Study of Spiritual Motivation and Values on Organizational Performance Through Commitment Formation to L2DIKTI Lecturers Region IX Sulawesi

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Abstract: Organizational performance is a subjective perception of reality, which accounts for much of the critical reflection on the concept and its measurement tools (Lebas, 1995; Wholey J., 1996). Measurable repetitive activities help to utilize processes for organizational success in order to ensure performance levels and management to make informed decisions where, if needed, in the process for action to improve performance (Georgopoulos, 1957; Robbins, 1987). how the magnitude of the influence of intrinsic motivation, extrinsic motivation and spiritual values on organizational performance through organizational commitment to L2DIKTI lecturers Wialyah IX Sulawesi.In this study also consisted of 240 research samples where samples were taken from the two largest private university campuses namely Musilm University Indonesia and the University of Muhammadiyah Makassar, and each consisted of 120 samples. The results of this study are Intrinsic motivation has a positive and significant influence on tourist satisfaction with p = 0.000 < 0.05 with a coefficient value of 0.745, Extrinsic Motivation has a positive but not significant effect on organizational commitment with p = 0.00 < 0.066 with a coefficient value of 0.120 , c. Spiritual values have a positive and significant effect on tourist satisfaction with p = 0.010 < 0.05 with a coefficient value of 0.235, intrinsic motivation has a positive and significant influence on tourist loyalty with p = 0.005 < 0.05 with a coefficient value of 0.376, extrinsic motivation has an influence positive and significant impact on organizational performance with p = 0.003 < 0.05 with a coefficient value of 0.225, spiritual values have a positive and significant influence on organizational performance with p = 0.003 < 0.05 with a coefficient value of 0.312, organizational commitment has a positive and significant influence on organizational performance. Organizational Performance with p = 0.003 <0.05 with a coefficient value of 0.391.

Index Terms: spiritual motivation, organization performance, motivation.

INTRODUCTION

Organizational performance is one of the most debated concepts that there has never been an agreement among various researchers and theorists (Selden, S.C., and Sowa, 2004). Also, Cameron (1986) mentions the absence of adequate understanding or explanation in the definition of the concept of performance. Organizational performance is a subjective perception of reality, which accounts for much of the critical reflection on the concept and its measurement tools (Lebas, 1995; Wholey J., 1996). Currently, there are various definitions associated with the concept of organizational performance because of its subjective nature. Thus, the concept of organizational performance has gained increasing attention in recent decades, permeating almost all areas of human activity. In addition, organizational performance always has a significant influence on organizational actions (Crook JR, Bratton VK, Jalan VL, 2006). One concern of this effect is the increasing number and variety of ways and methods to accurately measure performance and, gradually establishing an important research area for companies and academia. Reinholt (2006) argues that the literature on motivation is categorized into two main positions: the economic position of organizations focusing on extrinsic motivation; and the organizational behavior position emphasizes intrinsic motivation. According to the author, motivation, both intrinsic and extrinsic, is needed to analyze and understand motivation and behavior in organizations. There are several theories about work motivation, including the two-factor theory proposed by Herzberg (Two Factor Theory, 1959). In this theory Herzberg divides two factors that influence a person's work in an organization, namely intrinsic and extrinsic factors. Intrinsic and extrinsic factors have different components. This is seen from the aspect of satisfaction and dissatisfaction that if it affects employee work motivation, where the factors that cause this motivation are not only seen from within an employee but also from outside him.

Deci and Ryan (1985, 2000) describe employee motivation in a series ranging from autonomous forms (Internal Motivation) to controlled forms (External Motivation). This theory shows that certain environmental conditions can develop or reduce employee motivation, both intrinsically and extrinsically to some extent, but cannot change the orientation of employee motivation as a whole. Rivai (2005) also stated that organizational commitment has a significant effect on performance. The higher the organizational commitment of employees, the higher the individual performance of employees. Thus, it can be concluded that working diligently and enthusiastically to achieve optimal results is a manifestation of employee performance.

THEORITICAL FRAMEWORK

The Two Factor Theory is also known as Herzberg's motivation theory or hygiene-motivator theory. This theory was developed by Herzberg (1923-2000), a psychologist from the United States. He is considered one of the great thinkers in the field of management and motivation theory. Herzberg put forward a theory of motivation based on the theory of two factors, namely hygiene and motivator factors and divided Maslow's needs into two parts, namely low-level needs (physical, security, and social) and high-level needs (prestige and self-actualization) and suggested that the best way to motivate individual is to meet higher-order needs. According to Herzberg quoted by Luthans (2011), those classified as motivational factors include:

Motivation

1. Achievement (Success)

The success of an employee can be seen from the work performance he has achieved. In order for an employee to be successful in carrying out his work, the leader must provide encouragement and opportunities so that subordinates can achieve good work performance. When a subordinate has good work performance, the superior must reward the subordinate's achievements.

2. Recognition (Recognition or Award)

As a continuation of the successful implementation, the leader must provide a statement of recognition of the success of subordinates which can be done in various ways, namely:

a) Directly declare success at work, it is better to do it when there are other people

b) Letter of appreciation

c) Giving gifts in the form of cash

d) Giving medals or letters of appreciation

e) Providing salary increases and promotions

3. Work Itself

Leaders must create conditions where subordinates understand the importance of the work they do and make subordinates avoid boredom of routine work in various ways, and can place the right people at the right time.

4. Responsibility

In order for true responsibility to be a motivating factor for subordinates, leaders must avoid strict supervision, by allowing subordinates to work alone (autonomy) as long as the work is possible and apply the principle of participation. The application of the principle of participation makes subordinates fully plan and carry out their work so that they are expected to have a positive performance.

5. Advancement (Development)

Development is one of the motivational factors for subordinates. This development factor really functions as a motivator, so the leader can start by training his subordinates for more responsible work. When this has been done, the leader can provide recommendations on subordinates who are ready for development, development can be done by sending employees to conduct training and promotions.

Herzberg argues that, the presence of these factors will provide a sense of satisfaction for employees, but also the absence of these factors does not always result in employee dissatisfaction.

Spiritual

According to Berdyaev and Macquarrie (in Peterson & Seligman, 2004) spirituality comes from the Latin word spiritus, which means the breath of life, at various historical moments, and in different cultural contexts, the word spiritus has synonyms of wisdom, intelligence, capacity to think, and soul. or nonphysical life force.

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Spirituality in a sense refers to beliefs and practices that are based on the belief that there is a transcendent dimension in life. Spirituality describes the relationship between man and God and the various virtues that result from that relationship. These virtues are believed to be real in achieving principles in life and goodness in life (Peterson & Seligman, 2004).

Schreurs (2002) who provides an understanding of spirituality as a personal relationship to a transcendent figure. Tischler (2002) says that spirituality is similar or in a way, related to certain emotions or behaviors and attitudes of an individual. Being spiritual means being open, giving, and loving. Fernando (2006) who says that spirituality can also be about feelings of purpose, meaning, and feelings of connection with others.

The definition used in this study, spirituality is a belief that refers to the existence of a non-physical dimension (transcendent) associated with feelings of purpose, meaning, and feelings of connection with others.

Nine dimensions of spirituality (Elkin et al, 1988), namely:

a. Transcendent dimension

Believe in the existence of a transcendent dimension in life. The essence of this belief is belief in God or whatever is perceived by the individual as a transcendent figure or something bigger than an individual. There is something more than what is seen, wherein the unseen is beneficial to an individual. Individuals with high spirituality also have experiences with transcendent dimensions, which Maslow calls peak experiences. In this case, it is in line with the beliefs of the Javanese who have the view that the transcendent dimension in their lives is God (Santosa, 2011).

b. Meaning and purpose in life

Understanding the process of searching for meaning and purpose in life that leads to a more meaningful life and achieving goals. From this search process, individuals have different meanings and goals in life, but in general, individuals want to achieve existence by living a meaningful and purposeful life. Javanese people have a big life goal and must be prepared as early as possible, namely eternal life (eternal) in the hereafter (Santosa, 2011).

c. Mission in life

There is a call to fulfill, a sense of responsibility in life, a call to answer, to complete a mission, or in some cases to fulfill destiny. Individuals have metamotivation which means they can break down their life mission and fulfill that mission. All Javanese people have a life mission to keep their lives and their families safe, peaceful, calm, prosperous, and happy physically and mentally (Santosa, 2011).

d. Sacredness of life

Life must be infused with sacredness and experiences of awe, respect, even in settings outside of religion. The view of life is no longer a dichotomy such as the separation between the sacred and the secular, holy and worldly, but believes that all aspects of life are sacred and sacred in it. Javanese people view power as sacred through combining physical and spiritual strength in achieving the ideals and goals of life that are expected (Santosa, 2011).

e. Material values

Realizing the many sources of human happiness, including happiness that comes from material possessions.
Therefore, highly spiritual individuals value material things such as money but do not seek final satisfaction from these materials. Satisfaction in life comes not from how much wealth you have, but from spiritual things.
The Javanese have a belief that it is with other people that every human being lives in the world, and from other people he also gets sustenance. The reality is, every sustenance does not fall from the sky, but there are parties who are the cause (channel), therefore, he must be able to practice the spirit of life to help, work hand in hand, repay kindness, because many things in the world cannot be done. (solved) alone so that it requires the help of others. In line with the Javanese expression, perhaps saderma anggadhuh peparinge Gusti Kang Akarya Jagad, which means "everything is just a gift, or a deposit" (Santosa, 2011).

f. Altruism (Altruism)

There is a shared responsibility of each person to take care of each other (brother's keepers), both from pain and suffering. No human can stand alone, humans are bound to each other so that they are responsible for each other. This belief is often triggered by their awareness of the suffering of others. This value of humanism is followed by a commitment to take concrete actions as an embodiment of love for others. Doing good and right in the world becomes an important orientation in the life of the Javanese, because good deeds are what will become provisions for the hereafter in obtaining heaven (Santosa, 2011).

g. Idealism (Idealism)

Have a strong belief in the good potential of humans which can be actualized in various aspects of life. Have faith that whatever they like will come true. A spiritual person is committed to a high ideal attitude and actualizes it through positive potential in all aspects of his life. Javanese people have ideal life goals, both in the context of personal, social, and spirituality, so they try to always balance their ideals in every aspect of life (Santosa, 2011).

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h. Awareness of the tragic event

Realizing that tragedy occurs in human existence. Caring for pain, suffering or death. This awareness provides a deep spiritual experience and takes life more seriously. Awareness of tragic events also increases one's spiritual pleasure, knowledge, and meaning of life. In Javanese life, tragedy is considered as a reminder to always be close to the Creator (Mulyana, 2006)

i. Benefits (Beneficial manifestations (fruit) of spirituality)

Individuals assess spirituality as a fruit of life. Real spirituality is seen from the effect of spirituality, and is usually associated with its relationship to oneself, others, nature, life, and whatever it perceives as transcendent aspects. Various rituals carried out by the Javanese people bring blessings to their lives (Mulyana, 2006).

Allen & Meyer (1990) revealed that each component has a different basis. Individuals who have high affective commitment still join the organization because of the desire to remain a member. This is reinforced by Vandenberghe (2004), that affective commitment has a strong direct effect on the intention to leave the organization. If the affective commitment is high, the intention to leave the organization is also low. Individuals who have dedication and loyalty to the organization are also determined by their affective commitment or emotional attachment to the organization (Rhoades et al, 2001).

Hartmann and Bambacas (2000) define that affective commitment refers to a feeling of belonging, feeling attached to the organization and having a relationship with personal characteristics, organizational structure, work experience such as salary, supervision, role clarity, and various skills. Buchanan (in Allen and Meyer, 1990) describes affective commitment as an individual's participation in the goals and values of the organization based on the psychological bond between the individual and the organization.

Mowday et al (in Allen and Meyer, 1990) have their own definition of affective commitment, which is a strong relationship between individuals and organizations or companies identified by their participation in company or organizational activities. Furthermore, Becker (in Allen and Meyer, 1990) describes affective commitment as a tendency to engage in organizational activities consistently as a result of the accumulation of lost investments if the activities are discontinued.

Based on some of the definitions above, it can be concluded that affective commitment is one component in organizational commitment related to emotional attachment, identification, and feeling involved in all activities, goals, values of an organization. Affective commitment is an awareness that members of the organization have the same goals and values and are in harmony with the organization where they join. At this stage the goals and values of the individual have harmony and unity so that it will influence the individual to be fully dedicated to his loyalty and want to stay with the organization and low intention to leave the organization.

Some experts have their own explanations and concepts about affective commitment. Allen & Meyer (1990) explained that there are three aspects that describe the existence of an individual's affective commitment to the organization, namely:

a. Emotional attachment

It is an individual's strong feeling towards the organization so that it will be easy to attach emotionally to the organization. Individuals will feel that they are part of the organization's family, which is indicated by positive affection and a high sense of belonging to the organization. Because of the feeling of being attached to the organization, the individual has little reason to leave the organization and still wants to continue his membership in the organization.

b. Identification

It is an individual's belief and acceptance of the goals and values of the organization. The existence of belief in and acceptance of the goals and values of the organization is one of the keys to the formation of a series of other aspects of organizational commitment. These aspects can be seen from several attitudes, namely: the similarity of goals and values that individuals have with the organization, the individual's feeling that the organization provides policies to support its performance, and the existence of pride in being part of the organization.

c. Participation

It is an individual's desire to be seriously involved in the interests of the organization. The existence of a desire to be truly involved in every activity or activity of the organization is reflected in the acceptance of individuals to accept and carry out the various tasks and obligations assigned. Individuals will always try to provide the best performance beyond the minimum standards expected by the organization. In addition, individuals will be willing to carry out work outside of their duties and roles if their assistance is needed by the organization.

According to Gautam, Dick, & Wagner (2004) explains that affective commitment consists of three components, namely:

a) Emotional attachment

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An emotional attachment to a group or organization. Organizations have their own meaning for individuals so that individuals feel they have become part of the organization. Individuals who have been emotionally attached will remain loyal and loyal to the organization.

b) Identification

It is a belief in and acceptance of a set of organizational values and policies. This is indicated by the similarity of individual values and goals with organizational values and goals. In addition, individuals feel proud to be part of the organization.

c) Involvement

It is an individual's strong desire to work for the benefit of the organization. This is shown from the individual's efforts to accept and carry out every task and obligation assigned to him beyond what is expected by the organization. Individuals will do a job outside their responsibilities when needed.

Based on the explanation of several aspects of organizational affective commitment above, which will be used as the basis for measuring affective commitment in this study are the aspects formulated by Allen & Meyer which consist of emotional attachment, identification, and participation. This selection was made with the consideration that these aspects have been used for the preparation of an affective commitment measuring instrument with the name ACS (Affective Commitment Scale) which will later be used as a measure of affective commitment in this study.

Performance can be defined as a person's level of skill in carrying out tasks that are part of his job (Byars & Rue, 1985). This shows how far the individual is able to fulfill the conditions in his work. Performance is defined as behavior or action that is relevant to the organizational goals to be achieved (McCloy, Campbell & Cudeck in Mukti: 2009).

Based on the correct terms or grammar or EYD or according to the General Indonesian Dictionary (1994: 186) "The definition of achievement is the result that has been achieved (done, done and so on)". Definition of Job Performance or commonly referred to as work performance according to Lawler (in As'ad, 1991) is a result achieved by employees in carrying out their duties or work efficiently and effectively. Lawler & Porter (in As'ad, 1991) state that work performance is the work success obtained by a person from the actions or results concerned. In a broader scope, Jewell & Siegall (1990) stated that achievement is the result of the extent to which organizational members have done work in order to satisfy their organization.

Work performance is also defined as something done that is produced or given by a person or group of people (Dharma, 1991). Work performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time (Hasibuan, 2005). Work performance arises from within the worker because work performance is a combination of the ability and interest of the worker, the ability of the role and the level of motivation of the worker. According to Rasimin (1987), factors that can affect work performance are factors that come from individuals such as talent, personality, nature, passion, education, experience, age and factors that come from outside the individual related to the position, environment and organization. To find out the achievements that have been produced by employees, an assessment of employee performance is needed (Wijayanto & Paramita; 2012).

RESEARCH METHODOLOGY

Research design

This study uses an explanatory pattern, which aims to explain the position and causality of the variables studied. In the explanatory research stage, it emphasizes on collecting data and analyzing quantitative data. An explanatory research design is a correlational design in which the researcher is interested in two or more variables that vary with each other, that is, where changes in one variable are reflected in changes in the other. The explanatory design consists of a simple relationship between two or more variables (Creswell, 2012)

Research Location and Time

This research was conducted at Colleges and Universities in the L2DIKTI Working Area Region IX Sulawesi. This research will be carried out in August-December 2021. The private universities used as research locations are the Makassar Muslim University and the Makassar Muhammadiyah University.

Population and Sample

Based on the results of the sample count above, the number of samples in this study was 400 lecturers of L2DIKTI Region IX South Sulawesi. The population in this study is L2DIKTI Region IX lecturers, in this study only took two private universities which were included in the large category, namely the Muslim University totaling 713 and the Muhammadiyah University Makassar totaling 435 permanent lecturers in South Sulawesi. So the total population is 1,148 lecturers. The sample size in this study refers to the opinion of Sakaran and Bougie (2017) which states that in the Structural Equation Model (SEM), the minimum sample size used is the dimension/indicator in the study multiplied by 10. In this study, it consisted of 24 indicators, so the sample the minimum used

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is 240 samples (10 X 24 = 240 samples). Based on the results of the sample calculation above, the number of samples in this study was 240 lecturers of L2DIKTI Region IX South Sulawesi with a balanced distribution in each PTS, namely 120 samples per PTS.

Data Types and Sources

The type of data in this study is quantitative, namely data in the form of numbers that are able to represent variable values, measure the characteristics of participants, respondents, or other cases (Neuman, 2014). In this case the numbers are derived from the indicator scale asked in the questionnaire about the observed variables.

The data sources that will be used in this research are primary data sources. Sekaran and Bougie (2017) state that primary data is a type of data that focuses on information taken from primary sources (first hand) through surveys, interviews, or observations. The primary data in this case is the lecturer of L2DIKTI Region IX Sulawesi

Method of collecting data

Data collection methods in this study are:

1) Questionnaire

Questionnaires are a number of written questions given to respondents in the hope of being able to provide accurate information about the variables observed by the researcher. Questionnaires were distributed to collect data on the perceptions of L2DIKTI lecturers in Region IX Sulawesi regarding the variables of Internal Motivation, External Motivation, Spiritual Values, Commitment Attitude, and Performance.

2) Written documents

Written documents in this study are documents obtained by campuses, both universities and high schools in the Region IX Sulawesi region.

Research Variables and Operational Definitions

Variables used in this study:

a. Dependent variable: Organizational Performance

Employee performance is an action or implementation of tasks that have been completed by L2DIKTI WIL IX lecturers within a certain period of time and can be measured from productivity, absenteeism, turnover, citizenship, and satisfaction. Performance is influenced by organizational performance itself which includes organizational development, compensation plan, communication system, managerial style, organizational structure, policies and procedures (policies and procedures).

b. Independent variable :

1) Internal Motivation: are the driving factors for the achievement and work spirit of L2DIKTI WIL IX lecturers, among others, achievement, recognition, work itself, responsibility, and progress (advancements).

2) External Motivation: is motivation that comes from outside the lecturers of L2DIKTI WIL IX which also determines his behavior in his life. These factors include, among others, company policy and administration, supervision, salary, interpersonal relations, working conditions, job security, and job status (job status).

3) Spiritual Value: is the energy that inspires and motivates L2DIKTI WIL IX lecturers for a continuous search to find purpose and meaning in work life, a deep understanding of the value of work, life, the vastness of the world, creatures of the natural environment and personal belief systems that include a transcendent dimension (Transcendent). dimension), Meaning and purpose in life (Meaning and purpose in life), Mission in life (Mission in life), Sacredness of life (Sacredness of life), Material values (Material values), Altruism (Altruism), Idealism (Idealism) , Awareness of the tragic, and Beneficial manifestations (fruit of spirituality)

4) Intermediate variable: Organizational Commitment Organizational commitment is defined as the relative strength of the individual lecturer of L2DIKTI WIL IX in identifying his involvement in the organization, this can be characterized by three things: namely:

a) Acceptance of the values and goals of the organization.

b) Readiness and willingness to strive earnestly on behalf of the organization.

c) The desire to maintain membership in the organization or become part of the organization (Porter, 2003)

Data analysis technique

Inferential Statistical Analysis

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Data Measurement

There are several assumptions that must be met in the SEM modeling procedure and data processing, as follows:

1) Sample Size

The sample size in this study refers to the opinion of Sekaran and Bougie (2017) which states that in the Structural Equation Model (SEM), the minimum sample size used is the dimensions/indicators in the study multiplied by 5. For example in this study consists of 24 indicators, then the minimum sample used is 120 samples (5 X 24 = 120 samples).

The population in this study is L2DIKTI Region IX lecturers, in this study only took two private universities which were included in the large category, namely the Muslim University totaling 713 and the Muhammadiyah University Makassar totaling 435 permanent lecturers in South Sulawesi. So the total population is 1,148 lecturers.

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Based on the results of the sample calculation above, the number of samples in this study was 240 lecturers of L2DIKTI Region IX South Sulawesi with a balanced distribution in each PTS, namely 120 samples per PTS.

2) Normality

The data in the study should meet the assumption of normality by analyzing the distribution of research data. This normality test needs to be done for single or multivariate data, where several variables are used simultaneously in analyzing the data. Data that are normally distributed or meet the requirements can be seen by looking at the histogram or image using statistical methods or by using the Kolmogorov and Smirnov test (in SPSS software) provided that the sig value must be greater than 0.05 then the data is said to have met the normality requirements. If the data has been normally distributed or has met the assumption of normality, then the data is ready to be processed at the next stage.

3) Outliers

Outliers are observational data that appear with extreme values, either univariate or multivariate. What is meant by extreme values in observations are values that are far or completely different from most of the other values in the group. There are two ways to test outlier data, namely:

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) is an analytical tool used to test a structural equation model. This analysis is one of the main approaches in measuring factor analysis. Measuring CFA is to form or draw a method in advance, in which the number of latent variables has been determined and requires parameter identification (Kline, 2011). CFA is used to test the unidimensional, validity, and reliability of the construct measurement model that cannot be measured directly. The purpose of CFA is to confirm or test a model, namely a measurement model whose formulation comes from theory.

In CFA, the measurement model refers to the Reflective Measurement Theory (RMT), which was developed based on classical theory (Kline, 2011). RMT is of the view that based on understanding or understanding of constructs derived from theory, it can be identified. The indicators are measurable as a reflection or manifest of the construct. The reflective indicator model assumes that the variation in construct measurement scores is a function of the true score plus error (Kline, 2011). This model is often called the principal factor model, where covariance is an indicator measurement.

Validity and Reliability Test

The validity of the measuring instrument means the extent to which the determination and accuracy of the measuring instrument in determining its function. A measuring instrument is said to have high validity if it carries out its measuring function or provides measurement results that are in accordance with the measurement objectives. The validity of the instrument in this study is measured by content validity, which means the extent to which the items on the scale cover the entire area of the content of the object being measured. Ghozali (2014) states if the coefficient score of an indicator with a total of all indicators is greater than or equal to 0.3 (≤ 0.3) then the instrument is considered valid.

After knowing the validity of the questionnaire to be used, the next step is to determine the reliability of the questionnaire instrument. This reliability test uses Construct Reliability (CR) and Variance Extracted (AVE) with the following formula: (Ghozali, 2014).

AVE is a summary indicator of convergence calculated from the extracted variance for all items loaded on a single construct (Hair et al., 2010). The rule of thumb for adequate convergence is AVE > 0.50, indicating that more than half of the indicator variance is included in the construct scores (Hair et al., 2017). as for measuring CR according to Ferdinand (2014) the value needed to be said to be reliable must be above 0.7 (> 0.7). Reliability test is the consistency and stability of a score (measurement scale). The questionnaire as a measuring tool is said to be consistent if in measuring something repeatedly it still gives consistent results. This

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means that if the question item is re-measured on an event with the same measuring instrument, the results will be relatively the same.

Structural Equation Model (SEM) Test

Structural Equation Model (SEM) SEM is a statistical methodology that performs multivariate analysis of multi-causal relationships between various independent phenomena based on reality. This technique allows researchers to assess and interpret complex interrelated dependence relationships and to include measurement errors in structural coefficients (Hair et al., 2017). According to Byrne (1998) that SEM has two statistical axes:

1) The causal process is represented by a series of structural relationships; and

2) This equation can be modeled to conceptualize the theory under study.

SEM can be understood as theoretical empiricism because it integrates theory with methods and observations (Bagozzi, 1991). Meanwhile, according to Hair et al. (2017) that SEM aims to examine the structure of reciprocal relationships expressed in a series of equations. This reciprocal relationship describes all causal relationships between constructs, exogenous and endogenous variables, which are used in the analysis (Hair et al., 2017). The following are several stages of testing in the Structural Equation Model (SEM): (Lee, 2007); (Kline, 2011); Byrne (2010)

1) Development of Theoretical Models

What is done in the development of the theoretical model is to explore it scientifically through a literature review in order to get justification for the theoretical model to be developed. SEM is used not only to generate a model but also to confirm the theoretical model through empirical data.

2) Compile path diagram Research model

The theoretical model that was conceptualized at the initial stage will be visualized on a path diagram to facilitate the observation of each causal relationship of each variable to be tested. In the path diagram, the relationship between each construct is represented by a straight arrow that depicts the direct causality of one construct with another construct. While the lines between the constructs with arrows at one or each end indicate the correlation of the constructs. The construct in the path diagram consists of:

a) Exogenous Constructs, known as source variables or independent variables that are not predicted by other variables in the model.

b) Endogenous Constructs (Endogenous Constructs) are variables that are influenced (predicted) by one or more constructs. In addition, endogenous constructs can predict one or more other endogenous constructs.

3) Structural and Specific Equations of measurement models (measurement models) Structural equations are formulated to express causality relations of various constructs built.

The measurement model is to determine the variables that measure the construct and a series of matrices showing the hypothesized correlation between constructs or variables.

The components of the measure identify the latent variable, and the structural components evaluate the hypotheses of the causal relationship between the latent variables in the causal model and represent a hypothesis testing of the model as a whole. The left side of the proposed measurement model is for observed variables (variables that can be observed directly) and the right side is for unobserved variables (variables that cannot be observed directly).

4) Selecting the input matrix and model/ Estimation technique.

SEM in the input data uses a variance / covariance matrix or a correlation matrix for the overall estimation carried out. The Covariance Matrix is used because SEM has the advantage of providing valid comparisons between different populations or samples, which correlations cannot provide. Kline (2011) suggests using the variance / covariance matrix when testing the theory because it meets the methodological assumptions where the standard error reported shows a more accurate number than using a correlation matrix.

5) Assessing Problem Identification

In principle, this step is to identify the inability of the model to be built to produce the expected estimates. If the estimates made always result in identification problems, then it is better if the model built is considered again for its application. One of them is by adding or developing more constructs.

6) Model Evaluation

At this stage, a series of model fit tests were carried out using the goodness of fit (GoF) criteria. GoF is an indication of the comparison between the specified model and the covariance matrix between indicators or observed variables. If the goodness of fit produced is good (meets the standard criteria), then the model can be accepted and vice versa if the Gof does not meet the standards,

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the model must be modified or rejected. The fulfillment of all GoF criteria standards is certainly the hope of all researchers, but this will be difficult to do considering the many sizes of overall fit models in SEM, even when they tend to be forced to fulfill all GoF criteria, a researcher must re-examine many times or it may be manipulate the data obtained. Therefore, the experts only recommended some GoF model criteria and that was enough to be accepted.

Ghozali (2014) merekomendasikan beberapa kriteria tepenuhinya GoF yaitu CMIN, RMSEA, salah satu dari baseline fit (CFI, IFI, BFI, RFI, TLI), salah satu dari parsimony fit (PNFI, PCFI) dan salah satu dari information theory (AIC, BIC, CAIC, BCC, ECVI, MECVI). Adapun Kline (2011) merekomendasikan hanya chi-Square, df, Probability, CFI, RMSEA dan SRMR.

Berikut parameter dalam menentukan indeks keseuaian serta cut- off value dalam pengujian sebuah model :

a) Chi-Square (X2)

Chi-Square disebut juga "-2 log likelihood" merupakan kriteria fit indices yang dikembangkan oleh Joreskog (Ghozali, 2014), Nilai Chi- Square menggambarkan adanya penyimpangan sampel covariance matrix dengan model (fitted) covariance matrix. Namun nilai Chi-Square hanya akan fit apabila ukuran sampel yang digunakan besar atau asymptotic (Ghozali, 2014) dan memenuhi asumsi multivariate normally. Fungsi Chi- Square dirumuskan sebagai berikut X2 = (N-1) F, dimana N adalah sampel dan F adalah discrepancy. Model dikatakan fit jika mempunyai nilai Chi-Square bernilai kecil dari degree of freedom (df) (chi square terhadap df atau $\chi 2$ / df) atau P > 0,05 yang berarti tidak ada perbedaan antara input matriks kovarian yang diobservasi dengan model yang diprediksi.

b) RMSEA (The Root Mean Error of Approximation)

Dikembangkan oleh Steiger dan Lind (Ghozali, 2014). RMSEA digunakan untuk mengestimasi penyimpangan nilai parameter suatu model dengan matriks kovarians populasinya (Ghozali, 2014). Nilai RMSEA yang ≤ 0,05 mengindikasikan fit model sangat baik, RMSEA 0,06 – 0,08 mengindikasikan GoF model cukup baik, sedangkan jika nilai RMSEA di atas 1,00 maka mengindikasikan model perlu diperbaiki (Ghozali, 2014).

c) GFI (Goodness of Fit Index)

Merupakan kriteria fit indices yang dikembangkan oleh Joreskog dan Sarbon untuk estimasi ML dan ULS, kemudian dikembangkan lebih lanjut oleh Tanaka dan Huba Untuk metode estimasi GLS (Ghozali, 2014). GFI merupakan tingkat kesesuaian model secara keseluruhan yang dihitung dari residual kuadrat model yang diprediksi dibandingkan dengan data observasi yang sebenarnya. Nilai GFI dapat dihitung dari 1-chi square untuk null model. Nilai GFI akan berkisar dari 0-1. Semakin besar nilai ini menunjukkan spesifikasi model yang baik. Nilai GFI yang dianjurkan sebagai ukuran fit model adalah > 0,90, sedangkan Schumaker dan Lomax merekomendasikan nilai > 0,95 (Ghozali, 2014).

d) AGFI (Adjusted Goodness of Fit Index)

Merupakan kriteria fit indices yang dikembangkan oleh Joreskog dan Sarbon (Ghozali, 2014). AGFI merupakan pengembangan dari GFI yang disesuaikan dengan ratio degree of freedom untuk proposed model dengan degree of freedom untuk null model. Nilai AGFI yang direkomendasikan untuk indikasi model fit adalah > 0,90 (Ghozali, 2014). Jika nilai AGFI > 10 mengindikasikan bahwa model just-identified dan jika <0 maka mengindikasikan bahwa model mempunyai fit yang buruk.

e) CMIN / DF (X2 / df)

Adalah the minimum sample discrepancy function yang dibagi dengan degree of freedom. CMIN / DF sering disebut juga normal chi square merupakan kriteria yang dikembangkan oleh wheaton et al (Ghozali, 2014). Carmines dan Mclver menyatakan bahwa nilai CMIN/DF ≤ 3 dan ≥ 2, maka model dapat diterima. Adapun Schumacker dan Lomax menyatakan bahwa nilai CMIN/DF yang dapat diterima adalah ≤ 2 dan jika < 1, maka dapat disimpulkan bahwa model ini sangat fit. (Ghozali, 2014)

f) TLI (Tucker Lewis Index) atau sering disebut rho2

Merupakan kriteria fit indices yang dikembangkan oleh Tucker dan Lewis (Ghozali, 2014). Ukuran ini membandingkan model yang diuji dengan baseline model. Nilai TLI yang direkomendasikan untuk indikasi model fit adalah > 0,90, sedangkan Hu dan Bentler mengusulkan nilai sebesar > 0,95 (Ghozali, 2014).

g) CFI (Comparative Fit Index)

It is a fit indices criteria developed by Bentler (Ghozali, 2014). CFI is also known as the Bentler Fit index (BFI) which is a measure of the comparison between the hypothesized model and the null model. The recommended CFI value for the indication of model fit is > 0.90, while Brown, Hu and Bentler propose > 0.95.

FINDINGS

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Based on the empirical model proposed in this study, it is possible to submit the proposed hypothesis through path coefficient testing on the structural equation model. Table 5.14 is a hypothesis testing by looking at the p value, if it is smaller than 0.05 then the relationship between the variables is significant. The test results are presented in the following table:

HIP	Direct Effect					
	Variabel Independen	Variabel Dependen	Standardise	CR	p-Value	Keterangan
H1	Motivasi Intrinsik	Komitmen Organisasi	0,745	7.882	0,000	Signifikan
H2	Motivasi Ekstrinsik	Komitmen Organisasi	0.120	1.836	0,066	Tidak Signifikan
H3	Nilai Spiritual	Komitmen Organisasi	0,235	2.579	0,010	Signifikan
H4	Motivasi Intrinsik	Kinerja Organisasi	0.376	2.682	0,005	Signifikan
H5	Motivasi Ekstrinsik	Kinerja Organisasi	0,225	3.023	0,003	Signifikan
H6	Nilai Spiritual	Kinerja Organisasi	0.312	2.994	0,003	Signifikan
H7	Komitmen Organisasi	Kinerja Organisasi	0,391	2.932	0,003	Signifikan

Variabel Independen	Variabel Dependen	Variabel Dependen	Value	Keterangan
Motivasi Intrinsik	Kinerja Organisasi	Komitmen Organisasi	0,05	Signifikan
Motivasi Ekstrinsik	Kinerja Organisasi	Komitmen Organisasi	0,05	Signifikan
Nilai-nilai Spiritual	Kinerja Organisasi	Komitmen Organisasi	0,03	Signifikan

Of the overall path model hypothesized, there are five significant and two insignificant paths. The interpretation of tables 5.14 and 5.15 can be explained as follows:

a. Intrinsic motivation has a positive and significant influence on tourist satisfaction with $p = 0.000 < 0.05$ with a coefficient value of 0.745, this coefficient indicates that the better the application of intrinsic motivation, the more organizational commitment.

b. Extrinsic motivation has a positive but not significant effect on organizational commitment with $p = 0.00 < 0.066$ with a coefficient value of 0.120, this coefficient indicates that the lack of comfort or the application of extrinsic motivation will further reduce the value of organizational commitment.

c. Spiritual values have a positive and significant influence on tourist satisfaction with $p = 0.010 < 0.05$ with a coefficient value of 0.235, this coefficient indicates that the more spiritual values, the more organizational commitment.

d. Intrinsic motivation has a positive and significant influence on tourist loyalty with $p = 0.005 < 0.05$ with a coefficient value of 0.376, this coefficient indicates that the better the application of intrinsic motivation offered, the better organizational performance will be. Intrinsic motivation also affects organizational performance through organizational commitment with a coefficient of 0.05, meaning that well-presented intrinsic motivation will increase commitment so that it will have an impact on improving organizational performance.

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e. Extrinsic motivation has a positive and significant influence on organizational performance with $p = 0.003 < 0.05$ with a coefficient value of 0.225, this coefficient shows that extrinsic motivation can directly create a comfortable working atmosphere, while extrinsic motivation affects organizational performance through organizational commitment with a coefficient of 0.005 means Extrinsic motivation that is applied will increase commitment so that it will have an impact on the formation of organizational performance.

f. Spiritual values have a positive and significant influence on organizational performance with $p = 0.003 < 0.05$ with a coefficient value of 0.312, this coefficient indicates that spiritual values directly create good organizational performance. Spiritual values also affect organizational performance through organizational commitment with a coefficient of 0.03 meaning that spiritual values that are applied properly will improve performance so that it will have an impact on the formation of performance within the organization.

g. Organizational commitment has a positive and significant impact on organizational performance with $p = 0.003 <0.05$ with a coefficient value of 0.391, this coefficient indicates that the higher the commitment, the higher the lecturer's performance.

h. Intrinsic motivation has a positive influence on organizational performance through organizational commitment with a p value = 0.05.

i. Extrinsic motivation has a positive influence on organizational performance through organizational commitment with a p value = 0.05.

j. Spiritual values have a positive influence on organizational performance through organizational commitment with a p value = 0.03.

CONCLUSION

Based on the results of research and discussion on the influence of intrinsic motivation, extrinsic motivation and spiritual values on organizational performance through organizational commitment, the following conclusions can be drawn:

a. Intrinsic motivation has a positive and significant effect on organizational commitment, this means that intrinsic motivation is in the form of achievement, recognition and responsibility. In other words, the better the applied motivation, the higher the organizational commitment.

b. Extrinsic motivation has a positive but not significant effect on organizational commitment where extrinsic motivation consists of policies and administration, work relations and working conditions. In other words, the lower the extrinsic motivation applied, the lower the organizational commitment.

c. Spiritual values have a positive and significant effect on organizational commitment, this means that spiritual values are applied in the form of the meaning of life goals, life missions, material values and altruism. In other words, the better the spiritual values, the higher the level of organizational performance.

d. Intrinsic motivation has a positive and significant effect on organizational performance, this shows that intrinsic motivation has a good impact on organizational performance so as to create a comfortable mood and feeling at work.

e. Extrinsic motivation has a positive and significant effect on organizational performance, this shows that extrinsic motivation has a good impact on organizational performance so as to create a comfortable mood and feeling at work.

f. Spiritual values have a positive and significant impact on organizational performance, this means that spiritual values are applied in the form of the meaning of life goals, life missions, material values and altruism. In other words, the better the spiritual values, the higher the level of organizational performance.

g. Organizational commitment and organizational performance have a positive and significant effect, indicating that the higher the organizational commitment, the higher the organizational performance.

h. Intrinsic motivation affects organizational performance through organizational commitment.

i. Extrinsic motivation affects organizational performance through organizational commitment.

j. Spiritual values affect organizational performance through organizational commitment.

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