000
Market Culture	←	Organization Culture Match	0,639	5.106	0,000
Hirarkhi Culture	←	Organization Culture Match	0,818	2,963	0,003

Source: Data Processing, 2013

Based on calculations, as Table 2 shows that the indicators on the construct of organizational cultures have different values of lambda value or factor loading greater than 0.40. It can be concluded that each of these indicators together provide a unidimensionalitas for each latent variable. Table 2 also shows that each indicator has a value of CR greater than 2.00 with a significance level of less than 0.05. It can be concluded that these indicators are significant dimensions of the construct of organizational culture.

Based on Table 2 different cultural value hierarchy has the greatest value of the standardized loading of 0.808, meaning that the indicator is a measure of the variable factor of cultural differences are the most powerful organization in comparison with other indicators. The next factor is the loading value of 0.679 adhocrarcy, market amounted to 0.639, and the lowest is the clan of 0.523.

The results of calculations construk reliability of each - each indicator to the construct of organizational culture is shown in Table 6. Based on the calculations in Table 6 construct reliability in mind that the four indicators used to measure the construct of organizational culture in this study has a smaller value than 0.70 so it can concluded that these indicators measure the construct of organizational culture in the research is not reliable.

Test Validity and Reliability Professional Commitment

Professional commitment is a latent variable that is measured by three variables or indicators are measurable affective commitment (Y.1), commitment kontinuans (Y1.2), and normative commitment (Y1.3). Test results with confirmatory factor analysis are presented in Table 3.

Table 3
Test of Professional Commitmen construct Validity

		Variabel Laten	Standardized Estimate	C.R.	P
Afective Commitment	←	Organizational Commitment	0,611	3,988	0,000
Continuans Commitment	←	Organizational Commitment	0,592	3,933	0,000
Normatif Commitment	←	Organizational Commitment	0,858	4,230	0,000

Source: Data Processing, 2013

Based on the results of the calculation as Table 3 indicators on the construct of organizational commitment has a lambda value or factor loading greater than 0.40. It can be concluded that each of these indicators together provide a unidimensionalitas for each latent variable. Table 3 also shows that each indicator has a value of CR greater than 2.00 with a significance level of less than 0.05. It can be concluded that these indicators are significant dimensions of the construct of organizational commitment.

Indicators of normative commitment (Y1.3) has standardized loading greatest value which is equal to 0.858, meaning that the indicator is a gauge factor of organizational commitment variable

(Y1) is the most powerful in comparison to two other indicators. The next factor is the loading value of 0.611 affective commitment, and the lowest is kontinuans commitments amounted to 0.592.

The results of calculations construk reliability of each - each indicator to the construct of organizational commitment is shown in Table 6. Based construct reliability calculations in Table 6 is known that the three indicators used to measure the construct of organizational commitment in this study has a value greater than 0.70 in order to concluded that these indicators measure the construct of organizational commitment in this study are reliable.

Structural Equation Analysis

After conducting a confirmatory factor analysis (Confirmatory Factor Analysis) then analyzed the structural equation (Structural Equations), which aims to see and test the significance of the relationship between exogenous and endogenous variables are hypothesized. Analyses were conducted to test the significance of relationships between variables based on the level of significance or P value, where the influence between variables dikatankan significant if the value of P values less than 0.05. The amount of influence between the variables under study is based on the standardized value estimate. Analysis of the results of structural equation estimation is done after kesuaian first tested the model and test the assumption of normality.

Kesuaian Model Test (Goodness of Fit)

Table 4 shows that only the GFI criteria which indicate that the model is good and can be trusted. However, as stated by Ferdinand (2005) that each of the figures is a good fit index criteria proposed by different experts. GFI means that based on the criteria which the model is good enough to use further analysis.

Table 4
Goodness of Fit

Indeks Goodness of Fit	Cut off Value	Outcome	Model Evaluation
RMSEA	≤ 0,08	0,121	Marginal
GFI	≥ 0,90	0,911	Good
AGFI	≥ 0,90	0,808	Marginal
CMIN/df	≤ 2,00	2,158	Marginal
CFI	≥ 0,95	0,893	Marginal
IFI	≥ 0,95	0,899	Marginal

Source: Data Processing, 2013

Hypothesis Testing Results

After phase - testing phase of suitability models and normality of the data is done, then the next step is to test the hypothesis of the proposed research. Testing this hypothesis is based on studies of data processing by using SEM analysis, by analyzing the regression values shown in Table 5 (Regression Weights Analysis of Structural Equation Modeling). Testing this hypothesis is by analyzing the Probability (P value) of the data processing, as compared with the required statistical limits, ie less than 0.05 for the P value (probability). If the results if the data shows that the value of the eligible, the research hypothesis proposed is acceptable. The detailed testing of the hypothesis of the study will be discussed in stages in accordance with the hypotheses that have been proposed . In this study six hypotheses proposed that further discussion of the results of testing the hypothesis is as follows.

The hypothesis of this study is that the similarity of the values of organizational culture on organizational commitment. Based on the results of data processing in mind that the value of CR for the effect of transformational leadership on organizational culture in Table 5 is equal to -2.303 with a P value of 0.021. This suggests that berbedaan organizational cultural values and significant negative effect on the commitment of the faculty at the University of Batam, it is thus the research hypothesis is accepted.

Table 5
Hypothesis Testing Result

			Std. Estimate	*Estimate*	C.R.	P	Notification
Organizational Commitment	←	Organizational Cultural Values Differences	-,041	,018	-2,303	,021	Significant

Source: Data Processing, 2013

Based on the analysis show that the most powerful indicator as a measure of similarity values of organizational culture is hierarchical cultural differences with loading factor value of 0, 818 which is the value of the loading factor loading factor value greater than the other indicators. This means that if the smaller the difference the higher the hierarchical culture of professional commitment of the lecturers.
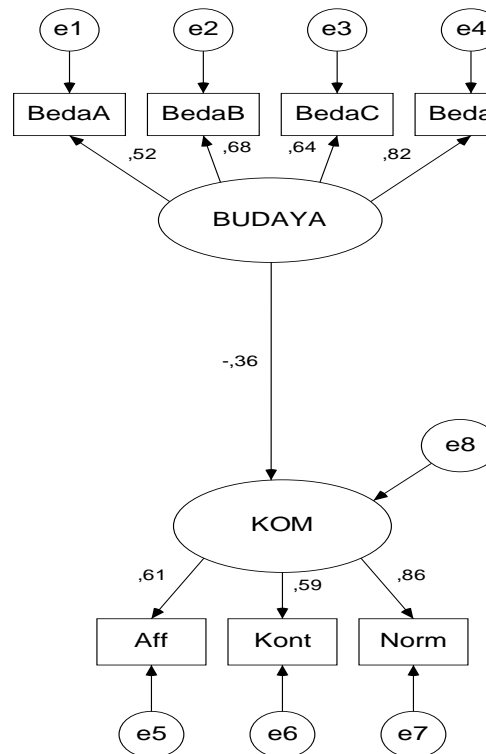

Figure 1
Path Coefficient Value Summary Test Results Causality

Description: S   = Significant at the α level of less than 0.05.
                      TS   = Not Significant

3. CONCLUSION AND RECOMMENDATION
Conclusion
1. From the research, there is a significant difference between the actual culture to culture desired by the lecturer at the University of Batam.

2. Based on the research that the actual organizational culture based on the perception of the faculty at the University of Batam dominated by hirakhi culture , while the desired organizational culture is the culture of the clan.
3. Results of research on professional commitment variables including Batam University lecturer in the medium category, which is the highest commitment to normative commitment.
4. Based on the results of the study are positive and significant effect between cultural values in common with the actual culture of the commitment expected of the lecturers, tells us closer similarity between the desired culture to culture, the higher the actual professional commitment lecturer.

Suggestion
1. The level of professional commitment to the university lecturer Batam can be improved by minimizing the difference or gap between the actual organizational culture with the organizational culture desired by the lecturer.
2. Existence of hierarchies of cultural tendency to be reduced, and further enhanced clan organizational culture.
3. Order to achieve uniformity of cultural values of the organization, the management of the University of Batam need to involve faculty in setting policies and making of regulations through a process of socialization.

Acknowledgements

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