

Determinants of Lecturer Performance Through Job Satisfaction at the State Polytechnic in Jakarta and Study Programs Outside the Main Campus (PSDKU) in Indonesia



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ABSTRACT: This study aimed to test and analyze the determinants of lecturer performance through job satisfaction at the State Polytechnic in Jakarta and Study Programs outside the Main Campus (abbreviated as PSDKU) in Indonesia through the variables of Organizational Commitment, Leadership Style, and Work Motivation. The type of research used is descriptive and verification, and the research method used is an explanatory method with survey research. The research subjects were civil servant lecturers or Government employees (abbreviated as PNS), while the research objects were the State Polytechnic in Jakarta and PSDKU in Indonesia. The sample in this research was 390 people. The questionnaire instrument is based on five variables, 18 dimensions, and 68 statement items. Test the validity of the data using product moment correlation and reliability using the Spearman-Brown formula. Data analysis used descriptive and structural equation models (SEM). The results of the study concluded that the variables of organizational commitment, leadership style, and work motivation were proven to have a positive and significant effect both partially and jointly on the job satisfaction of permanent civil servant lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia, with a value of f count (7.96) > f table (2.63) and the coefficient of determination (R^2) = 0.46 (46%). The variable of work motivation with the most reflective dimension is the dimension of physiological needs (PN) with a loading factor value of 0.88, especially with the salary indicator that I earn being able to meet the basic housing needs for my family (MK-2) with a loading factor value of 0.94. The variables of organizational commitment, leadership style, work motivation, and job satisfaction have been partially and jointly proven to have a positive and significant effect on the performance of permanent civil servant lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia with f count (5.24) > f table (2, 63) and the coefficient of determination (R^2) = 0.84 (84%). The variable of work motivation with the dimensions of physiological needs (PN) and the salary indicator that I get can meet the basic needs of a place to live for my family (MK-2) is the most dominant variable affecting the performance of permanent lecturers as PNS State Polytechnics in Jakarta and PSDKU in Indonesia. Another important finding in the results of this study is that the job satisfaction variable only acts as a partial mediating variable.

KEYWORDS: Organizational Commitment, Leadership Style, Work Motivation, Job Satisfaction, and Lecturer Performance.

INTRODUCTION

Along with the start of the era of the ASEAN Economic Community, better known as MEA, abbreviated by the foreign abbreviation AEC, which means the ASEAN Economic Community, Indonesia is facing challenges in the MEA era, coupled with the weakening economic conditions in Indonesia in 2016 until now. The Indonesian people are demanded can compete with other countries in achieving global market business competition, especially the AEC market.

The influence of the MEA era and world globalization, as well as the rapid flow of information, have extensively impacted the quality of human development throughout the world. People worldwide have prepared various ways, methods, and systems to deal with the problems of multiple changes and global challenges. The issues that often occur include needing to be able to mismanage running a business in aspects of human resources, production, finance, and marketing and always being up to date on technology and information continuously developing dynamically.

One of the roles of Higher Education (PT) is constantly trying various methods, methods, and systems built to increase and develop the potential of academic graduates to become quality human resources who face challenges in the MEA era in particular and globalization in general. The function and role of tertiary institutions in producing a ready-to-use workforce following the MEA and global market demand is the most significant contribution to the Indonesian nation from universities throughout Indonesia, both State Universities (PTN) and Private Universities (PTS).

This function and role, of course, requires that tertiary institutions must professionally manage tertiary institutions to produce graduates who are qualified and qualified and responsive to developments and demands of market needs, in this case, the

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world of work and business, what is needed and in a direction in facing competition with other countries others in the MEA and global markets. However, the problem is that labor users often complain that university graduates are of poor quality and lack character. This is because graduates tend to be less resilient, less honest, easily stressed, and have a low ability to communicate verbally. In other words, graduates who are amateurs, not yet professional, have an intense work ethic, and so on. The difficulty for graduates of higher education institutions in Indonesia to get a job can be seen in Indonesia's educated unemployment rate, which increases yearly. Based on data from the Central Statistics Agency (BPS) in August 2014, in Indonesia, there is 9.5 percent (688,660 people) of the total unemployed are university alums. They have a diploma, three or a bachelor's degree (S1).

To respond to the challenges of the global market as well as the AEC era and Revolution 4.0, which are increasingly competitive and full of dynamics, the Indonesian people, in this case, the local State Polytechnic, are highly demanded to have organizational resources such as physical, financial, human, technological and others. In particular, the existence of human resources within the government, in this case, the PSDKU educational institution as well as on the central campus at the State Polytechnic in Jakarta, should be the spearhead to be able to advance the organizational performance, which has an impact on increasing corporate competitiveness.

Lecturer performance has an impact on the performance of the Polytechnic. If the performance of the lecturer is good, it will result in good performance of the study program in particular and the version of the Polytechnic in general; conversely, if the lecturer's performance decreases, it will undoubtedly hurt the study program and the performance of the Polytechnic itself in producing quality graduates.

Based on initial observations and interviews with researchers at the Packaging Engineering Study Program, Graphic Engineering Department, Creative Media State Polytechnic and Marketing Management Study Program, Jakarta State Polytechnic Department of Business Administration, information was obtained that the performance of existing permanent lecturers tends to be not optimal in carrying out their duties as lecturers namely carrying out the Tri Dharma of Higher Education following the Law of the Republic of Indonesia Number 14 of 2015, concerning Teachers and Lecturers, CHAPTER V Article 60, In carrying out professional duties, lecturers are obliged, point a. carry out education, research, and community service; and f. maintaining and fostering the unity and integrity of the nation. Half of the PNS permanent lecturers have yet to be able to carry out the tri dharma of higher education properly.

The phenomenon that occurred was that all permanent PNS lecturers at the Jakarta Creative Media State Polytechnic, as well as the PSDKU Medan Campus and Makassar Campus, had carried out teaching. Still, only a tiny number conducted research and community service. This shows that the performance of PNS Permanent Lecturers has not met the established standards, namely carrying out the Tri Dharma of Higher Education with a workload of at least 12 (twelve) credits and a maximum of 16 (sixteen) credits in each semester following their academic qualifications with a minimum requirement of 1 (one) research title and 1 (one) community service activity title every year.

This is also the case with all permanent PNS lecturers who have taught at the Jakarta State Polytechnic, PSDKU Pondok Cabe Campus, and Jatiwaringin Campus. Still, only a tiny number have conducted research and community service. This shows that the performance of PNS Permanent Lecturers has not met the established standards, namely carrying out the tri dharma of higher education with a workload of at least 12 (twelve) credits and a maximum of 16 (sixteen) credits in each semester following their academic qualifications with a minimum requirement of 1 (one) research title and 1 (one) community service activity title every year. Many factors cause all PNS permanent lecturers not to carry out their performance correctly, one of which is suspected because PNS permanent lecturers tend to feel dissatisfied in carrying out many lecturer obligations but are not proportional to the consequences, rewards, and rewards obtained so that it is predicted to affect work motivation, work commitment, and leadership in the organization.

Job satisfaction is the dream of every individual who is already working. Each employee has a different level of satisfaction according to the values he adheres to. The more aspects of work that follow the wishes and needs of employees. This shows that the higher the lecturer's job satisfaction, the higher the performance, and vice versa—the lower the job satisfaction, the lower the commission. Job satisfaction has a more dominant influence than satisfaction is the general attitude of individuals towards their work. Someone with a high level of job satisfaction shows a positive attitude toward the creation, and someone dissatisfied shows a negative attitude toward his work. It means that the lecturers are satisfied or not with their work as lecturers will affect the performance. The more satisfied that is felt tends to show better performance and vice versa.

The author made initial observations on 26 lecturers from the Graphic Engineering Study Program and Packaging Engineering Study Program, Graphic Engineering Department, Creative Media State Polytechnic, Jakarta, as many as 26 permanent civil servant lecturers with job satisfaction variables in the form of the job itself, salary, comfort, rewards, opportunities for advancement, and interactions with co-workers. Based on the observation data, the following picture is obtained:

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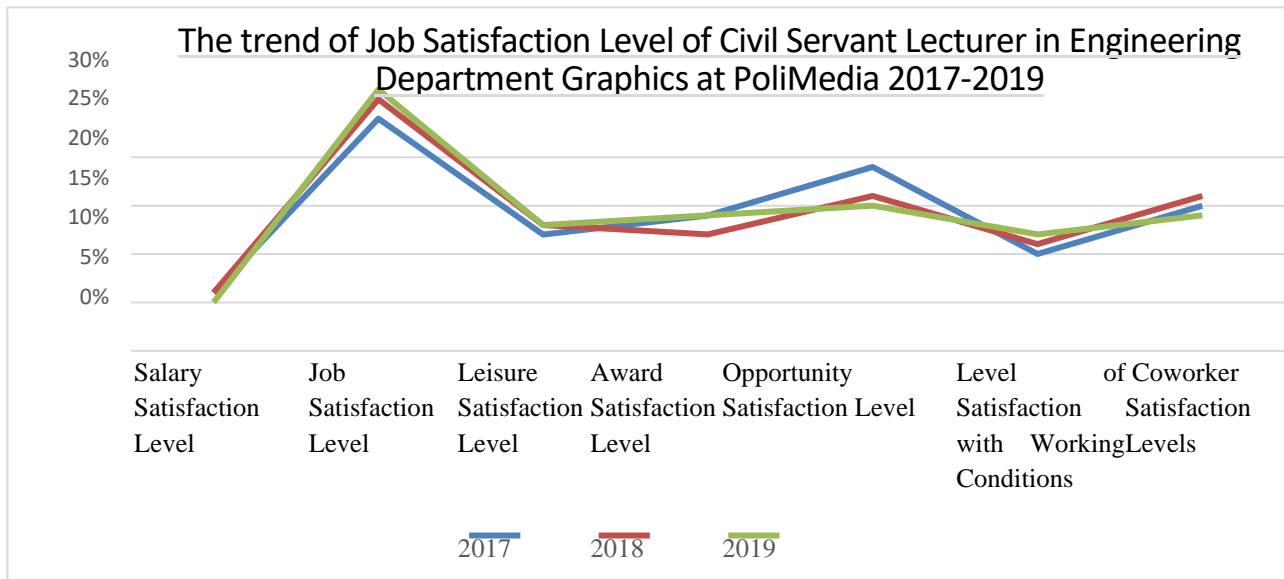


Figure 1. Level of Job Satisfaction for the Graphic Engineering Department at the Jakarta Creative Media State Polytechnic, data processed in 2019

Based on Figure 1, it can be seen that the job satisfaction of permanent PNS lecturers at the Department of Graphic Engineering, Jakarta Creative Media State Polytechnic, the lowest level of job satisfaction for lecturers because the salary received occupies the highest rank for dissatisfaction with the pay, only 6% in 2017, 6% in 2018, and decreased by 5% in 2019, while job satisfaction which occupies the highest satisfaction ranking is the job as a lecturer itself by 24% in 2017, 26% in 2018, and 27% in 2019, meaning that lecturers are dissatisfied for the compensation received in the form of a salary that is not following the work that is classified as having a very high level of obligation, it is alleged that regulations on procedures for increasing the welfare of lecturers as teaching staff are difficult to obtain with the mechanism of the lecturer certification exam which is said to be very difficult compared to non-lecturers/staff education. The salary comparison between PNS lecturers who are not yet professionally certified and non-PNS lecturers is two times as because non-lecturers get an increase in welfare in the form of performance allowances automatically from performance calculated based on the success of the performance target/agreement of the institution's performance stipulated by the ministry, which is usually assessed from the absorption capacity of the budget and the target of Non-Tax State Revenue (PNBP).

Referring to the survey results of the Internal Supervisory Unit (SPI) of the State Polytechnic of Creative Media (PoliMedia) per semester for 3 (three) years from 2016 to.d. 2018 are as follows:

Table 1 Lecturer Attendance of State Polytechnic of Creative Media Main Campus Jakarta, PSDKU-Medan, and PSDKU-Makassar in 2016-2018

No	Year	Attendance Rate (%)				Index
		Present		Not present		
		Semester I	Semester II	Semester I	Semester II	
1	2016	90,2	89	9,8	11	-1,3
2	2017	86	88	14	12	-3,4
3	2018	86	87	14	13	-2,3

Source: Creative Media State Polytechnic Internal Monitoring Unit processed, 2018

Based on data from Table 1, it can be seen that lecturer attendance has decreased, which fluctuated, resulting in poor lecturer performance. This shows that the level of attendance of lecturers is getting lower, and the level of job satisfaction of lecturers at the Jakarta Creative Media State Polytechnic, PSDKU Medan, and PSDKU Makasar is getting lower. Robbins and Judge (2015: 98) state that there are several employee responses to dissatisfaction: exit, voice, loyalty, and abandonment. According to the Big Indonesian Dictionary (KBBI), Neglect means negligence/carelessness or ignoring. It can be concluded that lecturers who ignore their assignments suggest they are negligent or ignore their obligations in carrying out the Tri Dharma of Higher Education.

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Based on the above data, the performance of faculty members and the satisfaction of permanent students working as civil servants at the State Polytechnic in Jakarta and PSDKU in Indonesia still needs to improve and needs serious attention. This is empirically seen from the not-yet maximal implementation of Tri Dharma in higher education by permanent civil servant lecturers following Law No. 14 of 2015, the level of absenteeism, negligence in duties, and teacher salary at the Indonesian Polytechnic in Jakarta and PSDKU in Indonesia are mentioned above.

Another factor that causes low student job satisfaction at the Indonesian Polytechnic in Jakarta and PSDKU in Indonesia is suspected to be the joint organizational commitment of the faculty members themselves. Robbins and Judge (2015: 75) stated that employee job satisfaction significantly affects their desire to be committed and provide the best performance for the organization where they work. Because of that, to make the research more focused, the writer limits this research with the limitations of low organizational commitment problems, weak leadership style, low motivation, and low student work motivation, which indicates low job satisfaction among permanent civil servants because that's why the result of organizational, i.e., Idosen's performance is still low.

LITERATURE REVIEW

One of the goals of the organization is the achievement of individual commitment. In this case, is called employee commitment in the framework of the triumph of organizational goals must be seen as an aspect that is formed by a motivation to get a better future with the organization it enters, in which understanding of commitment within oneself employees must refer to its commitment to the vision and mission that has been outlined by the organization, whether it is a commitment to the organization or the unit where he works. According to Gibson's opinion, Donnely and Ivancevich (in Roka'in, 2015), someone with a strong commitment can give positive norms. On the other hand, someone who does not have a strong commitment will show harmful models to his organization. Some examples of standards for organizations include attendance levels, respect for superiors and interacting honestly with them, resisting violence with dishonesty, delaying work and expecting fair rewards, and others.

According to Greenberg and Baron in Husen (2013), Employees who have high organizational commitment are more stable and more productive, so in the end, they are also more profitable for the organization. Likewise, according to Mowday, Porter, and Steers in Husen (2013), "Employees who have high organizational commitment will be more motivated to attend the organization and try to achieve organizational goals, as well as a high level of speed in working."

Apart from that, the low job satisfaction and performance of lecturers at the Indonesian Polytechnic in Jakarta and PSDKU in Indonesia is suspected to be due to the low motivation of the lecturers themselves. According to Yunus, Alamsyah and, Bachri, Ahmad Alim (2013), the results of this research partially show that work discipline has a positive and significant effect on job satisfaction, the motivating variable has a positive and significant effect on job satisfaction, and the variable has a positive and significant impact on job satisfaction. The results of this study simultaneously show that the variables of work discipline, motivation, and leadership have a positive and significant effect on job satisfaction. Variables of motivation are measured by indicators of appreciation, creativity in work, work conditions, company policies, and responsibility have a significant effect on job satisfaction. Of the three independent variables studied, the variable with the most influential/dominant influence is the motivation variable, with a regression coefficient of 0.464 or 46.4 % on job satisfaction compared to the other two independent variables.

Motivation variables are measured with physiological needs, security, social recognition, and self-actualization indicators that significantly affect job satisfaction. According to Masyjui (2005), this study's results show that employees' work motivation at the National Education Office in the Grobogan Regency is still included in the low category. This is shown from the effects of data analysis that t counts $>$ t table, equal to $(2.729 > 2.00)$, and the partial contribution is equal to 32.5 i%. Meanwhile, the discipline variable for employees at the National Education Office still belongs to the low category. This can be shown from the data analysis t count $>$ t -table $(2.206 > 2.00)$, and the partial contribution is 26.8 %.

This is similar to the research results according to Trouga, The Conian, and Le, Quang Duc (2020), "The results are how it is x factor positively impact Emotional Intelligence. Emotional Intelligence positively and positively impact a Lawyer's Motivation and Performance. At the same time, a Lawyer's Motivation has a statistically significant positive impact on a Lawyer's Performance. Finally, the results of multigroup testing between male and female lawyers are statistically different. From the research results, we propose a few solutions to improve motivation and work efficiency for lawyers in Vietnam". The results of the H6 study show that the motivation of lawyers has a statistically significant positive impact on the performance of lawyers.

In connection with the above ideals, work motivation is a critical issue in an educational institution. Besides being able to increase job satisfaction, it can also improve the performance of permanent students and organizations, so that the ability of management to provide motivation will significantly determine success or failure in the process of achieving goals in educational institutions, in this case, the achievement of dreams is the creation of graduates who are competitive and are needed in the world of industry and the world of work.

Based on the initial survey observations, 47 respondents with multiple linear regression methods on physiological needs, safety needs, social needs, esteem needs, and self-actualized effect of PNS permanent job satisfaction PNS in state Polytechnic in

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Jakarta got regression equation $Y = +1,823x_2 + 1,378x_3 - 0,054 - 0,653 + e$. This is the result of positive influence that is very dominant, namely social needs on job satisfaction.

Another factor is the low level of work satisfaction and performance of lecturers at the Indonesian Polytechnic in Jakarta and PSDKU in Indonesia, which is suspected to be due to weak leadership styles toward their subordinates. According to Tanor, Gabriella A.L. (2016), the results of his research stated that leadership style has a significant effect on employee performance. The variable of leadership style is measured with an indicator of the class of democratic leadership. In making final decisions, always include team members in making decisions. This encourages creativity, and other people are often involved in activities and making decisions. Team members tend to have high job satisfaction and productivity, but this style is only sometimes practical. This style could be more effective when you need to make quick decisions.

According to Ismail, Hasan, and, Rahmawati (2014), the results of the research show that leadership style and work motivation both partially and simultaneously have a positive and significant effect on employee job satisfaction. Based on the results of this research, the implications for management are to increase employee confidence in their leadership and motivate employees to increase employee job satisfaction and achieve institutional goals.

According to Karisoh (2016), the results of this study show that leadership style significantly influences employee performance. Meanwhile, the performance of employees is also influenced by the work environment and employee involvement. Management Bank Mandiri Manado area should apply an ideocratic leadership style for employees and involve them in making decisions. To create a conducive work environment and leaders become more productive. Meanwhile, employees are striving to continue to do their best and motivate one another and make them feel valued to improve their performance.

According to Bastaria, Eliyanab, and Wijayanti (2020), the research results can be as follows: "The work uses path analysis, and the results show that transformational leadership had a significant effect on employees' job performance with job motivation as an intervening variable. Employees' job motivation also had a significant influence on employees' job performance". Alia, Jangгаа, Ismailia, Kamala, and Nazri (2015), the results of this research can as follows, "The strong is a significant relationship between leadership style and quality work culture is hows it that transactional leadership style possessed by the majority of leaders influence it the level of quality work culture. The paper hopes to improve the quality of work culture by identifying the prominent leadership style practiced by financial institutions".

In addition to leadership style, organizational commitment, and work motivation which are suspected to be factors that influence the job satisfaction of permanent PNS employees who have an impact on student performance, other factors allegedly affect job satisfaction and performance of permanent PNS lecturers. According to Tanor (2016), leadership style significantly affects employee performance. In addition to that, work and environmental factors have a substantial impact on employee performance. Likewise, according to Yunus and Bachri (2013), this research partially shows that work discipline has a positive and significant effect on job satisfaction.

Meanwhile, according to Lilawati and Mashari (2010), the results of the research can be as follows, the results of the study sourced from data processing show a medium positive relationship between work satisfaction on lecturer performance, in addition to being variable lecturer job satisfaction variable, i.e., job competence has a significant effect on it docent. Then according to Karisoh (2016), this research shows that leadership style significantly influences employee performance. Meanwhile, the performance of employees is also influenced by the work environment and employee involvement. In addition to leadership styles, according to the results of research by Suparman (2007), these empirical findings indicate that to fulfill and increase job satisfaction of employees within the environment, each organizational unit needs to pay attention to the role of leadership, which has a significant influence on job satisfaction and performance. According to Sukendar (2013), it was found that there is a positive influence of the leadership skills of the principal of the school on teacher performance.

METHOD

According to the research purpose, this type of research is included in the descriptive and verified analysis, so the research method used is the explanatory survey method. The variables used in this research are Organizational Commitment (X_1), Leadership Style (X_2), and Work Motivation (X_3) as independent variables. The intervening variable (Y) is job satisfaction, and the separate or independent variable (Z) is the performance of the permanent PNS. Data collection techniques used questionnaires distributed to 390 lecturers as samples in this study. While the data analysis technique uses Structural Equation Modeling (SEM).

RESULT AND DISCUSSIONS

Based on the results of the testing and discussion, it was obtained that all hypotheses were proven to be accepted. The effects of testing hypotheses and debate can be summarized briefly as follows:

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Table 2 Summary of Test Results and Discussion

NO	PATH	Path Coefficient	T count F count	T tabel F tabel	Conclusion
H1	KO -----KK	0,16	2,73	1,96	H1 Accepted
H2	GK ----- KK	0,20	2,68	1,96	H2 Accepted
H3	MK ----- KK	0,38	4,69	1,96	H3 Accepted
H4	KO,GK,MK -KK	-	7,96	2,63	H4 Accepted
H5	KO -----KD	0,32	6,65	1,96	H5 Accepted
H6	GK ----- KD	0,19	3,18	1,96	H6 Accepted
H7	MK ----- KD	0,34	5,17	1,96	H7 Accepted
H8	KK -----KD	0,22	4,94	1,96	H8 Accepted
H9	KO,GK,M---KD	-	5,24	2,63	H9 Accepted

Source: processed primary data, 2022

Based on the table ideals of the nine hypotheses proposed in this research, all of them can be accepted either directly or indirectly, while the results of the structural equation of the research variables can be seen from the output of LISRELL, 8.70 in the structural equation as follows:

Sub-Structure Equation 1

$$KK = 0.16*KO + 0.20*GK + 0.38*MK, \text{ Errorvar.} = 0.54, R^2 = 0.46$$

(0.060)	(0.076)	(0.082)	(0.068)
2.73	2.68	4.69	7.96

Sub-Structure Equation 2

$$KD = 0.22*KK + 0.32*KO + 0.19*GK + 0.34*MK, \text{ Errorvar.} = 0.16, R^2 = 0.84$$

(0.045)	(0.048)	(0.059)	(0.066)	(0.030)
4.94	6.65	3.18	5.17	5.24

In the structural issue equation 1, i.e., employee satisfaction with permanent PNS is significantly and positively influenced by organizational commitment, i.e., leadership style and work motivation. The contribution of these three variables to job satisfaction is 46 %, so there is still 54% other factor that influences job satisfaction, but in this study, it was not examined.

For the structural issue equation 2, i.e., the performance of the permanent employee of the civil servant is significantly and positively influenced by organizational commitment, leadership style, work motivation, and job satisfaction. The four variables' contribution to the lecturers' performance is 84%, so there is still 16% of other factors that affect the performance of the PNS permanent lecturers. Still, in this study, they were not researched.

Table 3. Direct and Indirect Influence

X's influence on Y	Direct	Indirect Through Job Satisfaction	Conclusion
Organizational Commitment to the Performance of Civil Servant Lecturers	$0,32^2 = 0,102$	$0,16 \times 0,22 = 0,035$	D>ID (not mediated by job satisfaction)
Leadership Style on the Performance of Civil Servant Lecturers	$0,19^2 = 0,036$	$0,20 \times 0,22 = 0,044$	ID (mediated by job satisfaction)
Work Motivation on the Performance of Civil Servant Lecturers	$0,34^2 = 0,116$	$0,38 \times 0,22 = 0,084$	D>ID (not mediated by job satisfaction)

Processed primary data sources, 2022

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Based on the direct and indirect influence test in the table above, it can be said that job satisfaction does not act as a mediator for the two exogenous variables in influencing the performance of permanent civil servant lecturers, namely organizational commitment and work motivation, meaning that the two independent variables directly affect the performance of permanent civil servant lecturers. This shows that PNS permanent lecturers prefer to improve organizational commitment rather than job satisfaction to improve the performance of PNS permanent lecturers. Whereas in the leadership style on the performance of civil servant permanent lecturers, job satisfaction acts as a mediator where leadership style can improve the performance of civil servant permanent lecturers if the lecturer has job satisfaction. Therefore efforts to improve the performance of PNS permanent lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia should first increase organizational commitment to improving the performance of PNS permanent lecturers, as well as the work motivation of PNS permanent lecturers, that PNS permanent lecturers prefer to improve work motivation first rather than job satisfaction to improve the performance of PNS permanent lecturers.

Based on the results of hypothesis testing and discussion of the theories in the previous chapters, the discussion of interpretation is carried out as follows:

The Effect of Organizational Commitment on Job Satisfaction of Civil Servant Lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia

Based on the research results, the estimated value/correlation coefficient of the influence of organizational commitment on lecturer job satisfaction is 0.16. Meanwhile, the results of the study show that the value of t value is $2.73 > 1.96$, so H_0 is rejected, and H_1 is accepted, which means that there is a positive and significant influence on Organizational Commitment (X1) on Job Satisfaction with Permanent Lecturer for Civil Servants (Y1) at the State Polytechnic in Jakarta and PSDKU in Indonesia.

Organizational commitment is a form of responsibility, attachment, and a sense of belonging to an employee, in this case, a permanent civil servant lecturer, for the success and progress of his workplace. Civil servant lecturers who are older, have worked for more than four years, and have a high need for achievement are most likely to have high organizational commitment. These findings indicate that organizational commitment can directly improve the performance of PNS permanent lecturers. It can be understood that organizational commitment is an attitude that reflects the quality of employees in the organization and is an ongoing process in which members of the organization express their concern for the organization and its success and sustainable progress.

Robbins (2015: 75) defines organizational commitment as an event where an individual is very interested in the goals, values, and goals (goals and values) of the company/institution where he works. Commitment is more than just membership because commitment includes a pleasant attitude (desire) on the company's part and a willingness to improve performance (to display effort) for the organization's benefit. This definition states that organizational commitment is the employee's desire to remain in the organization. Thus employee commitment to the organization can be interpreted as employee partiality to the organization that employs them. Organizational commitment comes from employees completing various tasks, responsibilities, and authorities supported by their motivation (Robin in Harahap, 2015).

The dimension of organizational commitment that has the most dominant influence is the dimension of the desire to maintain membership in the organization, with a loading factor value of 0.89 as measured by the enjoyment of work indicator (KO-5) with a loading factor value of 0.87. This indicates that by enjoying the work of a civil servant permanent lecturer, he can complete various jobs, responsibilities, and authorities. Enjoying work is more than just membership for PNS permanent lecturers. But includes the company's pleasant attitude (desires) and the willingness of PNS permanent lecturers to improve performance (to display effort) for the organization's benefit.

The results of previous research also provide evidence that organizational commitment influences job satisfaction. The study results that support this are research conducted by Locke and Baum (2007), obtained as follows "Research results support all hypotheses. The strength of the relationship between organizational commitment and job performance decreases significantly when job satisfaction is added to the model, indicating a mediating role of job satisfaction." Accordingly, organizational commitment has a positive impact on job satisfaction; Job satisfaction has a positive effect on job performance when organizational commitment is controlled.

The Influence of Leadership Style on Job Satisfaction of Civil Servant Lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia

Based on the research results, the estimated value/correlation coefficient of the effect of leadership style on lecturer job satisfaction is 0.20. Meanwhile, the results of the study showed that the t-value was $4.69 > 1.96$, so H_0 was rejected, and H_1 was accepted, which means that there is a positive and significant influence of leadership style (X2) on Job Satisfaction with Permanent Lecturers for Civil Servants (Y1) at the State Polytechnic in Jakarta and PSDKU in Indonesia.

Leadership style is a way for leaders to influence their subordinates so they want to work together and work productively to achieve organizational goals. Leadership style shows, directly or indirectly, a leader's belief in the abilities of his subordinates, meaning that leadership style is behavior and strategy as a result of a combination of philosophies, skills, traits, and attitudes, which

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are often applied by a leader when trying to influence the performance of his subordinates. Leadership style is a way for leaders to influence their subordinates so they want to work together and work productively to achieve organizational goals (Hasibuan 2013: 33).

The dimension of leadership style with the most dominant influence is the Individual Considerant (IC) dimension with a loading factor value of 0.90 as measured by the indicator being able to become an advisor to his subordinates (GK-13) with a loading factor value of 0.83. This indicates that a leader's style as an advisor to permanent civil servant lecturers can lead to a sense of satisfaction. The dimension that best reflects job satisfaction is promotion because it has a loading factor value of 0.98, with an open opportunity indicator for promotion/job advancement with a loading factor of (0.83). The leadership's transformative behavior pattern in stimulating, motivating, promoting, and developing permanent civil servant lecturers to achieve the goals of the State Polytechnic institutions in Jakarta and PSDKU in Indonesia. A transformational leadership style is essential and needed. Organizations need the vision, drive, and commitment formed by transformational leaders. The transformational leadership style is more robust in using ideas and inspiration in its approach. It communicates vision and goals clearly and readily accepted, so members can identify and manage to influence their followers strongly. The transformational leadership style seeks to use the concept and identification of goals and sources of motivation to build a sense of belonging as part of a group member rather than giving credit for a result achieved and involving the group in the decision-making process. The results of previous research also provide evidence that leadership style influences job satisfaction. The results of the supporting study are research conducted by Ismail and Rahmawati (2014), showing that leadership style and work motivation partially or simultaneously have a positive and significant effect on employee job satisfaction. Based on the results of this study, the implications for management are to increase employee confidence in their leaders and employee motivation so that they can increase employee job satisfaction and institutional goals can be achieved.

The Influence of Work Motivation on Job Satisfaction of Civil Servant Lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia

Based on the research results, the estimated value/correlation coefficient of the influence of work motivation on lecturer job satisfaction is 0.38. Meanwhile, the results of the study show that the t value is $4.69 > 1.96$, so H_0 is rejected, and H_1 is accepted, which means that there is a positive and significant influence on Work Motivation (X3) on Job Satisfaction with Permanent Lecturer for Civil Servants (Y1) at the State Polytechnic in Jakarta and PSDKU in Indonesia.

Motivation is a process of influencing or pushing from the outside towards a person or workgroup so that they want to carry out something that has been determined. Motivation can also be interpreted as a driving force intended as a natural urge to satisfy and maintain life. Work motivation is a crucial factor in carrying out a job. Work motivation in the form of feelings or desires and desires that encourage permanent civil servant lecturers to behave and act in achieving individual goals and the goals of the State Polytechnic institutions in Jakarta and PSDKU in Indonesia. Differences in motivation make everyone behave and react differently to a type of work.

Work motivation that is well implemented in the organization in carrying out a job certainly makes people behave or react well at work following this good motivation. Motivation is a willingness to make high-level efforts to achieve organizational goals, conditioned by the ability of these efforts to satisfy the needs of several individuals (Robbins and Coulter, 2007: 129).

Work Motivation (MK) contributes to job satisfaction (KK). Work motivation has been shown to have a positive and significant effect on the job satisfaction of permanent civil servant lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia, partially with a regression coefficient/path value of 0.38, while the t-value is 4.69. The t value is $4.69 > 1.96$, and the coefficient of determination shows 0.38 (38%). The dimension that reflects the most is the dimension of physiological needs (PN) with a loading factor value of 0.88, especially with the salary indicator that I get able to meet the basic needs of a place to live for my family (MK-2) with a loading factor value of 0,94. This indicates that work motivation with physiological conditions (PN) and an indicator of the level of work discipline is a motive that can increase the job satisfaction of civil servant lecturers. In contrast, the dimension that most reflects job satisfaction is promotion because it has a loading factor value of 0.98, with an open opportunity indicator for promotion/work advancement.

Previous research results also prove that work motivation influences job satisfaction. Supporting research results is research conducted by Yunus and Bachri (2013) and Masyjui (2005), which show that work motivation has a positive and significant effect on job satisfaction.

The influence of organizational commitment, leadership style, and work motivation jointly affect the job satisfaction of permanent civil servant lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia

The regression equation is based on the research results with a calculated f value of 7.96. In contrast, the f table value is used $\alpha = 5\%$ with degrees of freedom $df = (k-1)$ and $(n-k)$, then with three independent variables and a sample of 390, the f table value is obtained equal to 2.63, so that f count ($7.96 > 2.63$). This means that there is a positive and significant influence of organizational commitment, leadership style, and work motivation on the job satisfaction of permanent civil servant lecturers at the

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State Polytechnic in Jakarta and PSDKU in Indonesia.

The organizational commitment of a permanent PNS lecturer who has an attachment to where he works, a leadership style that is applied correctly by being an advisor to a permanent PNS lecturer, and work motivation with physiological needs (PN), especially with the indicator of the salary I get can meet the needs a primary place of residence for families (MK-2) can increase the job satisfaction of civil servant permanent lecturers.

The Effect of Organizational Commitment on the Performance of Civil Servant Lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia

Based on the research results, the estimated value/correlation coefficient of the effect of organizational commitment on lecturer performance is 0.32. Meanwhile, the results of the study show that the t value is $6.65 > 1.96$, so H_0 is rejected, and H_1 is accepted, which means that there is a positive and significant influence on Organizational Commitment (X1) on the performance of permanent civil servant lecturers (Y2) at the State Polytechnic in Jakarta and PSDKU in Indonesia.

The organizational commitment that is well implemented in an organization can increase enthusiasm for work and enjoy work. Organizational commitment can directly improve the performance of civil servant lecturers. It can be understood that organizational commitment is an attitude that reflects the quality of employees in the organization and is an ongoing process in which members of the organization express their concern for the organization and its success and sustainable progress.

The study's results support this research conducted by Suparman (2007). The empirical findings obtained indicated that organizational commitment affects the level of employee performance. The results of the previous study also provide evidence that organizational commitment influences performance.

The Influence of Leadership Style on the Performance of Civil Servant Lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia

Based on the research results, the estimated value/correlation coefficient of the effect of leadership style on lecturer performance is 0.19. Meanwhile, the results of the study show that the t value is $3.18 > 1.96$, so H_0 is rejected, and H_1 is accepted, which means that there is a positive and significant influence of leadership style (X2) on the performance of permanent civil servant lecturers (Y2) at the State Polytechnic in Jakarta and PSDKU in Indonesia.

Leadership style shows, directly or indirectly, a leader's belief in the abilities of his subordinates, meaning that leadership style is behavior and strategy as a result of a combination of philosophies, skills, traits, and attitudes, which are often applied by a leader when trying to influence the performance of his subordinates. The more a good leadership style is used by its employees, the performance of its subordinates will increase.

The results of previous research also provide evidence that leadership style influences performance. The results of Tanor (2016), stated that leadership style significantly affects employee performance. The study's results support this research conducted by Karisoh, which shows that leadership style significantly affects employee performance.

The Influence of Work Motivation on the Performance of Civil Servant Lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia

Based on the research results, the estimated value/correlation coefficient of the influence of work motivation on lecturer performance is 0.34. Meanwhile, the results of the study show that the t value is $5.17 > 1.96$, so H_0 is rejected, and H_1 is accepted, which means that there is a positive and significant influence on work motivation (X3) on the performance of permanent civil servant lecturers (Y2) at the State Polytechnic in Jakarta and PSDKU in Indonesia.

Work motivation with the dimensions of physiological needs (PN) with a loading factor value of 0.88, especially with the salary indicator that I earn being able to meet the basic needs of a place to live for my family (MK-2) with a loading factor value of 0.94 is a motive key in improving lecturer performance. Motivation is a process of influencing or pushing from the outside towards a person or workgroup so that they want to carry out something that has been determined. Motivation can also be interpreted as a driving force intended as a natural urge to satisfy and maintain life.

Work motivation is a crucial factor in carrying out a job. Work motivation in the form of feelings or desires and desires that encourage permanent civil servant lecturers to behave and act in achieving individual goals and the goals of the State Polytechnic institutions in Jakarta and PSDKU in Indonesia. Differences in Motivation make everyone behave and react differently to a type of work.

Motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. Mangkunegara (2013) states: "Motivation is formed from the attitude (attitude) of employees in dealing with work situations in the company (position). Employees' positive attitude towards work situations strengthens their work motivation to achieve maximum performance. The results of previous research also provide evidence that works motivation influences performance. The results of the supporting study are research conducted by Sukendar (2013); teacher work motivation positively

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influences teacher performance.

The Effect of Job Satisfaction on the Performance of Civil Servant Lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia

Based on the results of this research, the estimated value/correlation coefficient of the effect of job satisfaction on lecturer performance is 0.22. Meanwhile, the results of the study showed that the t-value was $4.94 > 1.96$, so H_0 was rejected, and H_1 was accepted, which means that there is a positive and significant effect of Job Satisfaction (Y1) on the performance of permanent lecturers of civil servants (Y2) at the Indonesian Polytechnic in Jakarta and PSDKU in Indonesia.

Satisfaction is supposed to be an appetite, but here satisfaction refers to a person's attitude toward his work. A person who shows high attitudes and motivation toward work is usually based on increased job satisfaction. On the other hand, workers who do not get job satisfaction tend to cause psychological problems, which result in negative attitudes, such as frustration and failure to achieve.

An employee's job satisfaction depends on the employee's characteristics and the situation at work. Each employee will have a different level of satisfaction according to the value system that applies within themselves. The more aspects of the job that match the interests and expectations of the employee, the higher the level of satisfaction he feels and vice versa. A person with high job satisfaction will show a positive attitude toward his job. In contrast, someone dissatisfied will deliver a negative attitude towards the job itself (Robbins, 2007).

According to Hidayati and Syamyudi (2017), job satisfaction is employees' feelings about the condition where they work at the moment. In this case, what is meant by this attitude are things related to work, along with specific factors, such as supervision/supervision, salary, allowances, opportunities to get promotions or raises, conditions of employment, work experience, and social relations at work: good service, fast resolution of complaints, and good treatment from the leadership towards employees. Job satisfaction is a feeling the employee or employee has towards their work. In this case, it is a general attitude towards the job based on an assessment of the aspects of the job. A person's attitude towards work describes pleasant and unpleasant experiences and hopes for the future.

The results of previous research also provide evidence that job satisfaction affects performance. The study's results that support this are the research conducted by Hartanto (2014), another factor affecting employee performance is job satisfaction. Several things are related to the job satisfaction of employees who need to get attention, namely the fact that people are not placed in their places, that is, they are not following job analysis or job analysis, promotion systems are not following applicable procedures, fellow employees work frequently and are not helping each other and lack. This award is given to employees who have good performance. Job satisfaction impacts work productivity or performance, employee turnover, absenteeism, and other effects.

Results of the research by Parvin (2012), the study was conducted on pharmaceutical companies in Bangladesh by using the descriptive research design and survey methods by examining the level of job satisfaction of employees by using indicators of work conditions, salary, promotion, fairness, job security, co-workers and supervision issues. The results of this study show that all of these factors significantly influence the job satisfaction of employees in the pharmaceutical industry in Bangladesh.

The influence of organizational commitment, leadership style, and work motivation jointly affect the performance of PNS permanent lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia

The regression equation is obtained based on the research results with a calculated f value of 5.24. In contrast, the f table value is used $\alpha = 5\%$ with degrees of freedom $df = (k-1)$ and $(n-k)$, then with three independent variables and a sample of 390, the f table value is obtained of 2.63, so that $f \text{ count } (5.24) > f \text{ table } (2.63)$. This means that there is a positive and significant influence of organizational commitment, leadership style, and work motivation on the performance of permanent civil servant lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia. The corporate responsibility of a civil servant permanent lecturer who has an attachment to where he works, a leadership style that is applied correctly by being an advisor to his subordinates, a civil servant permanent lecturer and work motivation with physiological needs, the salary I get can meet the basic needs of a place to live for the family, can improve performance civil servant lecturer.

CONCLUSIONS

Based on the grand problems found in the research objects in this study, several ways can be put forward to improve the performance of permanent civil servant lecturers, including 1) In the structure equation 1, it is found that to increase job satisfaction of permanent civil servants servant lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia, especially the promotion dimension (PRO) with the open opportunity indicator for job promotion/advancement (KK-10) is determined by the variable work motivation which is dominant among other exogenous variables with the dimension of physiological needs (PN) with a loading factor value of 0.88, especially with the salary indicator that I can meet the basic needs of a place to live for the family (MK-2) with a loading factor value of 0.94 in achieving job satisfaction. The contribution of the three exogenous variables, namely organizational

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commitment, leadership style, and work motivation, is 46%, and the rest is contributed by other variables not observed in this study; 2) In structure equation 2, it is found that to improve the performance of permanent civil servant lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia, especially the dimensions of the quantity of work with the indicator of the suitability of the lecturer's workload of 12 credits, it is determined by the variable work motivation which is dominant among other exogenous variables with dimensions of physiological needs (PN) with a loading factor value of 0.88, especially with the salary indicator that I get can meet the basic needs of a place to live for the family (MK-2) with a loading factor value of 0.94 in achieving lecturer performance. The contribution of the four exogenous variables, namely organizational commitment, leadership style, work motivation, and job satisfaction, is 84%. The rest is contributed by other variables not observed in this study. Based on the direct and indirect influence test in the table above, it can be said that job satisfaction does not act as a mediator for the two exogenous variables in influencing the performance of permanent civil servant lecturers, namely organizational commitment and work motivation, meaning that the two independent variables directly affect the performance of permanent civil servant lecturers. This shows that civil servant permanent lecturers prefer to improve organizational commitment rather than job satisfaction to improve the performance of civil servant permanent lecturers. Therefore efforts to improve the performance of civil servants permanent lecturers at the State Polytechnic in Jakarta and PSDKU in Indonesia should first increase organizational commitment to improving the performance of civil servants permanent lecturers, as well as the work motivation of civil servants permanent lecturers, that civil servants permanent lecturers prefer to improve work motivation first rather than job satisfaction so that they can improve the performance of civil servants permanent lecturers. Whereas in the leadership style on the performance of civil servant permanent lecturers, job satisfaction acts as a mediator where leadership style can improve the performance of civil servant permanent lecturers if the lecturer has job satisfaction.

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