

THE ROLE OF INTERNAL CUSTOMER'S SATISFACTION AND COMMITMENT IN CREATING WIDYATAMA UNIVERSITY LECTURER PERFORMANCE

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Abstract

Faculty members play a vital role in higher education institution..They are the key factor in the success of producing graduates.Various research has been conducted to study the relation of employee attitude and commitment with work performance.The objective of the study is to investigate the internal customer satisfaction and commitment on faculty performance.A survey based descriptive research design was used in this study.In addition, this study used a survey method.The Data used in this research is primary Data Obtained by conducting field research in the form of questionnaires and interviews and secondary Data Obtained by the study of literature.This study used a sample of 132 people. Overall test results show that there is a positive and significant relationship between internal customer satisfaction and organizational commitment to the performance of the main lecturers.Job satisfaction has a significant correlation of 0734 with the job performance, and the study also revealed is that organizational commitment significantly correlate to job performance.This research shows that job satisfaction of internal customers important factor in creating a performance, so then the manager should considers it well.

Keywords: Job Satisfaction, Organizational Commitment, Performance, Lecturer, University of Widyatama

Introduction

In an effort to produce high-quality human resources in terms to improve the quality of educational institutions is through the improvement of faculty performance in implementing the learning process. The quality of educational institutions is strongly influenced by the education system including the input of students, faculty and facilities supporting the learning process. Reviews These three factors are interdependent and influence each other in creating a successful learning process.

Sidri (2010) states that the main factors causing the low quality of teacher education is a not feasible condition or teaching qualifications that do not match with their expertise or competence. Challenges related to the quality of teachers include personal challenges, personal and skills, educator's competencies in their duties. Performance is measured based on the workload of lecturers include the following principal activities of the learning plan, implement the learning process, learning evaluation, guiding and training, conduct research, perform community service, and perform additional tasks. In addition, Sidri (2010) Also states that the learning process is a process that contains a series of actions of educators and learners on reciprocal relationships that take place in an educational situation to achieve the goal. Learning is a process of interaction of learners with educators and learning resources in a learning environment. The ability of faculty to teach is the most important dimensions to be monitored. This assessment can be done by the lecturers themselves, leaders of educational institutions as well as by learners through perception.

Performance by Srimindarti (2006) defined as the determination of periodic operational effectiveness of the organization, part of the organization and its employees based objectives, standards and criteria established in advance. Moreover, Ilyas (2001) also argues that the performance is the appearance of the work of both the quantity and quality of personnel in an organization. Performance can be an individual or group work personnel. The appearance of the work is not limited to personnel who took office functionally and structurally, but also to the whole range of personnel within the organization.

According to the understanding of the performance above, it can be concluded that the performance is an important thing in the company, but in fact the performance of Widyatama University Lecturer (UTama) is still low, it is suggested by Andriyani (2013) which states that the activities of the organization that lead to competitiveness of Widyatamastill not good, it is based on perception of faculty members and staff on the main dimensions of competitiveness, namely the working environment, job design, innovation, technology management, quality management, and quality indicators.Based on the statement, it is necessary to attempt to improve the performance of the lecturers as lecturers is a vital factor in an educational institution as expressed by Salis (2000) which states that the lecturer is one of the vital components, the main driver of success of the education system that will eventually affect productivity of the institution.

The factors that can improve the performance According to Gibson cited by Ilyas (2001), theoretically there are three groups of variables that influence the behavior and performance of work, namely: individual variables, organizational variables and psychological variables. The three groups of variables will affects the working group,

which in turn affect the performance of personnel. Behaviors that related to performance is related to the job tasks that must be completed to achieve the goal of a position or task. Diagram of theory of behavior and performance are described as follows:



Figure 1.1
Diagram Theory of Behavior and Performance

Assumptions were pointed out that the cause of the low performance is the declining of lecturer job satisfaction as seen in Table 1.2, as follows:

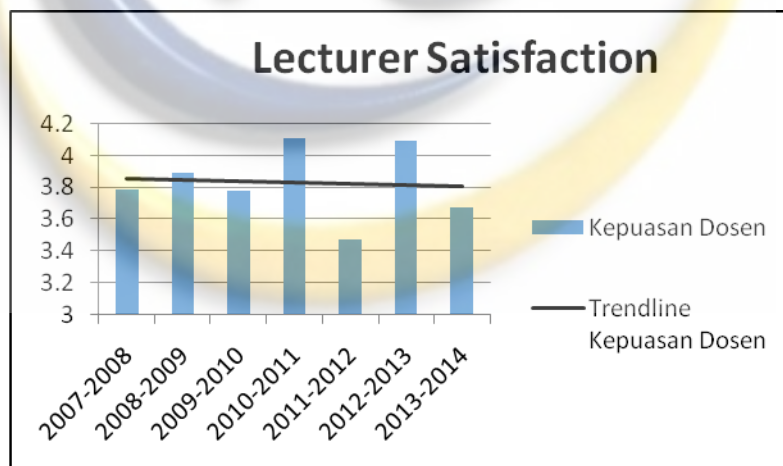


Figure 1.2. Lecturer Satisfaction of Widyatama University
Source: Widyatama Quality Control (PMW)

According Kreitner and Kinicki (2001) job satisfaction is an effective or emotional response to various aspects of the work. Davis and Newstrom (1995) describe the job satisfaction is a set of employees feelings unpleasant or not about their jobs. The other assumptions that cause of the declining performance is the declining of lecturer organizational commitment, as seen in Figure 1.3 and 1.4.

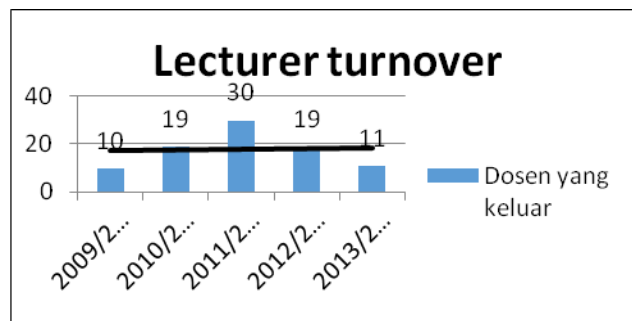


Figure 1.3. Lecturer Turnover

Source: Bureau of Human Resource University of Widyatama

Luthans (2006: 249) defines organizational commitment is an attitude that reflects employee loyalty to the organization and is a continuous process in which members of the organization express their concern to the organization, to the success of the organization as well as continued progress. The significance of the relationship between job satisfaction and performance stated by Vroom (1960) and Dessler (1998). According to them, the productivity can be improved through increased job satisfaction, because job satisfaction to encourage workers to improve productivity. On the other hand, Laffaldano and Muchinsky (1986) found no significant correlation between job satisfaction and individual performance. Research conducted by Maryani and Supomo (2001) which faculty members as a sample stated that there was a significant relationship between job satisfaction and individual performance.



Figure 1.4. Quit Reasons

Source: Bureau of Human Resources Widyatama University (2009-2015)

The level of commitment of both the company's commitment to employees, and between employees of the company is necessary because through these commitments will create a professional work climate. Individuals who tepuaskan with his work tends to fulfill the commitment to the organization, so the emergence of employee loyalty to the organization, which eventually led to these employees have a sense of dependence and responsibility in the organization with. Individuals who have a low organizational commitment tend to do a way that can interfere with the performance of an organization such as a high turnover, lags in work, complaints and even strikes. Wright (1992) supports that the higher one's commitment to its work, the higher the performance that will be produced, which leads to higher valuation levels. It is also pointed out by Rival (2005) which states that the organizational commitment significantly influence performance. The purpose of this study was to analyze how the actual behavior of faculty and staff in contributing to the advancement of higher education organization. The objectives are elaborated by the relationship between satisfaction, organizational commitment and performance lecturer at the University of Widyatama.

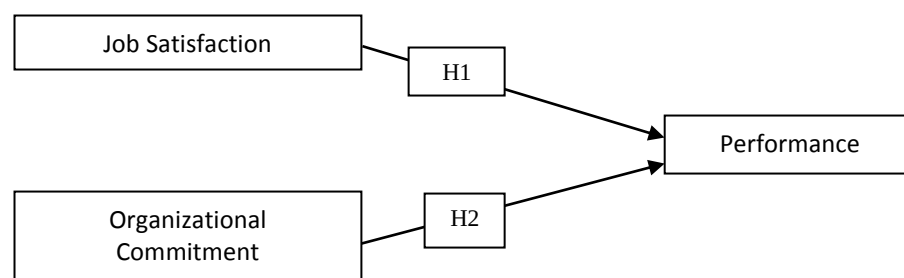


Figure 1.5. Frame of reference

Literature Review and Hypotheses

Job Satisfaction and Performance

Staff job satisfaction can affect patient outcomes. All service providers showed better services when they are satisfied with their work and when they feel committed to the organization (McNeese-Smith, 1996). Al Ahmadi (2009) conducted a study of 923 nurses at a hospital in Riyadh, He found that employee performance is positively associated with overall job satisfaction (satisfaction includes satisfied with the work itself, supervision, relationships in the workplace, payment, promotion opportunities, and working conditions). Some researchers found no association between employee performance and job satisfaction, for example Crossman & Zaki (2003) conducted a study and found no significant relationship between job satisfaction and employee performance, and Packard & Motowidlo (in Al-Ahmadi, 2009) found that job satisfaction is not related to the performance of the employee.

H1: Job satisfaction is positively associated with performance

Organizational Commitment and Performance

Employee commitment is an important factor to improve organizational performance. Suliman and Iles (2000) found that there is a positive relationship between organizational commitment (three components) and performance of employees. Al-Ahmadi (2009) found that besides employee performance and job satisfaction has a relationship, the performance of employees is also positively related to organizational commitment, which confirmed the finding of previous studies that organizational commitment is a strong determinant of the employee performance (Al-Meer, 1995 in Al-Ahmadi, 2009). On the other hand, Mowday et al. (1982 in Carmeli & Freund, 2004) found that there is no significant relationship between organizational commitment and performance of employees. King et al. (2004) found that the impact on employee performance commitment is not significant.

H2: Organizational Commitment positively associated with performance

Research Design

The population in this study is all of 196 widyatama lecturers, while the number of samples is 132 which was determined by Slovin formula (in Riduwan, 2005) as follows: $n = \text{sample}$; $N = \text{population}$; $d = \text{precision value of 95\%}$ or $\text{sig.} = 0.05$.

$n = 131.54$ then the sample size in this study was about 132 people. The composition of the sample is based on lecturer per faculty as follows

Table 3.1. Samples

Lecturer	Number	Percentage	Number
FBM	77	39%	52
FE	64	33%	43
FT	29	15%	20
FB	13	7%	9
FDKV	13	7%	9
Total	196	100%	132
Samples (Slovin)	132		

Source: Data Processing

Result

Validity and Reliability Test

Validity test is conducted by correlating each statement with a total score of each statement or *corrected item total correlation* and compared with the value of the *product moment* correlation. The validity of test results used of SPSS 20. For variable job satisfaction, organizational commitment, and performance using a significance level of 0.05 and one direction test, with the number of respondents 132 people. *Product moment* correlation values obtained or r table at 0.1438. The correlation among the scores of items with a total score no items were correlated with the total of items, and all are smaller than r table or *product moment* value (0.1438). So we can conclude that all of items in the 3 variables are valid. Reliability test was tested through *Cronbach's Alpha* > 0.7 (Kaplan and Saccuzo, 2010). The Cronbach's Alpha of all variables are exceeding 0.7. The Cronbach Alpha of Job Satisfaction is 0.829; Organizational commitment is 0.875; and Performance is 0.951.

Spearman Rank Correlation Analysis

Table 4.13. Spearman Rank Correlation

Correlations					
			SATISFACTION WORKING	COMMITMENT ORGANIZATIONS	PERFORMANCE
Spearman's rho	JOB SATISFACTION	Correlation Coefficient	1,000	, 792 **	, 734 **
		Sig. (One-tailed)	,	, 000	, 000
		N	132	132	132
	ORGANIZATIONAL COMMITMENT	Correlation Coefficient	, 792 **	1,000	, 695 **
		Sig. (One-tailed)	, 000	,	, 000
		N	132	132	132
	PERFORMANCE	Correlation Coefficient	, 734 **	, 695 **	1,000
		Sig. (One-tailed)	, 000	, 000	,
		N	132	132	132
**. Correlation is significant at the 0:01 level (one-tailed).					

Source: Data are processed questionnaires

Spearman rank correlation analysis is used to determine the association among job satisfaction, organizational commitment, and performance. According Sugiyono (2007: 250) to determine the strength of the associations the authors used the Sugiyono (2013) as follows: 0.00-0.199 is very low; 0.20-0.399 is low; 0.40-0.599 is moderate; 0.60-0.799 is strong; and 0.80-1.00 is very strong. The Correlations among variables could be seen in Table. 4.13. Based on the table 4:13, the job satisfaction has a positive correlation with the performance at 0.734 and p (0.000), so it is categorized as strong and significant, then the first hypothesis is supported. In addition, the organizational commitment has a positive relationship with performance at 0.695 and p (0.000), so it is categorized as strong and significant relationship, then the second hypothesis is supported.

Conclusion, Discussion, and Recommendation

There are several things that can be discussed from the results of this research, among others:

1. Job satisfaction is significantly associated with performance
2. Organizational commitment is significantly associated with performance
3. This research is in line with MCNeese-Smith, 1996) and Al-Ahmadi (2009) which found that job satisfaction is associated with performance.
4. This research is in line with Suliman and Iles (2000) and Al-Ahmadi which found that organizational commitment is associated with performance
5. This research shows that performance of lecturer in Widyatama University is depend on job satisfaction, so the management of widyatama university should make employees satisfied first to make a better performance
6. This research shows that the quality of lecturer in term of performance is depend on job satisfaction and organizational commitment. Since job satisfaction and organizational could create performance.
7. To win in competitive condition in educational business, the widyatama university management should care the job satisfaction and organizational commitment of lecturer.

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