

# *The Effect of Dean's Leadership and Faculty Climate on Work Satisfaction and Commitment at Economic Faculty, Darma Agung University*

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**Abstract-**The research produces the following information: The dean's leadership of the faculty of economics has a direct effect on the lecturer's job satisfaction of 0.098; Dean's leadership has a direct influence on lecturer's commitment of 0.041; Dean leadership has an indirect effect on lecturer's commitment to 0.024; Climate faculty directly affects the lecturers' satisfaction of 0.685; Working climate in the faculty directly affects the commitment of lecturers of -0.058; Work climate indirectly influences lecturer commitment with coefficient 0.171; The total influence of the dean's leadership and lecturer's satisfaction on lecturer's commitment 0.065; The total influence of faculty climate and lecturer's work satisfaction on lecturer's commitment is 0.113.

**Keywords:** *Climate faculty, Dean Leadership, Lecturer's commitment, Lecturer's satisfaction*

## I. INTRODUCTION

The lecturer at the Faculty of Economics, Darma Agung University has the main tasks and functions of implementing education, research, and community service coupled with supporting activities. In learning, there is still some face-to-face under the standards. The number of studies 1 title per year per lecturer has not been fulfilled. The number of community services cannot meet the requirements. There are still lecturer complaints related to faculty management.

The obtained of the fact that job satisfaction does not partially affect organizational commitment. The jobs satisfaction has a significant positive effect on organizational commitment [1]. The result of the research shows that there is a direct influence between leadership and organizational commitment [2]. There is a direct influence between job satisfaction and organizational commitment [3]. The leadership style influences organizational commitment through job satisfaction as an intervening variable. The result of research concluded that organizational commitment has a positive and significant effect on job satisfaction and employee performance; organizational commitment positively and significantly mediates the relationship between leadership style and employee job satisfaction [4]. In this study, there was a difference where the commitment variable was intervening, mediating the relationship between leadership and job satisfaction. The organizational climate did not significantly influence employee job satisfaction at the Universitas Terbuka [5].

The research aims to find out and analyze: the influence of dean leadership on job satisfaction; effect of dean leadership on lecturer commitment; the influence of the work environment on job satisfaction; the influence of the work environment on the commitment of lecturers; the influence of the work environment on lecturer job satisfaction; the influence of the work environment on the commitment of lecturers; effect of job satisfaction on the commitment of lecturers. The benefits of this research include: bridging research gaps in aspects of leadership, work environment, job satisfaction and work commitment, a reference to subsequent similar studies and ones of the considerations of the faculty leaders in developing relevant policies or programs.

## II. RESEARCH METHOD

The type of research included causal research, namely research that measures between independent variables on the dependent variable. Causal research is a study where measurements of the influence of independent variables on associative measurements between variables through a hypothesis testing are based on data in the field. The measuring the direct influence of dean leadership on job satisfaction and lecturer commitment. The indirect influence of leadership on the commitment of lecturers. Measuring the direct influence of the work climate on job satisfaction and commitment. The indirect influence of the work climate on the commitment of lecturers in the development of the Faculty of Economic, Darma Agung University.

The study was conducted at the Faculty of Economics, Darma Agung University. The time for research begins in January 2018 until August 2018. The type of data collected from lecturers is ordinal on a scale of 1-7. Data was collected through questionnaires to all lecturers. SEM only uses the variance and covariance matrix or correlation matrix as sample data for the overall estimation done. The appropriate sample size was between 100–200 [6]. As for the minimum sample size, there are five parameter estimates. All of the Faculty of Economic as many as 114 population. This amount is all made as respondent. It means that the population is the same as the sample.

The analytical method used in this study is the analysis of the Structural Equation Model by processing data using

the computer Analysis of Moment Structure (AMOS) program. The analytical steps are as follows: (i) theory-based model development, (ii) development of flow charts, (iii) conversion of flowcharts into a series of structural equations and measurement model specifications, (iv) selection of input matrices and estimation techniques for the model built, (v) compatibility of measurement models, (iv) compatibility of structural equation model (SEM), (vii) assessing the possibility of the emergence of identification problems, (viii) model of evaluation, and (ix) model of interpretation and modification.

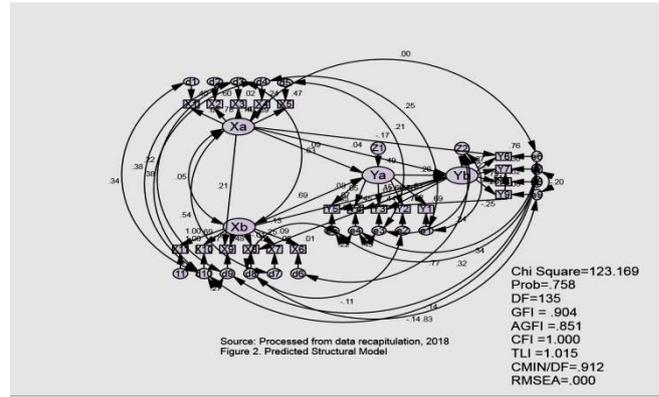
**III. FINDINGS AND DISCUSSION**

In the study, there were 19 indicators of the four constructs, namely: 2 exogenous construct and two endogenous constructs. The multivariate normality test showed a kurtosis critical ratio (c.r) of 1,965 or  $\leq 2.58$ , with a 1% error rate. It means that overall indicators are normally distributed. Multivariate Normal is fulfilled. See table 1 below:

**TABLE I. ASSESSMENT OF NORMALITY**

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y9	3.000	13.490	-0.071	-0.309	-0.409	-0.892
Y8	2.000	9.970	-0.012	-0.053	-0.313	-0.681
Y7	4.000	15.540	-0.145	-0.633	-0.081	-0.177
Y6	3.650	14.410	0.036	0.156	-0.184	-0.400
Y5	4.000	17.310	-0.190	-0.829	-0.348	-0.759
Y4	3.780	13.300	-0.257	-10.120	-0.245	-0.533
Y3	3.000	13.800	-0.243	-1.058	-0.189	-0.412
Y2	3.000	13.470	-0.191	-0.832	0.037	0.081
Y1	2.000	8.670	0.013	0.055	-0.449	-0.978
X11	3.000	13.240	-0.375	-1.636	-0.454	-0.989
X10	3.000	13.210	-0.390	-1.700	-0.174	-0.380
X9	3.000	12.000	-0.366	-1.597	-0.613	-1.335
X8	3.000	13.610	-0.104	-0.454	-0.237	-0.517
X7	10.070	20.960	0.513	2.235	0.693	1.510
X6	3.000	13.580	-0.037	-0.161	-0.345	-0.753
X5	6.760	20.480	0.084	0.367	0.205	0.448
X4	8.410	18.890	0.315	1.373	0.298	0.650
X3	3.000	13.250	-0.370	-1.611	-0.136	-0.297
X2	7.130	17.450	0.107	0.465	0.601	1.309
X1	6.630	17.790	-0.351	-1.529	-0.0198	-0.431
Multivariate					10.918	1.965

The exogenous construct of leadership consists of 5 indicators, exogenous construction work climate includes six indicators, and endogenous constructs of job satisfaction include five indicators. The endogenous construct of lecturer commitment is measured by four indicators. The processing that has been entered into the input path diagram model is presented in figure 1 below.



**Fig. 1 Predicted Structural Model**

The model is recursive. Sample size = 114. The goodness of the model can be seen from the 11 measures of the suitability of the model (goodness of fit index) presented in table 2.

**TABLE II. GOODNESS OF FIT INDEXES**

No	A goodness of fit index (GOF)	Cut off value	GFI model predicted	Justification
1	Statistic Chi-Square ( $\chi^2$ ) Probability	> 0.050	0.758	Good fit
2	CMIN/DF	$\leq 2.000$	0.912	Good fit
3	Goodness-of-fit Index (GFI)	> 0.900	0.904	Good fit
4	Root mean square error of approximation (RMSEA)	$\leq 0.080$	0.000	Good fit
5	Tucker-Lewis Index (TLI) atau Non-Normed Fit Index (NNFI)	> 0.900	1.015	Good fit
6	Normed Fit Index (NFI)	> 0.900	0.907	Good fit
7	Adjusted Goodness of Fit Index (AGFI)	> 0.900	0.851	Marginal fit
8	Incremental Fit Index (IFI)	> 0.900	1.010	Good fit
9	Comparative Fit Index (CFI)	> 0.900	1.000	Good fit
10	Parsimonious Goodness of Fit (PGFI)	> 0.000 (the bigger the better)	0.581	fit
11	Parsimonious Normed Fit Index (PNFI)	> 0.000 (the bigger the better)	0.644	fit

The suitability of the estimator model after modification can be decided because there is no suggestion of modification indices (M.I). Means the model in figure 2 is acceptable. When viewed from 11 Cut off Value criteria can be described as follows: only adjusted goodness of fit index (AGFI) whose value is marginal. Model suitability index such as, Probability, CMIN/DF, Goodness-of-fit Index (GFI), Root mean square error of approximation (RMSEA), Tucker-Lewis Index (TLI), Normed Fit Index (NFI), Adjusted Goodness of Fit Index (AGFI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), Parsimonious Goodness of Fit (PGFI), and Parsimonious Normed Fit Index (PNFI) are good (goodfit). So the GFI model above

can already be used to predict the distribution of observation data.

The Dean of the faculty of economics has a direct effect on lecturer job satisfaction with a coefficient of 0.098 ( $X_a$ - $Y_e$ ). Faculty of Economics lecturers in making decisions or for making or changing faculty policies always through faculty meetings. Usually, the most votes are the dominant factor. Therefore the leadership of the dean is democratic. New lecturers are always guided by deans in carrying out tridarma duties. It means that there is a paternalistic aspect in the dean's leadership.

The democratic and paternalistic leadership has a positive effect on lecturer satisfaction. If the leadership is optimized again, it will be able to increase the satisfaction of the faculty lecturers. Dean's leadership directly influences the commitment of lecturers with a coefficient of 0.041 ( $X_a$ - $Y_b$ ). If the dean's leadership is getting better, then the commitment of lecturers in faculty development will be even higher. The more optimal democratic and paternalistic leadership will increase the commitment of lecturers.

The work climate has a direct effect on lecturer job satisfaction with a coefficient of 0.685 ( $X_a$ - $Y_b$ ). The highest number of direct influences. The role of the work climate is relatively the highest among the variables studied in satisfying the lecturers at work. The work climate includes the facilities and infrastructure used.

The relationship between lecturers and other lecturers. Conducive policies or regulations and faculty governance are elements that shape the work climate in the faculty of economics. The availability of academic facilities will be important for improving the work climate. The better faculty management will encourage an increase in lecturers' job satisfaction.

The effect of the work climate directly affects the commitment of lecturers, but the direction is opposite where the coefficient is -0.058 ( $X_b$ - $Y_b$ ). So the work climate must first satisfy the lecturers, then increase the commitment of the lecturers. This can be seen in the indirect influence of the work climate on commitment through job satisfaction. Job satisfaction has a direct effect on the work commitment of lecturers with a coefficient of 0.250 ( $Y_e$ - $Y_b$ ). The more satisfied the lecturers at work, the higher the commitment to faculty development. Factors satisfying the work of lecturers such as leadership and a higher work climate will increase their commitment to producing optimal performance.

The Dean's leadership indirectly affects the commitment of lecturers with a coefficient of 0.024 ( $X_a$ - $Y_e$ - $Y_b$ = $X_a$ - $Y_e$ \* $Y_b$ =0.098\*0.250). Democratic and paternalistic leadership influences first the job satisfaction of the lecturer. Furthermore, it affects lecturers' commitment to institutional development. This can happen because there is a direct relationship between leadership and job satisfaction. If lecturers feel dissatisfied, their commitment will not increase.

The work climate in the faculty of economics indirectly affects lecturers' commitment with a coefficient of 0.171 ( $X_b$ - $Y_e$ - $Y_b$ = $X_b$ - $Y_e$ \* $Y_b$ =0.685\*0.250). The work

climate first affects the work satisfaction of the lecturer. Furthermore, it has an impact on their commitment to the development of the faculty. This happens because there is a direct relationship between the work climate and lecturer job satisfaction. Lecturers who feel dissatisfied with the work climate will not increase their commitment.

The influence of dean leadership on lecturers' commitment does not only come from direct influence, but also from indirect influence through job satisfaction. The total influence coefficient is 0.065 ( $(X_a$ - $Y_b)$   $\{(X_a$ - $Y_e)$  ( $Y_e$ - $Y_b)\}$ = 0.041+0.024). Total influence will be greater because it includes the direct influence and indirect influence. The influence of the work environment on the commitment of lecturers does not only come from direct influence, but also indirect effects through job satisfaction. The total effect coefficient is 0.113 ( $(X_b$ - $Y_b)$   $\{(X_b$ - $Y_e)$  ( $Y_e$ - $Y_b)\}$ = -0.058+ 0.171). the same thing with the conditions above, the total effect will be greater, because it consists of direct influence with indirect influence.

#### IV. CONCLUSIONS

1. The highest direct effect occurs on the influence of the work climate on lecturer job satisfaction with a coefficient of 0.685.
2. The lowest direct effect is on the influence of dean leadership on lecturer commitment with a coefficient of 0.041
3. The highest indirect effect occurs in the influence of the work environment on the commitment of lecturers through job satisfaction with a coefficient of 0.171
4. The highest total influence is on the effect of the total work environment on organizational commitment.

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