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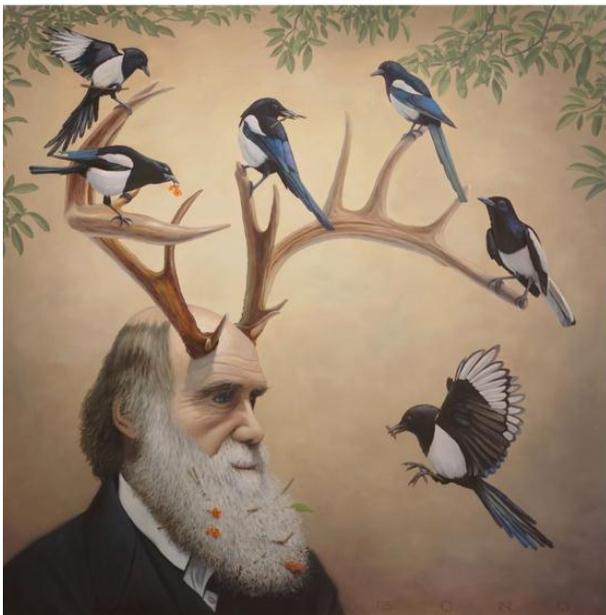
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The Influence of Spiritual Motivation, Organizational Commitment, Job Satisfaction on Performance in the University of Batam

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Abstract

This research aims to investigate the influence of spiritual motivation, organizational commitment and job satisfaction on lecturers' performance in the University of Batam. This study attempts to answer the question on a declining trend of lecturers' performance in the University of Batam in the last few years. All lecturers in the University Centre of 121 are population in this research. The study chose 93 people as the samples of this study. After the data were collected, the data were analysed by using path analysis. The results of this study show that; first, the spiritual motivation directly and positively influences job satisfaction. Second, organizational commitment positively affects job satisfaction. Third, the spiritual Motivation positively affects performance. Fourth, the organization does not have a direct positive influence on performance. Fifth, job satisfaction directly and positively influences performance.

Keywords: spiritual motivation, organizational commitment, job satisfaction and performance.

La Influencia De La Motivación Espiritual, El Compromiso Organizacional, La Satisfacción Laboral En El Desempeño En La Universidad De Batam

RESUMEN

El objetivo de esta investigación es investigar la influencia de la motivación espiritual, el compromiso organizacional y la satisfacción laboral en el desempeño de los profesores en la Universidad de Batam. Este estudio intenta responder a la pregunta sobre una tendencia descendente del desempeño de los profesores en la Universidad de Batam en los últimos años. Todos los profesores del Centro Universitario de 121 son población en esta investigación. El estudio eligió a 93 personas como muestras de este estudio. Después de que se recopilaron los datos, los datos se analizaron mediante el análisis de ruta. Los resultados de este estudio muestran que; Primero, la motivación espiritual influye directa y positivamente en la satisfacción laboral. Segundo, el compromiso organizacional afecta positivamente la satisfacción laboral. Tercero, la Motivación espiritual afecta positivamente el desempeño. Cuarto, la organización no tiene una influencia positiva directa en el desempeño. Quinto, la satisfacción laboral influye directa y positivamente en el rendimiento.

Palabras clave: motivación espiritual, compromiso organizacional, satisfacción laboral y desempeño.

1. Introduction

Based on The Law No. 20 of 2003 about the National Education System, it is stated that education is a conscious effort to create learning atmosphere and learning process so that students will actively develop their potential to obtain spiritual strength, self-control, personality, intelligence, noble character, and the skills needed by themselves, society, nation, and country. Referring to the provision in the Law, education developed in Indonesia covers broad aspects, a religious spiritual dimension to build students' character, from the lowest education level to the highest education level. Indonesian people need a society with character, personality to create a noble character and a good social order. Today there is a growing need for moral education within the family, community and educational institutions.

To obtain excellent graduates, higher education needs to be supported with educators (lecturers) who are highly dedicated, creative and innovative. The availability of qualified lecturers will bring university to achieve its goals. With the help of lecturers, learning outcomes will become both meaningful and excellent learning quality to empower students' ability and capability.

In achieving high- quality educational outcomes, the process in the education system becomes vital. When the education process is carried out properly and refers to the provisions contained in the National Education System Law, the results of the education process will be decent..

Learning process will not always run smoothly due to some obstacles which can be divided into two: external and internal factors. External obstacles come from outside of students such as lack of learning facilities and infrastructure as well as lecturers' competencies that do not meet expectations. Meanwhile, internal obstacles come from the students themselves, for example, low levels of IQ, EQ and SQ and deviant behavior.

Higher education as the institution which provides formal education has certain policy that must be obeyed by all academic members. Their educational goals will be difficult to be achieved if students are unable to adjust themselves to the policy. This inability to adjust will eventually lead to deviant behavior.

Another t factor of deviation is the influence of environmental condition which is not in accordance with the psychological condition of adolescence and psychological resilience. For example, mental defense is not affected by a negative impact of the individual and others. One mental defense that enables to minimize the occurrence of deviant behavior due to influences of the studennts' spiritual intelligence or Spiritual Quotient (SQ).

In starting a job, motivation is vital. Someone who lives the life, including students, must own motivation. There are so many motivations that humans have, some of them are material motivation, moral motivation, and spiritual motivation. We can see moral motivation in certain positive characters that students are expected to have. This motivation is more influential than material motivation. This motivation arises when someone is about to do an activity. He/she will try achieving the highest achievement without limiting his/her existing capabilities. Usually, this motivation will encourage someone to try to exceed his/her capacity.

Therefore, spiritual motivation will always arise through awareness and convincing feelings about the relationship of a servant and his God, so that it will be strong and always be a motivator in accordance with the demands

without any hesitation. If this motivation is inscribed on a student, then other influences will not arise, because when he will do a job, he always adjust it to his spiritual motivation. Therefore, students should learn not just to follow their desires or the influence of the environment, but solely because of the demands of Allah SWT.

As one of the new province, Sumatrawas the result of the last division of Kepulauan Riau Province (Kepri), which has been established since 2002. With this condition, Kepulauan Riau Province is still left behind compared to other new provinces in Indonesia. The existing higher education institutions are generally relatively young since they were established after Kepulauan Riau Province had been formed. There are 24 private universities in Kepulauan Riau including academy, colleges, and universities, which are public universities and one polytechnic.

Seen from the locations of private universities in Kepulauan Riau, mostly they are located in Batam City. This is because Batam is the city with the largest population in Kepulauan Riau, and also as the center of business activity. Furthermore, since 2007 Batam Island has been determined as the port and free trade area (FTZ), which continues to progress along with the increasing value of incoming investment from various countries

Then demands on the quality and quantity in Batam are also increasing. The role of universities in this region becomes more important. Higher Education is required to meet the need for competent human resources. Industries in Batam and government institutions require the availability of professional and highly competitive human resources. The demands for competent and highly productive human resources in Batam must be fulfilled by universities. They must be able to prepare their graduates to meet the such demands.

Universitas Batam (Uniba) which was established in 2000 and as the first and largest university in Batam City has the responsibility to improve the quality of its graduates as determined in the Law on the National Education System (National Education System). Batam University was established based on the Decree of the Minister of National Education of the Republic of Indonesia (Mendiknas RI) Number: 58 / D / 0/2000 dated May 4, 2000. Uniba was established in Batam City which has special status, different from other regions in Indonesia. Since it was developed in 1970 under the control of PT Pertamina as the industry for oil and gas logistics, Batam has gained various privileges in the field of taxation. After changing its status several times, in 2007, a law was issued on the port and free trade areas of Batam, Bintan and Karimun. This special is valid until now.

The process of teaching and learning activities at Uniba has been administered so far that this campus annually produces a considerable number of graduates. However, there are quite a lot of problems that occur in the teaching and learning process at Uniba.

Lack of lecturers' quality performance can be seen for example in late submission of students' scores at the end of each semester, which hampers the delivery of reports on teaching and learning activities. Based on the data at BAU Uniba, there were 66 percent of lecturers who are late to submit students' scores to the BAU section in 2014 and 78 percent of delays in 2015. In addition, in recent years, the leadership of Batam University has received reports from students and the public related to the professional ethics of lecturers.

From these problems, it becomes very important to conduct a study related to the decreasing quality of lecturers at Batam University. From this study, it is expected that the factors can be identified to further solve the problems.

Problem Formulation

Referring to the above description, the problems of this study can be formulated as follows:

1. Does spiritual motivation directly influence job satisfaction?
2. Does organizational commitment directly influence job satisfaction?
3. Does spiritual motivation directly affect performance?
4. Does the organizational commitment directly influence performance?
5. Does job satisfaction directly affect performance?

LITERATURE REVIEW

Spiritual Motivation

In the history of human civilization, it is known that the values that society holds in each culture, country, continent, and society are actually formed by the dominant influence of religion.

Metamotivation was developed by Maslow, in Zohar and Marshall, (2005: 232). Motivation is divided into two scopes, namely material motivation and spiritual motivation. The meaning of metamotivation is motivation driven by higher needs of human desire to achieve life values. The concept of metamotivation is a humanistic approach that recognizes the existence of religion. Mystical or peak experience is part of the metamotivation that gives an overview of religious experience. In this condition, humans feel the existence of a very deep religious experience. The person (self) is separated from physical reality and is united with transcendental power. This

level is part of human perfection. Therefore, Maslow divides two classifications of motivation: primary motivation and spiritual motivation. Further, Clough (2006:31) states that the spiritual transitive motivation may be defined as the desire to give spiritual good to others. This motivation includes all the reasons that make a person act to provide spiritual good to other people. Furthermore, Az-Zahrani (2005: 96) explains that spiritual motivation is a motivation related to aspect of spirituality in human beings, as well as motivation to remain consistent in implementing religious practice; motivation to fear Allah, love good deeds, truth and justice and hate evil deeds, sleaze and tyranny.

According to Wibisono (2013), spiritual motivation is the intention of someone who works by looking for “luck” in the world and the life hereafter, by applying the principle of efficiency and benefits while maintaining life preservation, maintaining a balance between seeking wealth and worshipping, thanking God in a non-consumptive way, issuing ZIS (Zakat, Infaq and Sodaqoh) and helping orphans and the poor. According to Uthman, in Abdurrahman (2004: 140), spiritual motivation is a driving force that generates activity in living things, and causes behavior and directs it towards certain goals.

Additionally, Sheldrake (2007:44) states that spiritual motivation can be understood as a kind of human need or a good at the highest level, given that it includes the “deepest values and meanings by which people live. According to Bakran (2007: 343) in Islamic it is emphasized that the purpose of human life is to worship Allah S.W.T. Meanwhile, motivation is the main key in interpreting and leading to human actions. In the Islamic concept, the role of motivation is called intention and worship. Intention is the main driver of human to do something or charity, while worship is the purpose of human to do something or charity.

Based on the theory of spiritual motivation above, it can be synthesized, spiritual motivation is the power in humans to take action to fulfill their needs based on their spiritual values.

Theoretical Framework

Spiritual and Performance Motivation

High spiritual motivation will be the basic cause of each person to complete his work as good as possible. With spiritual motivation, a person works responsibly, unconditionally because everything is done to get the blessing of The Almighty God. Spiritual motivation is also very close to someone’s sincerity to provide additional value to others, especially where

a person dedicates his profession to an institution where he works. In the end, someone who has high spiritual motivation will be more productive compared to someone who has no spiritual motivation, or has low spiritual motivation.

This is in accordance with the opinion of Wibisono (2013) which states that spiritual motivation is the intention of someone who works by seeking “luck” in the world and the afterlife, applying the principles of efficiency and benefits while maintaining life, maintaining a balance between seeking wealth with worship, thanking God in non-consumptive way, issuing ZIS (Zakat, Infaq and Sodaqoh) and helping orphans and poor people.

Performance is basically what employees do or don't do. Performance management is the overall activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the organization. Performance is the result of work from behavior. This performance links between work results and behavior. As behavior, performance is a human activity directed at the implementation of organizational tasks assigned to it.

The two theories are suitable with the study of Muafi (2003) who concludes that spiritual motivation: faith motivation, worship motivation and muamalat motivation jointly influence religious performance.

A good employee must be able to work with high motivation to do the best in every given task and responsibility because of the motivation to achieve the expected results or quality of work. Improving employee work performance will add value to the organization itself and employee productivity.

Therefore, it can be hypothesized that:

H1: Spiritual motivation has a direct positive influence on performance.

Organizational and Performance Commitment

A person's organizational commitment in the work place has a positive impact on both the person and the organization where he works. This is because everyone tries to make a maximum contribution as the implementation of their commitment to the organization. In organizations, commitment is needed to do their best. In addition, organizational commitment fosters the loyalty of individuals to their organization.

The sense of belonging towards the organization will lead to positive values related to organizational performance. Organizational commitment also causes all elements of the organization to be more careful in taking a

stand for the organization. Associated with the statement above, Schultz and Schultz (1992: 290) say, organizational commitment is the attitude of employees who are interested in the goals, values and goals of the organization which is shown by the individual acceptance to organizational values and goals and the desire to affiliate with the organization and willingness to work hard for the organization that makes individuals feel like home and still want to stay in the organization to achieve goals and sustainability of the organization.

The study conducted by Tobing (2009) concludes that organizational commitment directly has positive influence on employee performance. Employee who has high involvement in working does not have any desire to quit from the organization, then it becomes a good start to encourage a high productivity which enhances employee's performance.

Therefore the elaboration above explains that

H2: organizational commitment is suspected to have positive performance.

Work and Performance Satisfaction

Work satisfaction is a positive response of someone after working in organization. Positive response grows because there is a satisfaction after considering that the organization where he or she works appreciating his or her contribution to organization. There is a feeling that organization gives their rights in accordance with obligations and responsibilities they have done.

The satisfaction of organization members can be linked to their performance and work results also the rewards and penalties they receive. Therefore, the level of job satisfaction in an organization can be shown by results such as the attitude of the organization members, the change of work of the organization members, absenteeism, tardiness, and common complain in an organization.

To an individual, performance has a role as feedback about many things like ability, fatigue, lack, deficiency and its potency, meanwhile to organization, the result of working assessment is vital in decision making.

Performance is human activity directed to the implementation of organizational tasks that someone has as the interactions of ability, motivation and the ability of someone in finishing the work.

Every individual has different satisfaction level depending on his/ her value. The more aspects in their work which suits with what they want, the higher will the satisfaction level they feel, and vice versa. The work satisfaction has big influences on the performance of employee. The existence

of high work satisfaction will result in good performance as well. The research result from Rosita (2016) shows that work satisfaction directly, positively, and significantly influences employee performance.

From the arguments above, it is suspected

H3: Work satisfaction directly influences performance

Spiritual Motivation and Work Satisfaction

There are two dimensions in human namely material and spiritual, which both need the equal fulfilment. The work satisfaction of someone is not only about material, but also the need for spiritual fulfilment. The fulfilment of spiritual need is also influenced by motivation inside someone. If the motivation is limited to material motivation, the satisfaction is limited only to material satisfaction as well. To get spiritual satisfaction, someone should have spiritual motivation as well. In other words, if spiritual motivation of someone is high, he/ she will also get a high satisfactino.

Everyone has work motivation, but some people are more enterprising than others. Most people want to do hard work if they do not find any obstacle in realizing what they expect. As long as the desire to work is strong, the possibility to work consistently according to the work objective is bigger. Some others also like work motivation without expecting any reward, since they find pleasure and happiness to the situation and in solving difficult situations.

Wibisono (2013) states that piritual motivation in the field of muamalat is divine rule which administers the relation between humans and humans, also humans and things or materials. This muamalat motivation means administering humans need like primary needs (principal needs), secondary (pleasure) with the obligation to enhance the performance and primary needs (luxury) which is prohibited by Islam.

Work satisfaction of someone in working is very influenced by the encouragement inside human. That work satisfaction is an assessment of the feelings or attitudes of a person or employee towards his work and related to the work environment, type of work, compensation, relationships between co-workers, social relations at workplace and so on. A person who is not motivated in working cannot carry out his work wholeheartedly. This is what often makes someone unsuccessful in his career. Motivation can lead to high work satisfaction. The results of Komalasari's (2013) study concluded that spiritual motivation has a significant effect on work satisfaction.

Based on the argument above, it can be hypothesized that

H4: Spiritual motivation has a positive and direct influence on lecturers' performance.

Organization Commitmen and Work Satisfaction

Someone who is committed to the organization where he/ she work considers that working is not a burdensome, but something interesting to do. On that basis, organizational commitment will affect one's satisfaction at work. Organizational commitment is the attitude of employees who are interested in the goals, values and objectives of the organization as indicated by the existence of individual acceptance of the values and goals of the organization. In addition, organizational commitment is also marked by the willingness to work hard for the organization to make individuals feel at home and still want to survive in the organization for the achievement of the goals and sustainability of the organization. The desire to remain in the organization is motivated by job satisfaction. In other words, this is an attitude that reflects employee loyalty to the organization and the ongoing process by which members of the organization express their concern for the organization's success and progress.

Jex (2002: 131) argues that job satisfaction is related to workers' attitudes toward their work. This attitude takes place in cognitive and behavioral aspects. The cognitive aspect of job satisfaction is workers' beliefs about work and work situations: Those workers believe that their work is interesting, stimulating, boring or demanding.

The aspect of work behavior is the tendency of the workers' behavior towards their work which is shown through the completed work, continues to stay in his position, or works regularly and in a disciplined manner. The cognitive aspect of job satisfaction is the employee's beliefs about his work, namely the belief that the work is interesting, not interesting, many demands and so on. This cognitive aspect is not free from the affective aspect, which is strongly related to feelings of positive influence.

If someone's commitment is high then the performance will be better. While job satisfaction is the attitude of a person related to what he/she receives as a result of work that has been done. Therefore the higher the commitment of an employee to his organization, the higher one's satisfaction with his work will be.

The result of the study of Setiyawan (2009) concludes that organizational commitment has a positive and significant effect on job satisfaction. The higher the level of organizational commitment, the higher the level of job

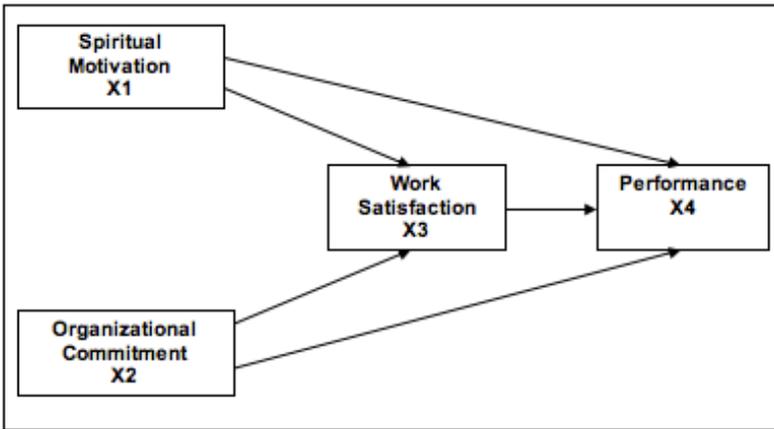
satisfaction will be. From the description of this matter, it can be assumed that

H5: Organizational commitment has a positive effect on performance.

RESEARCH METHOD

This research uses a quantitative approach, survey method and path analysis technique. The variables in the path analysis consists of exogenous and endogenous variables.

Picture 1. Research Constellation



Population and Sample

Population is a whole set of elements that we can be used to make conclusions (Cooper & Schindler,). The target population is a much larger population or much wider than the sample of population. Whereas affordable population is a measured population because it is limited by place and time. In this study, the target population was all lecturers from Batam University.

The determination of the sample in this study was carried out using the judgment sampling method. According to Cooper and Schindler, judgment sampling is a sampling technique that is based on the assessment of researchers that the sample is deemed appropriate and to meet certain criteria. In this study the sample chosen was all lecturers from Batam University. To determine the required sample size, the Slovin formula in Husein Umar is used as formulated below.

$$n = \frac{N}{1 + N \cdot e^2}$$

n = sample size

N = population size

E = the looseness of inaccuracy due to sampling errors that can be tolerated. The constant in this study was $e = 0.05$ or 5%.

Based on the available data, it is known that all lecturers in Batam University are 121 people. After calculating using the formula above, a minimum sample size found is $n = 92.89$ or rounded to $= 93$. To meet the adequacy of the data, then in this study there would be 93 respondents sampled, consisting of lecturers at the University of Batam .

Data Collection Technique

This study uses instrument for data collection. The research instrument was compiled and developed based on theoretical descriptions in the form of questionnaires. The instrument was tested before being used for research. The testing of the instrument includes a validity test and a reliability test. From the test, it was obtained valid and invalid instruments. the nvalid instruments were deleted.

RESULTS AND DISCUSSION

Hypothesis testing

In this study, the proven statistical hypotheses are: (1). The first hypothesis is that there is a positively direct influence of spiritual motivation variable (X1) on work satisfaction (X3). (2) The second hypothesis is that there is a positively direct influence on organizational commitment (X2) on work satisfaction (X3). (3). The third hypothesis is that there is a positively direct influence of spiritual motivation (X1) on performance (X4). (4). The fourth hypothesis is that there is a positively direct influence on organizational commitment (X2) on performance (X4). (5) The fifth hypothesis is that there is a positively direct influence of job satisfaction (X3) on performance (X4).

Hypothesis Testing

1. Hypothesis 1: Spiritual Motivation has a Positively Direct influ-

ence on Work Satisfaction

The research hypothesis to be tested was formulated into the following statistical hypothesis:

$$H_0: \beta_{31} \leq 0$$

$$H_1: \beta_{31} > 0$$

Based on sub-structure 1 test, the path coefficient (p_{31}) is 0.35 and the t-test value is 4.26. Because $t_{count} = 4.26 > t_{table} (0.05: 93) = 1.99$, H_0 is rejected and H_1 is accepted, the path coefficient (p_{31}) is significant.

This finding shows that spiritual motivation has a positively direct influence on work satisfaction. Spiritual motivation can lead to pleasure and happiness at work. The higher the spiritual motivation of lecturers, job satisfaction will increase. Based on this research, it can be explained that spiritual motivation is really needed by a lecturer to be able to achieve work satisfaction

2. Hypothesis 2: Organizational Commitment has a Positively Direct Impact on Work Satisfaction

The research hypothesis to be tested was formulated into the following statistical hypothesis:

$$H_0: \beta_{32} \leq 0$$

$$H_1: \beta_{32} > 0$$

Based on sub-structure 1 test, the path coefficient (p_{32}) is 0.43 and the t-value was 6.67. Because $t_{count} = 6.67 > t_{table} (0.05: 93) = 1.99$, H_0 was rejected and H_1 was accepted, the path coefficient (p_{32}) was significant.

This finding shows that organizational commitment has a positively direct effect on job satisfaction. This means that high or low job satisfaction can be explained by organizational commitment. Organizational commitment can grow when the expectations of lecturers can be fulfilled well by the organization. Furthermore, the fulfillment of these expectations results in work satisfaction.

3. Hypothesis 3: Spiritual Motivation Has a Positively Direct Effect on Performance.

The research hypothesis to be tested is formulated in the following statistical hypothesis:

$$H_0: \beta_{41} \leq 0$$

$$H_1: \beta_{41} > 0$$

Based on sub-structure 2 testing, the path coefficient (p_{41}) was 0.21 and the t-test value was 2.32. Because $t_{count} = 2.32 > t_{table} (0.05: 93) = 1.99$,

H0 was rejected and H1 was accepted, the path coefficient (p41) was significant.

This finding shows that spiritual motivation has a positively direct influence on performance. This means that high or low performance can be explained by spiritual motivation. Spiritual motivation is very influential in one's behavior in carrying out their duties and responsibilities. Good lecturers are able to work with high spiritual motivation to do their best in every task and responsibility so that what is done can improve performance.

4. Hypothesis 4: Organizational Commitment Has a Positively Direct Impact on Performance.

The research hypothesis to be tested was formulated into the following statistical hypothesis:

H0: $\beta_{42} \leq 0$

H1: $\beta_{42} > 0$

Based on sub-structure 2 testing, the path coefficient (p42) was 0.08 and the value of t was 0.98. Because $t_{count} = 0.98 < t_{table} (0.05: 93) = 1.96$, H0 was accepted and H1 was rejected, the path coefficient (p42) was not significant.

This finding shows that organizational commitment does not have a positively direct influence on performance. The result of this study indicates that there is no positively direct influence between organizational commitment and performance, but there are indirect influences on work satisfaction.

Based on research it is known that the majority of lecturers disagrees with the existing commitments. This gives an illustration that lecturers are still thinking of leaving the current organization and looking for a better organization.

5. Hypothesis 5: Work Satisfaction has a Positively Direct Influence on Performance.

The research hypothesis to be tested was formulated into the following statistical hypothesis:

H0: $\beta_{43} \leq 0$

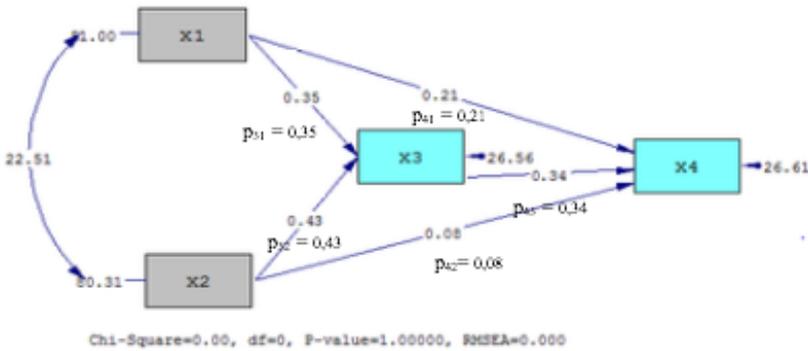
H1: $\beta_{43} > 0$

Based on sub-structure 2 testing, the path coefficient (p43) was 0.34 and the value of t was 3.26. Because $t_{count} = 3.26 > t_{table} (0.05: 93) = 1.99$, H0 was rejected and H1 was accepted, the path coefficient (p43) was

significant.

This finding shows that work satisfaction has a positively direct influence on performance. Work satisfaction received and felt by lecturer will affect the results obtained from his work. By obtaining work satisfaction of lecturers, both by giving appropriate salaries, work is given in accordance with their expertise, and relationships with superiors are well established, then this will improve performance.

The series of model analysis in the first model's sub structure and the second model's sub structure is a frame of reference in answering the proposed hypothesis as shown in Figure 2 below:



Picture 2. The Value of the path coefficient

Conclusion

After the discussion in the previous section, the following conclusions can be drawn:

1. There is a positively direct influence of spiritual motivation on work satisfaction. This means that if spiritual motivation is increased, work satisfaction will increase.
2. There is a positively direct influence on organizational commitment to work satisfaction. This shows that if organizational commitment is increased, work satisfaction will increase.
3. There is a positively direct influence of spiritual motivation on performance. This shows that if spiritual motivation is increased, then performance will also increase.
4. There is a positively direct influence of job satisfaction on performance. This means that if job satisfaction is increased, then performance will in-

crease as well.

The implications of this study can be explained as follows:

1. If spiritual motivation is increased, work satisfaction will also increase. Then to increase work satisfaction, it can be done by increasing spiritual motivation. This effort can be done through guidance of spiritual motivation to all lecturers by helping lecturers to keep trying to develop their abilities and return to their true identity. Guidance on spiritual motivation is done by empowering the potential in each lecturer, that God creates every human being accompanied by great potentials. Then, there must be an effort to increase the understanding of the religious values of lecturers in their work so that they can work more responsibly and enjoy their work as educators. These religious values can be done through spiritual motivational training that is able to change the mindset of lecturers from merely working to earning income to working as well as worship. To carry out this policy, Batam University already has a distinctive culture which is to assist orphans regularly every month. In addition, the university must also pay attention to fulfilling the needs of its lecturers.

2. If organizational commitment is increased, work satisfaction will increase. So, to increase work satisfaction, it can be done by increasing organizational commitment. These efforts can be done in various ways such as returning the values and goals of the organization as an institution for the development of human resources quality. In addition, there are policies made by organizations that aim to maintain the loyalty of lecturers so that they do not think of looking for other institutions in the long run. Then, from the lecturers' side, the attitude of responsibility for the work assigned to them must be developed and they are accustomed to the culture of trying and working hard.

3. If spiritual motivation is increased, then performance will also increase. So, to improve performance can be done by increasing spiritual motivation. This effort can be done periodically to maintain a stable spiritual motivation (*istiqomah*) through the creation of a religious work environment. All lecturers and staff work on the basis of beliefs and hold the religious values they believe. These religious values create a conducive work culture and keep lecturers away from things that are too materialistic. Spiritual motivation training is still being done to continuously im-

prove performance. Those all lead to an increase in lecturers' performance.

4. If work satisfaction is increased, then performance also increases. So, to be able to improve performance can be done by increasing job satisfaction. This effort can be done by creating an objective assessment system for lecturers, in this case lecturers are assessed based on the achievements created. Lecturers who have achievements, both on and off campus must be given serious attention. Objectivity means that the assessment is done honestly and not favoritism, so that there is no jealousy among lecturers. Job satisfaction can also be improved by creating a good and conducive work environment. Then, job satisfaction also needs to be improved through the improvement of the existing compensation system related to adjustments in the amount and timeliness of payments for compensation. Thus, the lecturers' satisfaction will continue to increase.

Suggestions

Referring to the conclusions and implications as explained above, the following can be recommended:

1. Batam University needs to develop human resource management related to the spiritual motivation of lecturers, organizational commitment of lecturers, work satisfaction and lecturer performance. The university needs to develop human resources on a regular basis in accordance with the vision and mission of the organization. Because with the development of lecturers, the understanding of lecturers' needs analysis can be used to create opportunities for organizational profit. Batam University also needs to change the current system of career promotion and development so that it is healthier, fairer and proportionate.

2. Evaluation of current conditions is needed to adjust to the initial purpose of forming the organization. Evaluation is carried out to determine the implementation of the values and objectives of the organization as an educational institution, whether it is appropriate as the initial goal or a shift, for example, to become a profit-oriented commercial institution. These evaluation indicators need to be made more transparent by involving lecturers and other stakeholders before making a decision.

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