

The Influence of Organizational Culture, Servant Leadership, and Job Satisfaction Toward Organizational Commitment and Job Performance Through Work Motivation as Moderating Variables for Lecturers in Economics and Management of Private Universities in East Surabaya

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ABSTRACT

The purpose of this research find out the effect of organizational commitment, servant leadership and job satisfaction toward organizational commitment and job performance through work motivation as moderating variables for lecturers in economics and management of private universities in east surabaya. The result of this research tell that organizational culture, servant leadership and job satisfaction have a positive effect to organizational commitment and job performance. Job satisfaction has influence to organizational commitment and job performance.

Keywords: Organizational culture, servant leadership, job satisfaction, organizational commitment, job performance, work motivation

INTRODUCTION

Higher education institution is a place for pupils to continue their education after graduating from senior secondary school or the vocational one. University's administrators must prepare at their best as early as possible to be a qualified university. In addition, they should offer distinctive attractions to serve prospective students. One such attraction is a qualified lecturer in performance and the one who always be ready to face the changes occurring in the world of education. There are many factors affecting the performance of lecturers, among others are organizational culture, servant leadership, job satisfaction, organizational commitment, and work motivation.

LITERATURE REVIEW

It is interesting to discuss the organizational culture since the culture possess high values for the the person's direction and behaviour inside the organization, in particular, for lecturers as guidance to behave among academics. Kreitner and Kinicki (2014: 62) claims organizational culture is the shared and accepted assumption meaning, implicitly granted and held by a group that determines how it is perceived, thought about as well as the reaction to the various environment. While according to Greenberg (2012: 307), "organizational culture is as a cognitive framework consisting of assumption and values shared by organization members." Robbin and Judge (2011: 520) affirm "organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations." Organizational culture is basically something with joint meaning. This is also believed and valued as the truth, also used by the organization's members to act. Mas'ud (2004) in Purnama (2013) claims "Organizational culture is a system of meanings, values and beliefs held together in an organization which is a reference to action and differentiate one organization to another organization."

In a higher education surroundings, the organizational culture is surely required as a guideline used to direct all the action in academic activities run both internally and externally. It is

frequently found that organizational culture in college is not run as it should be. So much of the behavior of lecturers, unintentionally, has been out of the academic values level which will result in an inconsistency performance in accordance with the existing vision and mission on campus.

As in the case in other organizations, campus is the one requires a figure of a leader who can or is capable of managing individual and group activities relating to the learning and teaching processes. Considering college as an educational institution, it requires leaders who can provide tranquility for everyone on campus. All leaders must have had the vision and mission in carrying out their task, therefore, in higher education environment, the figure of a leader who can serve all parties is required. The servant leadership type suits to be implemented in the higher education world because every educational and teaching activity would require high morality values. Lussier and Achua (2004:362) asserts "Servant Leadership is a leadership that transcends self-interest to serve the needs of others, by helping them grow professionally and emotionally." Greenleaf (2005) argues "Servant leadership as a new of leadership model-a model which puts serving others as the number one priority. Servant leadership emphasizes increased service to others; a holistic approach to work; promoting a sense of community; and the sharing of power in decision making. " Servant leaders prioritizes service to others with a number of priorities and the overall approach to the community and shares power in making decisions.

A person in carrying out his life activity will need a job satisfaction so that anything that has been achieved is expected to provide the optimal one. Job satisfaction will be accomplished when various stimuli in the environment are in support of job satisfaction occurrence. Lecturers as educational staff also need job satisfaction and occasionally they feel dissatisfied with the work, consequently slightly maximum performance arises. This will have an impact to students conducting the process of further studies. Kreitner and Kinicki (2014: 169) claim job satisfaction is an effective or emotional response against various facets of a person's job. Meanwhile, Luthans (2006: 243) states job satisfaction is a result of the employees' perception about how adequate their job offers important things.

Lecturers are supposed to already have loyalty to their institution in implementing their activities in campus environment as well as their beliefs that campus is a mean to develop their careers. Though not all professors behave accordingly, the fact is it is still commonly found that a lecturer does not perform optimally in carrying out his obligations. In addition, he has low fidelity that will affect his performance which results in low responsibility for his institutions. Organizational commitment is a statement regarding the extent to which the person concerned has an agreement to organizations to devote himself, with all existing consideration. Everyone in the organization is expected to have a high organizational commitment in order to achieve the common goal. Luthans (2006: 249) declares organizational commitment is an attitude reflecting employees' loyalty to the organization. It is also a sustainable process where the members express their attention to the organization, success and sustainable progress as well. Whereas Kreitner and Kinicki (2014: 165) state that the organizational ccommitment is the level where one understands the company and its aims. With respect to the above opinion from the experts, basically, the strength of the organizational commitment for a person is required to support the achievement of the organizational interests or all the people involved in the organization.

Work motivation is required by each lecturer both from PTN (state university) or PTS (private university). The later is especially monitored for avoiding the decline in the work motivation. This is due to the fact that PTS is, in general, fully financed and managed by a foundation meaning that its economic values are very important to maintain in order to run

the learning and teaching process optimally. A lecturer must always keep his motivation in trying to meet the needs/desires as well as duties and responsibilities, because this figure should be a good example for his students. Robbins (2008) in Wahjono (2010: 78-79) claims motivation is the willingness to issue a high level of effort for the purpose of the organization conditioned by the ability of that effort in meeting some of the needs of the individual. While Moorhead and Griffin (2013: 86) responds motivation is a series of power resulting in people to behave in a certain way. Robbins and Judge (2011: 205) say “motivation is the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal.” Meanwhile, Wibowo (2013: 111) states motivation is the impetus to act against a series of human behavior processes by considering direction, intensity and persistence on achieving goals. Various motivations owned by someone surely will stem from what is expected at this moment and in the future with regard to the fulfillment of his needs and interests of the organization. Similarly, it cannot be denied that for a lecturer, motivation is by itself an attraction either the intrinsic or extrinsic one, furthermore, the existing lecturer's motivation will be associated with the organizational commitment. The high or low value of his loyalty to the institution in improving his performance depends on how high the stimulation of existing motivational values.

His job performance is required to provide qualified contribution to the implementation of the Three Pillars of Tertiary Education in generating a qualified undergraduate, hence, they are asked to work professionally during the process of study. The lecturers' performance at universities needs objective assessment thus the fair and clearly standard rewards can be given. Rivai et al. (2004: 14) claimed performance is the result or the person's overall success rate during a certain period in carrying out the task compared to a range of possibilities, such as a standard work, targets or goals, criteria determined in advance and agreed upon together. According to Benardin and Russell in Ruky (2004: 14), “The performance is the record of outcome produced on a specified job function or activity during a specified time period. It was a note on the results of the functional work specifically for a certain period of time.” Whereas Byar & Rue (2000) in Yeh and Chien (2012) said that “Job performance is kind of outcomes after a job is finished”.

With reference and to develop results of the study by Koesmono (2011) on the influence of organizational culture and leadership on job performance through Moderating Variables of organizational commitment for employees of private company in East Surabaya as well as the importance of the variables that can affect the lecturer's performance, this study will explore the extent to which the influence mentioned above The influences organizational culture, servant leadership and job satisfaction to ward organizational commitment and job performance through works motivation as moderating variables of Economics and Management Lecturers of private universities in East Surabaya. This event will also research that currently lecturers have obtained certification funds from government and they are demanded, by their institutions, to teach as professional lecturers with a high performance. Lecturers' performance assessment is required for the balance between outcomes and inputs obtained by the relevant lecturers.

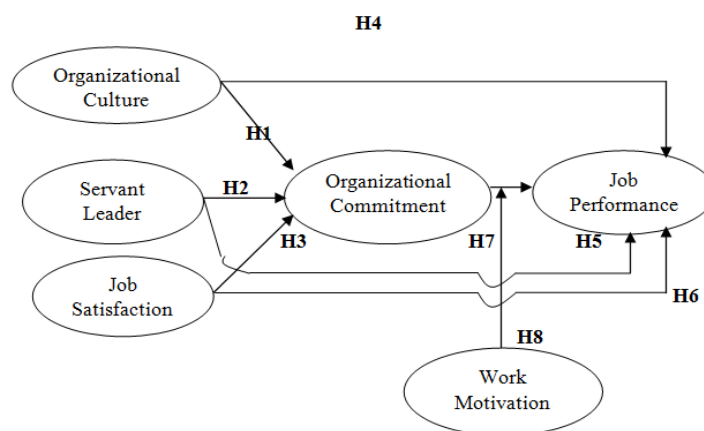
RESEARCH METHODS

Research Designs

This research uses the hypothesis based on the background of this study. The research was carried out based on the field facts of private universities in Surabaya East entitled: The Influence Of Organizational Culture, Servant Leadership, And Job Satisfaction Toward Organizational Commitment And Job Performance Through Work Motivation As

Moderating Variables For Lecturers In Economics And Management Of Private Universities In East Surabaya.

Conceptual Framework



The Hypothesis

1. Organizational culture positively influences organizational commitment of Economics and Management Lectures in private universities of East Surabaya.
2. Servant Leadership positively influences job performance of Economics and Management lecturers at private universities in East Surabaya.
3. Servant job satisfaction positively influences organizational commitment for Lecturers of Economics and Management of private universities in East Surabaya
4. Organizational culture has positive influences on job performance of Economics and Management lecturers at private universities in East Surabaya.
5. Servant Leadership positively influences organizational commitment of Economics and Management lecturers at private universities in East Surabaya.
6. Job satisfaction positively influences lecturers’ performance in Economics and Management Faculty at private universities in East Surabaya.
7. The organizational commitment positively influences job performance of Economics and Management lecturers at private universities in East Surabaya.
8. Work motivation moderates influences of organizational commitment on job performance of Economics and Management lecturers at private universities in East Surabaya.

Types and Sources of Data

Types of data gathered is interval data (likert scales) expressed with numbers ranging from the smallest to the largest with the same distance among others, namely 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). While the data sources used are primary in nature by spreading the questionnaire to respondents.

Identifying Variables

1. Independent Variables: Organizational Culture, Servant Leadership and Job Satisfaction

2. Dependent Variables: Organizational Commitment, and Job Performance
3. Moderating Variable: Work Motivation

Operational Definition

1. Organizational culture is the social glue believed as the truth by the lecturers and used as a guideline in behavior.
2. Servant Leadership is an institutional leader activity in priority to serve lecturers than him.
3. Job satisfaction is the lecturers' feeling level to provide positive assessment on their task and work place environment.
4. Organizational commitment is the degree to which the lecturers favor their institutes, goals and desire to retain his profession as a lecturer in campus.
5. Working motivation is the impetus leading to lecturers' perseverance to conduct activities in an attempt to reach their goals.
6. Job performance is the result of lecturers' efforts in carrying out tasks in a certain time or period.

Sampling Technique

The sampling technique was in Quota random sampling of population from Economics Faculty Lecturers at private universities in East Surabaya. This research used lecturers' sample with 5 s/d 10 times the number of existing indicators. Ferdinand (2002: 48), the number of samples in this study was 5×43 indicators = 215 lecturers.

Data Analysis Techniques

The Data obtained were analyzed by SEM Programs (Structural Equation Modeling) on program AMOS 4.01

The Regression Equation

1. $Y1 = a + b X1 + c X2 + dX3$
2. $Y3 = e + fX1 + gX2 + hX3 + Y1$

Description

X1 = Organizational Culture

X2 = Servant Leadership

X3 = Job Satisfaction

Moderating Variables = Work Motivation

Y1 = Organizational Commitment

Y3 = Job Performance

a,b,c,d,e,f,g,h = constante

FINDINGS

Reliability and validity of the test results on the respective variables

Table 1. Validity Test

	<i>X1</i>	<i>LF</i>	<i>X2</i>	<i>LF</i>	<i>X3</i>	<i>LF</i>	<i>Y1</i>	<i>LF</i>	<i>Y2</i>	<i>LF</i>	<i>Y3</i>	<i>LF</i>
1	X1.1	0.869	X2.1	0.963	X3.1	0.843	Y1.1	0.872	Y2.1	0.957	Y3.1	0.876
2	X1.2	0.785	X2.2	0.748	X3.2	0.954	Y1.2	0.859	Y2.2	0.842	Y3.2	0.906
3	X1.3	0.983	X2.3	0.984	X3.3	0.846	Y1.3	0.952	Y2.3	0.879	Y3.3	0.951
4	X1.4	0.985	X2.4	0.869	X3.4	0.961	Y1.4	0.749	Y2.4	0.832	Y3.4	0.764
5	X1.5	0.739	X2.5	0.847	X3.5	0.753	Y1.5	0.982	Y2.5	0.786	Y3.5	0.821
6	X1.6	0.834	X2.6	0.875	X3.6	0.987	Y1.6	0.872	Y2.6	0.829	Y3.6	0.903
7									Y2.7	0.943	Y3.7	0.872
8									Y2.8	0.846	Y3.8	0.890
9									Y2.9	0.978	Y3.9	0.849
10											Y3.10	0.853

Source: Processed Data

The validity of the dependent and independent variables is declared valid, all values of Loading Factor (LF) with $p = 0000$, smaller than the value of $\alpha = 0.05$ in the regression weight so all indicators on research variables can be used to measure all the variables of the study.

Table 2. Reliability Test

		<i>P Variance Value</i>	<i>Loading (λ)</i>	<i>Remarks</i>	<i>CR</i>
<i>Organizational Culture (X1)</i>	X1.1	0.000	0.646	Reliable	
	X1.2	0.000	0.739	Reliable	0.920
	X1.3	0.000	0.958	Reliable	
	X1.4	0.000	0.875	Reliable	
	X1.5	0.000	0.869	Reliable	
	X1.6	0.000	0.758	Reliable	
	Total		4.845		
<i>Servant Leadership (X2)</i>	X2.1	0.000	0.864	Reliable	0.912
	X2.2	0.000	0.936	Reliable	

	X2.3	0.000	0.843	Reliable	
	X2.4	0.000	0.753	Reliable	
	X2.5	0.000	0.631	Reliable	
	X2.6	0.000	0.732	Reliable	
	Total		4.759		
<i>Job Satisfaction (X3)</i>	X3.1	0.000	0.935	Reliable	
	X3.2	0.000	0.943	Reliable	0.957
	X3.3	0.000	0.891	Reliable	
	X3.4	0.000	0.873	Reliable	
	X3.5	0.000	0.829	Reliable	
	X3.6	0.000	0.852	Reliable	
	Total			5.323	
<i>Organizational Commitment (Y1)</i>	Y1.1	0.000	0.941	Reliable	
	Y1.2	0.000	0.834	Reliable	0.956
	Y1.3	0.000	0.948	Reliable	
	Y1.4	0.000	0.823	Reliable	
	Y1.5	0.000	0.965	Reliable	
	Y1.6	0.000	0.791	Reliable	
	Total			5.302	
<i>Work Motivation (Y2)</i>	Y2.1	0.000	0.841	Reliable	
	Y2.2	0.000	0.867	Reliable	0.965
	Y2.3	0.000	0.921	Reliable	
	Y2.4	0.000	0.857	Reliable	
	Y2.5	0.000	0.882	Reliable	
	Y2.6	0.000	0.932	Reliable	
	Y2.7	0.000	0.798	Reliable	
	Y2.8	0.000	0.892	Reliable	

	Y2.9	0.000	0.847	Reliable	
	Total		7.831		
<i>Job Performance (Y3)</i>	Y3.1	0.000	0.977	Reliable	
	Y3.2	0.000	0.842	Reliable	0.969
	Y3.3	0.000	0.876	Reliable	
	Y3.4	0.000	0.815	Reliable	
	Y3.5	0.000	0.940	Reliable	
	Y3.6	0.000	0.854	Reliable	
	Y3.7	0.000	0.872	Reliable	
	Y3.8	0.000	0.786	Reliable	
	Y3.9	0.000	0.869	Reliable	
	Y3.10	0.000	0.878	Reliable	
	Total		8.699		

Source: Processed Data

Based on table 2, CR for Organizational Culture = 0.920, Servant Leadership = 0.912, Job satisfaction = 0.957, Organizational Commitment = 0.956, Work Motivation = 0.965 and Job Performance = 0.969. All values above is the cut-off value of 0.7 and p value of variance error is smaller than 0.05, so the six variables of the study are reliable.

Normality Tests

Data normality is a requirement for SEM modeling (Structural Equation Modeling). The assesment of normality acquired the CR (Critical Ratio) multivariate of 1,793 between -1.96 and 1.96, then this research data is said to be a normal distribution.

Singularity and Multicollinearity Tests

Singularity test provides determinant value of sample covariance matrix of 0.175 which is not equal to zero meaning no singularity problem occurs. The followings are multicollinearity test results on each of the independent variables.

1. covariance value of organizational culture with servant leadership of 0.104 ($p = 0.241 > 0.05$)
2. covariance value of organizational culture with job satisfaction of 0.079 ($p = 0.268 > 0.05$) and
3. covariance value of servant leadership with job satisfaction of 0.049 ($p = 0.217 > 0.05$)

Therefore, there's no problem for multicollinearity.

Outlier Test

Outlier test in the mahalonobis distance or mahalonobis d-square with value of $p < 0.001$ which is still below tolerance value meaning that there is no outlier.

Goodness of Fit in Overall Model Test

Table 3. Goodness of Fit in Overall Model test

<i>Criteria</i>	<i>Chi – Square</i>	<i>Cut of Value Expected to be Small</i>	<i>Model Result 342.576</i>	<i>Model evaluation Small ($\chi^2 = 342.576 < \chi^2 = 350.690$)</i>
<i>Significance Probability</i>		$\geq 0,05$	0.887	Good
<i>RMSEA</i>		$\leq 0,08$	0.041	Good
<i>GFI</i>		$\geq 0,90$	0.927	Good
<i>AGFI</i>		$\geq 0,90$	0.918	Good
<i>CMIN/DF</i>		$\leq 2,00$	1.106	Good
<i>TLI</i>		$\geq 0,95$	0.957	Good
<i>CFI</i>		$\geq 0,95$	0.968	Good

Source: Processed Data

Table 3. 8 (eight) the criteria used to assess the worth of a good model. So, it can be accepted or there is a conformity between model with data.

Tests for Path Coefficient

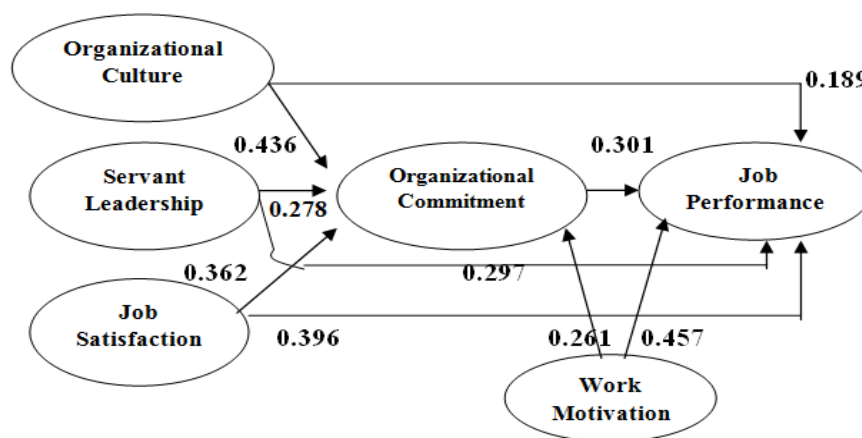
Table 4. Test for Path Coefficient

<i>Variable</i>	<i>Path Coefficient</i>	<i>CR</i>	<i>Prob</i>	<i>Remarks</i>
Organizational Culture (X ₁) → Organizational Commitment (Y ₁)	0.436	2.731	0.031	Significant
Servant Leadership (X ₂) → Organizational Commitment (Y ₁)	0.278	2.643	0.000	Significant
Job Satisfaction (X ₃) → Organizational Commitment (Y ₁)	0.362	2.325	0.000	Significant
Organizational Culture (X ₁) → Job Performance (Y ₃)	0.189	1.824	0.042	Significant
Servant Leadership (X ₂) → Job Performance (Y ₃)	0.297	2.247	0.012	Significant
Organizational Commitment (Y ₂) → Job Performance (Y ₁)	0.396	2.176	0.000	Significant
Organizational Commitment (Y ₂) → Job Performance (Y ₁)	0.301	3.253	0.006	Significant
Work Motivation (Y ₂) → Organizational Commitment (Y ₁)	0.261	3.182	0.000	Significant
Work Motivation (Y ₃) → Job Performance (Y ₃)	0.457	2.906	0.000	Significant

Source: Processed Data

Path Coefficient Test Results

1. Organizational culture significantly influences organizational commitment with line coefficients of 0.436
2. Servant leadership significantly influences organizational commitment with line coefficients of 0.278
3. Job satisfaction significantly influences organizational commitment with line coefficients of 0.362
4. Organizational culture significantly influences job performance with line coefficients of 0.189
5. Servant leadership significantly influences job performance with line coefficients of 0.297
6. Job satisfaction significantly influences job performance with line coefficients of 0.396
7. Organizational commitment influences job performance with line coefficients of 0.301
8. Work motivation significantly influences organizational commitment with line coefficients of 0.261
9. Work Motivation significantly influences job performance with line coefficients of 0.457



DISCUSSION

- a. Organizational culture is the social glue for its members and as a basis in the organizational behaviour. Robbin and Judge (2011: 521) informs that Organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. The essence is that the organizational culture is a system used by its members which will be different among other organizations. Results of the study says the organizational culture affects organizational commitment significantly with the path coefficients of 0.436, supporting research conducted by Koesmono (2011), Taurisa and Ratnawati (2012), Arifin (2010) that organizational culture affects significantly to organizational commitment
- b. Servant Leadership is a concept about a pattern of leadership featuring the interests of others rather than his as a leader on morality values basis. According to Laub (1999) in the Cerit (2010), facilitating servant leadership is a change in the workplace and the society as a whole. The primary change expressed by Laub is the

increase in the tendency to create environment to improve the staff and focus on staff happiness, namely supportive leadership used in a team approach. Chinomona et al (2013) claims Servant Leadership stresses personal integrity and serving others, including employees, customer and communities. In this study it was found that the servant leadership significantly influences Organizational Commitment with the coefficient value of 0.278, in line with the research undertaken by Cerit (2010), Hussain and Ali (2012) stating that the servant leadership significantly affects organizational commitment.

- c. It is reasonable to discuss job satisfaction because everyone or every lecturer would expect job satisfaction for his working activity or as educators at the college. Kreitner and Kinicki (2014: 169) stated job satisfaction is an affective or emotional responses to a person's work. Job satisfaction reflects his intensity in his job's favor. This research found that job satisfaction has significant influence on organizational commitment with koefisien line of 0.362 and supports the results of the research conducted by Djastuti (2010), Muhadi (2007), Parwita (2013) about significant influence by job satisfaction to organizational commitment.
- d. A person's performance will be affected by how strong the existing organizational culture is. Therefore, it must be formed in such a way that the employees' behavior did not deviate from the existing norms. Kreitner and Kinicki (2014: 67) claim organizational culture functioned to form behavior by assisting the members to understand their surroundings in addition to supporting employees to create corporate's performance and long term goals. Awadh and Saad (2013) say the productivity and culture of organization helps in improving performance. This research study resulted in a significant effect of the organizational culture on the performance of a lecturer with a coefficient of 0.189 line. This supports findings from Kesuma (2007), Brahmasari (2008), Usman (2009) asserting that organizational culture impacts significantly on performance
- e. A person's leadership will influence his followers, therefore he should be able to accommodate all the interests of his subordinates or others associated with him. Greenleaf (2005) declares Servant leadership as a new kind of leadership mode I- a model which puts serving others as the number one priority. Servant leadership emphasizes increased service to others; a holistic approach to works; promoting a sense of community; and the sharing of power in decision making. This research led to the servant leadership affects the performance of a lecturer with the line coefficient of 0.297. The results of this research confirms results by Harwiki (2013), Hussain and Ali (2012) that servant leadership is significantly influential on performance.
- f. The higher the perceived job satisfaction, the more encourage to generate a qualified performance. This is due to job satisfaction as driving power to generate performance or employee productivity. Luthans (2006: 246) says job satisfaction and performance have a definite relationship in the form of cause and effect. Job satisfaction affects performance rather than the reverse order. This study showed that job satisfaction has significant influential to the performance with the line coefficient of 0.396, supporting studies by Tobing (2009), Carmeli and Freund (2004) on significant influence of job satisfaction to performance.
- g. Organizational commitment is a statement of a person's loyalty to the occupied organization and the higher the organizational commitment will improve his

performance, the higher organizational commitment, the more convinced he is with the Organization in providing a sense of security in their work. Meyer and Allen (1997: 11) claims Organizational commitment is the view that the commitment is psychological state that characterizes the employee's relationship with the organization, and has implications for the decision to continue membership in the organization. This research resulted in that organizational commitment significantly affects performance with coefficient line of 0.301, in line with findings from Yeh et al (2012), Kahn et al (2012), Sudiro (2009), the significant effect on organizational commitment to performance

- h. The higher motivation arises when the forming elements have been fulfilled internally or externally. It needs to be provided in order to achieve the established organizational objectives in accordance with the common interests. Robbins and Judge (2011: 210-211) mention about McClelland's theory of needs closely related to the motivational theory leading to employee's loyalty to organizations namely relationship desire (the desire for friendly and close interpersonal relationship). This result of study showed that the work motivation significantly influences organizational commitment with the line coefficient of 0.261, in line with findings from Alimohammadi and Neyshabor (2013), Sanusi (2012), the significant effect of work motivation on performance
- i. Being encouraged will have an impact on the resulting performance. Both extrinsic and intrinsic motivations should be in balance and that his needs and his desire fulfilled through optimal working mechanism. Wibowo (2013) claims motivation is the impetus to act against a series of human behavior processes by considering the direction, intensity and persistence in reaching his goals. This research resulted in that lecturers' work motivation significantly influences the performance with the line coefficient of 0.457, supporting findings from Luhglatno (2006), Azar and Shafiqi (2013), lecturers' work motivation significantly affects the performance.

CONCLUSION

1. A lecturer's performance was influenced positively and significantly by individual behavior variables, amongst others: Organizational Culture, Servant Leadership, Job Satisfaction, Organizational Commitment and Work Motivation. Therefore, continuous monitoring is required for these variables. This is due to achieving the high quality performance of lecturers by controlling such variables.
2. Organizational culture in each university requires the establishment and internalization in living their values applicable as the code of conduct in achieving common goals
3. In particular, the leader of institutions or colleges should enhance its role as a servant leadership, because a leader should be more worried about others, especially to lecturers, than him. This should be performed in order to achieve the performance of institutions and lecturers as well.
4. On the basis of their achievements, needs and capability, it has always been realized to motivate lecturers either intrinsically or extrinsically. This is for the higher Organizational Commitment accordingly.

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