

The Influence of Job Satisfaction, Organizational Commitment, and Team Work on the Elementary School Supervisor Performance

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Abstract—The objective of this research is to analyze the influence of the job satisfaction, organizational commitment, and team work on the elementary school supervisor Performance. The research was conducted by using survey. The population are the elementary school supervisors in Bengkulu Province. The sample was collected randomly from 100 elementary supervisors. Data were analyzed by using path analysis technique after all variables put into correlation matrix. The result show that job satisfaction, Organizational Commitment, and team work has direct positive and significant influence to elementary school supervisor's performance. Implications of the leadership of the Ministry of Education and Culture to provide support to supervisors continually improve their performance.

Keywords—*job satisfaction; organizational commitment; team work; supervisor performance*

I. INTRODUCTION

School supervisors are educators whose position is very significant and strategic in increasing teacher professionalism. The school supervisor functions as an academic supervisor who is obliged to assist the professional abilities of the teacher to improve the quality of the learning process. However, empirical reality shows supervisor performance is still low. The results of the study [1-3], showed that the performance of supervisors had not been carried out properly because there were some supervisors who had not yet made a program and carried out supervision evenly on the teacher.

Job satisfaction, organizational commitment and team collaboration have become very important concerns in the past few years and have become the main function of human resource management in every organization [4,5]. An employee who is satisfied with his job will do his job well and commit to his organization. The organization's biggest challenge today is the ability of managers to support employees to be satisfied and committed to the organization [6].

Team collaboration is positively related to team effectiveness variables, including team performance, group cohesion, collective efficacy, and member satisfaction [7]. Study shows that employees who work in teams can produce more output than individuals [8].

Some of the results of previous research on job satisfaction, organizational commitment and teamwork are more closely related to organizational leadership performance. In this study, we want to see these variables related to the performance of elementary school supervisors. Performance is influenced by many factors, both internal and external [9]. This opinion is in line with Robbins and Schermerhorn that factors that influence a person's performance can be personal factors, leadership factors, social factors and situational factors [10,11].

Theoretical study of the factors that determine the performance of supervisors includes job satisfaction, commitment, and teamwork. School Supervisors should be considered a valuable asset to the performance of educational organizations that require effective management.

Based on the above problems, the purpose of this paper is to describe the effect of job satisfaction on the performance of elementary school supervisors, the effect of organizational commitment on the performance of primary school supervisors, the effect of teamwork on the performance of elementary school supervisors, the effect of job satisfaction on the commitment of elementary school supervisors, the effect of collaboration the team towards the elementary school supervisor's commitment.

II. LITERATURE REVIEW

Performance is the result of work that is shown by individuals in pursuit of the organization's strategic goals [12,13]. Organizational performance increases when employees have the ability and commitment to carry out their responsibilities [14,15]. The task of the school supervisor is to develop a supervisory program, carry out oversight, carry out assessments, make reports and follow up on supervision.

Job satisfaction is the general attitude of an employee to his job someone who has a higher level of job satisfaction has a positive attitude towards his work, while someone who has a low level of job satisfaction has a negative attitude towards his work [16,17].

The study of the results of research and theory is known that one of the factors that are very important to be considered

by managers in improving employee performance and the productivity of the company they lead is job satisfaction [18]. Factors that influence the work satisfaction of school supervisors include: responsibility, the size of welfare; progress, the size of the possibility of labor can progress in their work; achievement, the size of the workforce achieves high work performance; recognition, the size of the recognition given to workers for their performance; and the work itself.

Organizational commitment is the degree to which employees identify, understand the goals and values of the organization which then after being felt suitable, employees are ready to help, be loyal, sincere and try to participate fully in achieving organizational goals [19,20].

The supervisory organization's commitment is the willingness of the supervisor to side with the organization, and has a strong desire to maintain membership in the organization identified in affective commitment, continuous commitment and normative commitment with indicators (1) a strong desire to remain as a member of a particular organization; (2) the desire to try to meet organizational goals; (3) beliefs in accepting organizational values and goals.

Team work is a small number of employees equipped with competency abilities, skills and knowledge that are committed to a common goal [21,22]. The work of the supervisor team is the collective behavior of the supervisors interacting with each other, working together, influencing each other, complementing each other towards an interest in achieving the stated goals. With the following indicators (1) having a shared commitment; (2) mutual trust between team members; (3) interdependent; (4) work together; (5) the quality of good communication within the organization; (6) responsive to change; (7) have competencies that tend to be in the field of expertise; (8) have conflict resolution skills; (9) having a willingness to solve problems; and (10) have high accountability for the implementation of their respective duties.

III. METHOD

The method used is a survey method with a quantitative research approach with correlation techniques. Correlation techniques are used to analyze the influence or causal relationship between the independent variables, namely job satisfaction (X1), organizational commitment (X2), teamwork (X3) with one dependent variable, supervisor performance (Y). The study population was 356 elementary school supervisors in Bengkulu Province. Sampling by proportional random sampling technique consists of 100 people consisting of 62 men, 38 women, 25 people working period 1 to 5 years, 55 work periods 6 to 10 years, and 20 people working 11-15 years. The research instrument used a questionnaire that was developed from organizational commitment theory indicators, teamwork and supervisor performance. The instrument uses a scale of likert with a scale of 1 to 5 and validity and reliability tests are carried out. Data analysis uses statistics with path

analysis techniques to analyze patterns of relationships between variables with the aim of knowing both the direct and indirect effects between the independent variables and the dependent variable.

IV. RESULTS AND DISCUSSION

A. Testing Requirements for Analysis

1) *Test the normality or normality of error distribution (Y-Y)*: The summary of the calculation results for the estimated error error (Y - Y Y) test can be seen in table 1 as follows:

TABLE I. NORMALITY GALAT TEST

No	Estimated Error (Y - Y)	N	L _{hitung}	L _{table}	Decision
				$\alpha = 0,05$	
1	$Y - X_1$	100	0,0853	0,0886	Normal distribution
2	$Y - X_2$	100	0,0746	0,0886	Normal distribution
3	$Y - X_3$	100	0,0853	0,0886	Normal distribution
4	$X_3 - X_2$	100	0,0777	0,0886	Normal distribution
5	$X_1 - X_2$	100	0,0853	0,0886	Normal distribution

B. Testing of Hypotheses

1) *Path coefficient calculation*: The results of calculating the path coefficients in the structure and substructure can be summarized as a result of the overall analysis in the table below:

TABLE II. RESULTS OF CALCULATION AND TESTING OF PATH COEFFICIENTS

Path coefficient	t _{hitung}	t _{table}		Conclusion
		$\alpha = 0,05$	$\alpha = 0,01$	
$\rho_{y1} = 0,283$	3,612	1,985	2,628	Significant
$\rho_{y2} = 0,256$	2,912	1,985	2,628	Significant
$\rho_{y3} = 0,322$	4,596	1,985	2,628	Significant
$\rho_{32} = 0,426$	6,089	1,985	2,628	Significant
$\rho_{12} = 0,216$	2,176	1,985	2,627	Significant

Table 3 above shows that all path coefficients indicated to be significant at $\alpha = 0.05$ because they have $t_{count} > t_{table}$. Then the path coefficient between job satisfaction X1, organizational commitment X2 and so does Team X3's work on supervisor Y's performance is significant and the biggest positive influence is organizational commitment to team work with a path coefficient (ρ_{32}) of 0.426.

2) *Hypothesis testing*: The results of the calculation of hypothesis testing through calculating the path coefficient value and significance for each path studied. The results of the decision on the overall hypothesis proposed are explained as follows:

TABLE III. HYPOTHESIS TESTING RESULTS

No	Hypothesis	Statistic Test	Uji t		Decision	Conclusion
			t_{count}	t_{table}		
1	Job Satisfaction (X1) has a direct effect on Supervisory Performance (Y)	$H_0 : \rho_{y1} \leq 0$ $H_1 : \rho_{y1} > 0$	3,612	1,985	H_0 rejected	Direct positive effect
2	Organizational Commitment (X2) has a direct effect on Supervisory Performance (Y)	$H_0 : \rho_{y2} \leq 0$ $H_1 : \rho_{y2} > 0$	6,089	1,985	H_0 rejected	Direct positive effect
3	Team Work (X3) has a direct effect on Supervisory Performance (Y)	$H_0 : \rho_{y3} \leq 0$ $H_1 : \rho_{y3} > 0$	2,912	1,985	H_0 rejected	Direct positive effect
4	Job Satisfaction (X3) has a direct effect on Organizational Commitment (X2)	$H_0 : \rho_{32} \leq 0$ $H_1 : \rho_{32} > 0$	4,596	1,985	H_0 rejected	Direct positive effect
5	Team Cooperation (X1) has a direct effect on organizational commitment (X2)	$H_0 : \rho_{12} \leq 0$ $H_1 : \rho_{12} > 0$	6,089	1,985	H_0 rejected	Direct positive effect

Based on table 4 above, it shows that job satisfaction, organizational commitment and teamwork have a positive direct effect on the performance of elementary school supervisors. The biggest influence on the variable organizational commitment and teamwork on supervisor performance and the lowest variables that influence the performance of school supervisors is teamwork.

The results showed that job satisfaction, organizational commitment and team collaboration had a positive direct effect on the performance of elementary school supervisors. The results of this study prove the importance of job satisfaction, organizational commitment, teamwork on the performance of supervisors.

Job satisfaction, commitment and team collaboration factors have a crucial role in the organization's operations [23,24]. The results of this study are in line with the findings of conducting research on Chinese insurance employees, revealing that job satisfaction has a direct and significant positive relationship with the organizational commitment of employees working in Chinese insurance companies [25].

This finding also supports or confirms existing theories [26] stating that the commitment dimension influences the performance of employees. Team collaboration has a positive effect on supervisor performance. Zurnali stated that involvement and collaboration based on the common interests of employees can increase employee productivity in the organization [27]. And lower commitment to the organization can lead to increased intention to quit [28].

In general, if the supervisor of organizational commitment is a strong and close feeling of someone towards the goals and values of an organization in relation to their role in efforts to achieve organizational goals and values. The high performance of an organization (a high degree of organization performance) is related to having a strong commitment, job satisfaction, which is well integrated and the effectiveness of the values of cooperative behavior in a team. Job satisfaction factors can affect the performance of a supervisor in carrying out their duties. In accordance with the opinion of job satisfaction as a two-dimensional concept consisting of dimensions of intrinsic and extrinsic satisfaction [29]. He further emphasized that the source of intrinsic satisfaction depends on the individual characteristics of the person, such as the ability to use initiative, the relationship with the supervisor, or the work actually done by someone, all these are symbolic or qualitative

facts of work while the extrinsic source of satisfaction situational and depends on the environment such as salary, promotion or job security; this is financial and other material.

The results of this study also prove that organizational commitment and teamwork influence the performance of elementary school supervisors in Bengkulu Province, thus implicating the Department of Education to encourage the growth of commitment and strong teamwork so that supervisors' performance increases. Various policies can be carried out by completing work facilities, increasing the security of supervisors' work, facilitating further education by providing scholarships, developing supervisory abilities and skills through training, seminars, comparative studies and internships, career coaching and promotion, and improving the welfare of supervisors.

V. CONCLUSION

The conclusions of the study are that job satisfaction, organizational commitment, team work have a positive direct effect on supervisor performance. High job satisfaction has a positive effect on supervisory work commitment and solitary teamwork from supervisors can have a positive effect on improving their performance in carrying out their duties and responsibilities both as academic supervisors and managerial supervisors.

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