

The Effect Of Motivation And Leadership Styles Of Lecturer Professions On Organizational Commitment

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Abstract: This research is intended to test influence Motivation and Leadership Style against Organizational Commitment work lecturer at Universities in Jakarta. The Universities is a private university located in Jakarta, Indonesia. The sample used purposive sampling technique, who works as a lecturer at the Universities. Instrument analysis of data used is multiple regression analysis by the aid Partial Least Square (PLS) program. Based on the results of the study found that there is a positive relationship. The result is Motivation and Leadership Style against Job Satisfaction, Motivation and Leadership Style against Job Performance, Motivation and Leadership Style against Organizational Commitment.

Keywords: Motivation, Leadership Style, Lecturer, Job Satisfaction, Performance, Organizational Commitment

BACKGROUND

In universities, there are always *civitas academica* consisting of students and lecturers in a university, so Suryawan and Andrew (2013: 55) stated that the main element in shaping the quality of teaching to students is lecturers or faculty other than facilities available in a university. In this case, the private University in Jakarta is our choice as a researcher to examine the quality of his teaching and learning. We take a statement from Furqon on the importance of facilities within a University to support the teaching and learning process in order to create high quality for its academic community (Suryawan and Andrew, 2013: 55).

Furthermore, Suryawan and Andrew (2013: 56) attitudes reflecting a professional person can be expressed as a job to be a living source of income that requires expertise, skill, or proficiency and can achieve quality standards for the lecturer profession. Based on the phenomenon, the researchers tried to find out whether the lecturer who has a good job satisfaction is influenced by certain variables, such as motivation influenced by good leadership style, because Diaz-Serrano and Vieira (2005) argue that Job Satisfaction is considered as predictors are important in the welfare of individuals as a whole, so the authors cite the opinion of Martoyo (2000) that to manage human resources it is necessary Job Satisfaction from members of the organization so that will improve Work Performance.

Based on this, the researcher tries to find out whether the relationship between motivation influenced by the leadership style of the leaders in the University from Faculty level to University level can improve job satisfaction which ultimately is expected to improve work performance and organizational commitment from the lecturers at the

University so that prospective Lecturers or prospective Lecturers from all over Indonesia want to flock to teach at the University in the area of Jakarta.

Research Objectives and Benefits. The purpose of this study is to analyze: Is there a motivation that influenced the leadership style of leaders in universities in the Jakarta area from faculty level to university that can improve job satisfaction of its lecturers, which in turn is expected to increase the commitment to organizations of the lecturers who teaches at the University. While the benefits of this research are: Provide donations of information to the leaders of the University in the area Jakarta from faculty to university level in decision making related to commitment to organization of the lecturers and can be used as a reference and donation of information for researchers in conducting advanced research.

LITERATURE REVIEW

Motivation. According to Robbins (2001) that motivation belongs to every individual who does the work based on the individual's needs so Winardi (2004) says motivation is a strength that every individual possesses because he has the expectation of getting rewarded to meet his needs as well as his family.

For that, the motivation to look interesting then the leaders of the organization to make motivation in the form of facilities other than wages. Here are the various theories about motivation put forward by management experts: (1) Robbins (2001) says that motivation exists in the theory of hierarchy of needs, ie needs that are divided into levels. First, physical needs, second, security needs, third, social needs, fourth, reward needs, fifth, self-actualization needs; (2) Zurnali (2004) suggests motivational variables consist of: (1) Motives on the needs of the job (Motive); (2) Expectation; (3) The need for reward (Incentive).

Physiological Needs. Feist (2010:331) and Goble (1987:71) states physiological needs are primary needs that every human being has the need to maintain his life physically, ie clothing, food and home. It can be said that humans can not achieve the next need if physiological needs have not been met.

Sense of Security. Furthermore Feist (2010:331) says that security is a matter of physical, stability, dependence, protection and freedom from danger threatening so Feist makes a statement that this need can not be fully fulfilled because everyone can not be protected with certainty from various threats.

Social Needs. Social needs are needs that every human can fulfill after the previous needs have been passed because Goble (1987) states that every human being needs interaction with his peers so that every human being wishes himself to be accepted.

Self-Esteem Needs. Deden (2011) states to the needs after social needs is a need for self-esteem that is feeling, confidence, competence, achievement, mastery, independence and freedom.

Actualization. Deden (2011) states self-actualization is a need to achieve the best or even can be said desire to have will something the best thing.

Motive. Zurnali (2004) explains that the motive of each individual always has the factors that cause the individual can act for a certain cause in order to achieve the goal of the individual.

Expectations. Suryawan and Andrew (2013) stated that in the hope of every individual always have a decent life because there are guarantees and facilities provided by the leadership of the individuals concerned.

Incentives. Suryawan and Andrew (2013) explain that incentives are the goals of every individual who does the work in accordance with the orders of the leader. In this case, individuals will work according to the vision of the organization.

Leadership Style. The style of leadership is part of a leader in carrying out his leadership and at the time he followed his orders by his followers so that leadership styles are behaviors and strategies as a result of a combination of philosophy, skills, attitudes, attitudes often employed by a leader in influencing the performance of his subordinates (Tampubolon, 2007).

Mullins (2005) states leadership style is the style of every individual in leading an organization, then the main activity is to coordinate and guide the efforts of other individuals who fit the vision of the organization. This involves leadership processes and the selection of appropriate actions and behaviors. Leadership style is the main characteristic of organizational performance. Managers must understand the nature of the influence of leadership styles and the factors that determine relationships with subordinates (Mullins, 2005). Kangis and Kelley (2000) also stated that leaders play a role in motivating and harmonizing organizational members to achieve goals.

In this case, Leithwood et al. (1999) argues that no definitions and concepts of leadership styles are agreed upon, so Subaru (2011:18) finds various definitions and concepts of leadership styles given by leadership experts and researchers and no general definition of leadership style is found.

Influence. Daft (2015) argues that leadership is a relationship that creates an influence between leaders and their followers who share the same vision. Daft (2015) further explains that leadership always involves influences between individuals who desire significant change so that through change it can reflect being intertwined in achieving common goals.

Based on these theories, it can be hypothesized as follows :

H₁ : Motivation increases, then Job Satisfaction increases.

H₂ : Motivation for Job Satisfaction increases, if Leadership Style increases.

Job Satisfaction. According to As'ad (2012) job satisfaction is the responsibility of each individual that includes cooperation in creating a conducive working situation for the achievement of the vision set by management.

According to Davis (1995: 105) employee job satisfaction to his job is the actualization of employees to the results of his work so Handoko (2000) said job satisfaction is the highest self-actualization of each individual. It can be said that employees who do not get job satisfaction are frustrated, low morale, fatigue and boredom, unstable emotions, busy activities that have nothing to do with work to do and so on. While employees who get job satisfaction perform better than employees who do not get job satisfaction. In this case, researchers argue that job satisfaction is a

manifestation of self-esteem obtained by each individual after the individual works in accordance with organizational goals. Job satisfaction that will be in the form of Pressure of Work + Social Relations + Self Actualization. The formula is Job Satisfaction = f (Job Pressure + Social Relation + Self-Actualization).

Work Performance. According Suharto and Cahyono (2005) work performance is the achievement of the work of each individual based on ability. In this case, Timpe (1992:31) describes the work performance is the work of a person visible from the productivity of his work, so that the productivity of each individual can not be said the same.

Based on these theories, it can be hypothesized as follows :

H₃: Job Satisfaction increases, then Work Performance comes to increase.

Organizational Commitment. Komitmen / ko-mit-men according to Bahasa Indonesia Dictionary (2016) is agreement (attachment) to do something. In this case, according to Sopiah (2008: 155) organizational commitment is the loyalty of employees to the organization where the employee is working so willing to accept all the tasks assigned to him. While Kelley (1999) states every effort of the employees then it can improve the overall productivity of the organization. According to Robbins and Judge (2008: 100) about organizational commitment, which is a state of employees who have the nature of loyalty to an organization and has a goal to maintain membership in the organization.

Based on these theories, it can be hypothesized as follows:

H₄: Work Performance increases, then Organizational Commitment increases.

Previous Research. Preliminary studies that have been done before to support the research to be conducted as contained in the following Table:

Table 1. Previous Research

Research	Title	Results
Kirkpatrick - Lock (1996)		More than 35 studies published in the journal expressed a positive relationship between transactional leadership and subordinate performance
Boehnka, Bontis, Distefano (2002)		Different leadership styles have different effects on business performance
Isnan Masyjui (2005)	Influence of Motivation and Work Discipline Against Job Satisfaction Employee Office of National Education Office Grobogan District	Employee motivation in Office of National Education affects job satisfaction of 32.5%, and work discipline has an effect on job satisfaction Employees Office of National Education District Grobogan 26.8%
Luhgiatno (2006)	Influence Motivation and Ability Performance	Motivation and Ability influence partially on Performance
Roger J. Givens (2008)	Transformational Leadership: The Impact on Organizational and Personal Outcomes	Transformational leadership has a positive influence on personal outcomes which demonstrates that transformational leadership has a positive influence on

		empowerment, job satisfaction, commitment, trust, self-efficacy beliefs, and motivation.
Nurjanah (2008)	Effect of Leadership Style and Organizational Culture on Organizational Commitment in Improving Employee Performance (Study On Bureau of Scope of Ministry of Agriculture)	Leadership style have positive and significant influence to organizational culture, leadership style have positive and significant influence to organizational commitment, organizational culture have positive and significant influence to organizational commitment, organizational commitment have positive and significant impact to employee performance, leadership style have positive and significant influence to employee performance, and culture of the organization have a positive and significant impact on employee performance
Kharisma Perdana Putra (2011)	Analysis of the Effect of Leadership Style on the Achievements of Small and Medium Enterprises (SMEs) in West Sumatra	Leadership style variable to the achievement of SMEs is equal to 34.5% rest 65.5% achievement of SMEs influenced by other factors not revealed in this research
Jumiati Sasmita (2012)	The Influence of Ability, Motivation, and Opportunity to the Working Performance of Pegawai Negeri Sipil (PNS) in Riau Province	There is a significant influence between the opportunity variables which consist of career development towards employee work motivation in Riau, where ability factor (discipline, education and training and work experience) have strong influence on opportunity (career development), motivation (income, social security, environment work, personality) and job performance (punctuality and quality of work)
Ian - Richard (2013)	Influence of Motivation to Job Satisfaction	The correlation results indicate that there is a positive relationship but tend to be weak between Motivation and Job Satisfaction. It is also known that the variation of Job Satisfaction variables can only be explained by 22.1% by variation Motivation variables while the other 77.9% is explained by variations of variables outside Motivation
Anastasia Tania dan Eddy M. Sutanto (2013)	Effects of Work Motivation and Job Satisfaction Against Organizational Commitment	Motivation of work has a positive and significant influence on the organizational commitment of employees of PT. DAI

	Employees PT.DAI KNIFE in Surabaya	KNIFE and job satisfaction have a positive and significant influence on organizational commitment of employees of PT. DAI KNIFE, so it can be said that the motivation of work and job satisfaction together have a positive and significant influence on the organizational commitment of employees of PT. DAI KNIFE
Okto Abrivianto P, Bambang Swasto, Hamidah Nayati Utami (2014)	Effect of Work Motivation and Organizational Commitment to Employee Performance (Study on HRD employees of PT Arthawena Sakti Gemilang Malang)	Work Motivation, Organizational Commitment, has a significant influence on Employee Performance, and Work Motivation is a variable that has a dominant influence on employee performance. Compensation in the form of salary, bonuses and allowances dominant influence terhadap Employee performance
Winda Kusuma Wardhani, Heru Susilo, Mohammad Iqbal (2015)	The Influence of Work Motivation of Employee to Organizational Commitment with Job Satisfaction as Intervening Variable	The result of this research shows that hygiene and motivation factors have an effect on organizational commitment through job satisfaction, which can be said that high work motivation can influence the increase of job satisfaction, that is when job satisfaction is high, job satisfaction has indirect effect between satisfaction and organizational commitment

Concept of Research Model. Based on these hypotheses, the influence of Motivation and Leadership Style on Job Satisfaction can be shown by the Concept of Research Model as follows:

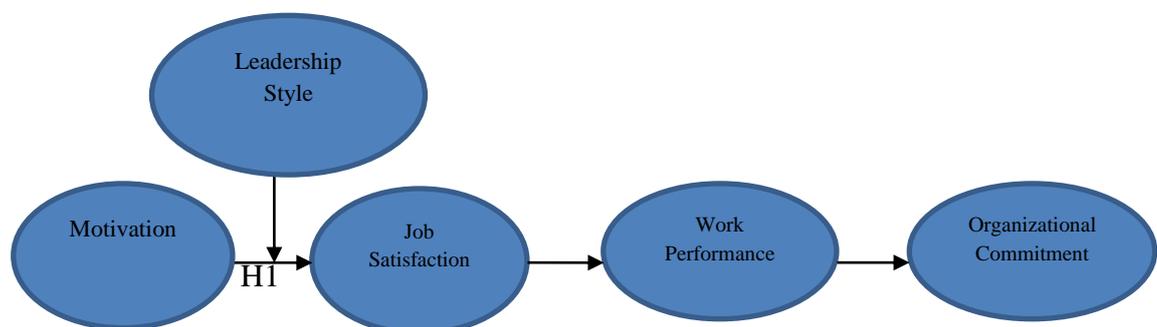


Figure 1. Research Model

METHOD

Sampling Method. Sampling by using simple random sampling technique, which specifies subject to be researched by drawing a simple random sample directly from the population (Uma Sekaran, 2000:271). The research design used is Hypothesis Testing Research. The sample studied amounted to 9 indicators x 11 = 99 lecturers from the Universities in the area of Jakarta with rounding to 100 lecturers or 100 respondents. Techniques to examine the hypothesis test using Purposive Sampling Technique. To avoid undesirable things like the number of respondents who are less than 100, the Questionnaire distributed totals 200 Questionnaire.

There are four (4) variables used in this research: Motivation, Leadership Style, Job Satisfaction and Work Performance. Motivation is measured using Abraham Maslow's theory of the hierarchy of needs. There are 5 (five) dimensions: (1) Motives, (2) Hopes and (3) Incentives, and each dimension is measured by a number of statement items. The Leadership Style is measured using 1 dimension: (1) Influence, also each dimension is measured using a number of statement items. While Job Satisfaction is also measured using 3 (three) dimensions:(1) Job pressure, (2) Social relations and (3) Self-actualization and with a number of statement items for each dimension. Work Performance is measured using a number of statement items. Organizational Commitment is measured using a number of statement items.

Variables are measured using five points Likert Scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Doubtful, 4 = Agree, and 5 = Strongly Agree.

To find out whether the instrument used in this study is valid and reliable, then tested the validity and reliability test. Sekaran (2000) states that the Validity test is a test conducted to test whether the statement items used can measure the variables to be measured. Statistically, Validity Test results can be seen that each item statement contained in the questionnaire is valid.

Data Analysis Technique. The analysis technique used in this research is partial least square-structural equation modeling or PLS-SEM. The PLS-SEM analysis consists of two steps : first, outer model and second, inner model. In the outer model, statistical analysis was performed to test the validity and reliability of the instrument. Furthermore, the inner model is testing the hypothesis or testing the relationship between independent variables with the dependent variable. In addition, PLS-SEM can also perform calculations for mediating and moderating variables. In a model that has independent variables, dependent, moderating and mediating can be calculated simultaneously with statistical analysis of PLS-SEM.

In this research, Motivation (X_1) as independent variable, Leadership Style (X_2) as moderating variable, Job Satisfaction (Y_1) and Work Performance (Y_2) as mediating variable, Organizational Commitment (Y_3) as dependent variable. The regression equation is as follows:

$$\begin{aligned} Y_1 &= B_1X_1 + B_2X_2 + B_3X_1X_2 + e_1 \dots\dots\dots(1) \\ Y_2 &= B_4Y_1 + e_2 \dots\dots\dots(2) \\ Y_3 &= B_5Y_2 + e_3 \dots\dots\dots(3) \end{aligned}$$

Where is: Y_1 : Job Satisfaction; Y_2 : Work Performance; Y_3 : Organizational Commitment; B_i : The coefficients of the parameters for each variable X ($i = 1,2,3$ and 4); X_1 : Motivation; X_2 : Leadership Style; e_1, e_2, e_3 : error

RESULTS AND DISCUSSION

Respondent Profile. Respondents have professions as Lecturers. Aged between 26 - 64 years. Education varies from Magister to Doctorate. Level of Academic Position (JJA) from *Asisten Ahli* to *Guru Besar* (Professor) with male and female gender.

Outer Model. Testing the validity and reliability of the instrument is done in the outer model step. Then for validity test is done by calculating outer loading (validity of convergent), Average Variance Extracted (AVE) and discriminant validity. Then the reliability test consists of cronbach alpha and composite reliability.

In this study used composite reliability in accordance with recommendations from Hair et.al. (2014) conditions that must be met for valid instrument is the value of outer loading > 0.7 and the value of AVE > 0.5. Furthermore, the discriminant validity must meet the Fornell-Larcker criterion that the quadratic value of AVE or \sqrt{AVE} must be greater than the correlation value between latent variables (Hair et.al, 2014). Then the instrument is reliable if the value of composite reliability is greater than 0.7 (Hair et al, 2014). In table 1 shows the results of validity and reliability tests that have met the requirements.

Table 2. Validity and Reliability Evaluation

Variable	Indicator Summary	AVE	\sqrt{AVE}	Composite Reliability
Motivation	9	0.668	0.817	0.948
Leadership Style	5	0.716	0.846	0.926
Job Satisfaction	7	0.505	0.710	0.890
Work Performance	3	0.583	0.763	0.805
Organizational Commitment	8	0.624	0.790	0.930

Source: Results of Data Processing

Next in Table 2 shows the results of discriminant validity calculations. The result has met the Farnell-Larcker criterion that the AVE quadratic value (\sqrt{AVE}) is greater than the correlation value of the variables.

Table 3. Discriminant Validity

	Motivation	Leadership Style	Job Satisfaction	Work Performance	Organizational Commitment
Motivation	0.817				
Leadership Style	0.809	0.846			
Job Satisfaction	0.608	0.572	0.710		
Work Performance	0.419	0.470	0.544	0.763	
Organizational Commitment	0.415	0.488	0.560	0.560	0.790

Source: Results of Data Processing

From the results seen that Leadership Variables have a response that is equal to 0.846 followed by Motivation Variables of 0.817, Work Performance of 0.763 and Organizational Commitment of 0.790 and last Variable Job Satisfaction of 0.710.

Inner Model. The next stage is testing the hypothesis or influence test between variables. Hypothesis testing was performed with attention to a significant level of 5% and one-tailed test. The hypothesis is supported if the value of ρ value is less than the significance level of 0.05. In table 3 shows that all hypotheses have value ρ value <0.05 . Thus the decision is all hypotheses supported or significant.

Table 4. Hypothesis Testing

Hypothesis	Standardized Regression Weight	ρ value	Decision
H ₁ : Motivation increases, then Job Satisfaction increases	0.444	0.002	Supported
H ₂ : Motivation for Job Satisfaction increases, if Leadership Style increases	0.132	0.017	Supported
H ₃ : Job Satisfaction increases, then Work Performance comes to increase	0.544	0.000	Supported
H ₄ : Work Performance Increases, then Organizational Commitment Increases	0.560	0.000	Supported

Source: Results of Data Processing

So the regression equation becomes:

$$\begin{aligned} \text{Job Satisfaction} &= 0.444 \text{ Motivation} + 0.239 \text{ Leadership Style} + 0.132 \\ &\quad \text{Motivation} * \text{Leadership Style} + 0.586 \\ \text{Work Performance} &= 0.544 \text{ Work Performance} + 0.704 \\ \text{Organizational Commitment} &= 0.560 \text{ Work Performance} + 0.686 \end{aligned}$$

The next evaluation is the evaluation of the determinant coefficient or R². Table 4 shows that Job Satisfaction, Work Performance and Organizational Commitment have R² values of 0.414, 0.296 and 0.314, respectively. which means Motivation and Leadership Style greatly affect Job Satisfaction so that Work Performance is increased so that Commitment to Organization becomes high.

Table 5. Evaluation of R²

Variable	R ²
Job Satisfaction	0.414
Work Performance	0.296
Organizational Commitment	0.314

Source: Results of Data Processing

CONCLUSION

The results showed that Motivation and Leadership Style really affect Job Satisfaction that can improve Work Performance that ultimately can increase the Organizational Commitment of these lecturers. This means that universities in the Jakarta area are obliged to maintain the motivation of every lecturer teaching on campus so that their commitment can continue to increase. With the value of increased Job Satisfaction is

expected to perform performance and riveting will also be obtained by the lecturers at the universities in the Jakarta area.

Conversely, if the universities does not maintain the motivation of every lecturer to work, this can be indicated to cause a less conducive situation in the teaching and learning process in the classroom. There are several things that can be considered to strengthen the results of research can be held further research on factors that affect Job Satisfaction others because the Motivation and Leadership Style is only able to explain less than a quarter of the Job Satisfaction.

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