

# Job Satisfaction in Higher Education (Study at Universities in Indonesia)

\*Fullchis Nurtjahjani

Business of Administration  
State Polytechnic of Malang  
Malang, Indonesia  
fullchis@polinema.ac.id

Ayu Fury Puspita  
Economic and Business Faculty  
Brawijaya University  
Malang, Indonesia  
ayufurypuspita@ub.ac.id

**Abstract—** The current study examines the importance of lecturer job satisfaction in universities in Indonesia. Job satisfaction has an important role in increasing job involvement. The results of previous studies have shown that there is a positive relationship between lecturer job satisfaction and employee performance in an organization. In its development, lecturer job satisfaction needs to be analyzed for the progress of higher education. This study is based on the theory Luthans (2011) with job satisfaction indicators, including namely the work itself, salary, promotion opportunities, supervision, and relationships with coworkers. The results of this study indicate that the job satisfaction of lecturers can play a role in optimizing the performance of lecturers in higher education. The limitation of this study is that it only reviews job satisfaction. Therefore, it is recommended for other researchers to conduct future studies by reviewing other factors that can be studied from the development of universities in Indonesia or across cultures.

**Keywords—**higher education; job satisfaction; lecturer

## I. INTRODUCTION

Increasing satisfaction is one of the main interests of every organization. The more customers are satisfied with the service or product, the more benefits the organization will get. However, it is said that internal customers (employees) are more important than external customers for the success of the company. In higher education, lecturer job satisfaction is the most significant and important

aspect for the improvement and effectiveness of the higher education system. Since lecturers are the largest human resource in a university, understanding the factors that contribute to the job satisfaction (or dissatisfaction) of lecturers is critical to increasing the information base needed to support a successful education system.

Job satisfaction is taken into account as a measure of employee satisfaction in doing their jobs (1). Knowledge and morals are the keys to quality teaching especially in the higher education sector. Job satisfaction is a person's optimistic feeling that reflects his actual results with needs and desires (2). The concept of job satisfaction is based on educational institutions that contribute to the development and growth of human resources which in turn improves the economy by increasing skilled intellectual human capital (3). Job satisfaction is the most important part of all faculties or departments of all teaching faculties and their work is necessary for organizational growth and to support development. Job satisfaction is determined to meet the requirements and demands of the academic community, namely teachers in order to interact or inspire their students (4). Academics have increased their knowledge, skills, abilities compared to the first stage of the class it reflects that they are satisfied with their work.

## II. LITERATURE REVIEW

### 2.1 Job Satisfaction Concept

Job satisfaction is defined as a feeling of pleasure or positive emotion that arises from an assessment of a job or work experience (5). Job Satisfaction is a pleasant or positive emotional state that can be generated based on the result of a job appraisal or a

person's work experience (6). Job satisfaction reflects a person's attitude towards their work, this can be seen in the positive attitude of employees towards work and everything they face in their work environment. Employee job satisfaction as a positive emotion that arises from the evaluation of one's work experience (7). Job satisfaction as the overall result of the degree of likes or dislikes workers towards various aspects of their work. In other words, job satisfaction reflects the attitude of workers towards their work (8)

## 2.2 Job Satisfaction Theory

Job satisfaction has been developed by several experts by conducting research or creating (triggering) job satisfaction theory. Positive approach toward job with job satisfaction, and negative approach toward job with job dissatisfaction (9). Job satisfaction is one of the key ingredients to achieve recognition, compensation and promotion to embrace a feeling of fulfillment. Based on the description above, it can be concluded that job satisfaction is an emotional state of work that is felt by employees to get a sense of satisfaction or dissatisfaction by looking at their affective, cognitive, and behavioral psychological states.

Based on these descriptions, it can be formulated the notion of employee job satisfaction for this research. Employee job satisfaction is a pleasant or positive emotional state resulting from an assessment of one's work or work experience. The definition of employee job satisfaction that is used as a reference will be more understandable when looking at various indicators to measure job satisfaction itself. Therefore, various job satisfaction indicators are described as follows. The five indicators of job satisfaction are **1) The work itself** -research has found that job characteristics and job complexity mediate the relationship between personality and job satisfaction, and if creative employees find such jobs, employees are more likely to be satisfied. In addition, surveys show that an interesting and challenging job will make pragmatic employees an ingredient for jobs that produce job satisfaction. Career development is also important for young and old employees. **2) Ages** - money not only helps people meet basic needs, but also accompanies the satisfaction of higher needs. Employees often view payments as a reflection of the way management views employee contributions to the organization. Allowances are also important, but do not always have an effect because their monetary value is not always significant. **3) Promotional opportunities/opportunities** - promotional opportunities appear to have varying effects on job satisfaction, because promotions take a number of different forms and vary in compensation. Employees who get promotions will be satisfied, but not necessarily improve performance. Employees with additional salaries due to promotions will tend to feel less with the payments they get. A good work

environment for career growth opportunities will foster a wide range of knowledge and skills related to these promotional opportunities. **4) Supervision** - supervision is one that plays a role in moderating job satisfaction. When employees become the center of attention, it is measured by the supervisor's interest and concern for employees personally. In general, this is realized by checking how employees are doing well, providing advice, and helping individually as well as personal communication at all levels of employment. **5) Relationships with Coworkers** - relationships of friendship and cooperation between workers or team members are the biggest contributors to individual job satisfaction. Strong work groups with coworkers provide support, comfort, advice, and assistance for members. A good work group will produce comfortable work for employees (5)

## 2.3 Previous Research on Job Satisfaction

Satisfaction has been studied extensively in the management literature because of its importance to the physical and mental well-being of employees. Job satisfaction is a dynamic, multidimensional phenomenon with a number of determinants, which include satisfaction with the job itself, remuneration opportunities, promotions, supervision and colleagues (10). Job satisfaction is the attitude that employees have towards their work, a summary of their job appraisal, in which the level of satisfaction may vary from one individual to another as a result of personal or work related factors that employees use to determine their level of satisfaction (11).

These are feelings and attitudes about how people perceive their jobs psychologically and it is a known fact that job satisfaction results in both qualitative and quantitative performance improvements. When people are satisfied with the work they do, they tend to be motivated and more interested in the work, which in turn gives them psychological satisfaction (12). Therefore, an understanding of the factors related to job satisfaction is important

## 2.4 Recent Research on Job Satisfaction

Job satisfaction represents an emotional response to the current situation on the workplace, with which an employee is faced. Job satisfaction is a perception of an employee between what he/she wants from the job and what the job realistically provides. Job satisfaction and motivation of academic staff have got an important role in the quality of education institution and the improvement of students' learning which are representing future workforce in different areas (13). Competitiveness in the education sector depends of that how satisfied the employees with their job, or how they are "involved" and dedicated in the job. How to attract and retain academic staff,

especially talent, and managing their performance is the main task of strategic human resource management. Motivation and satisfaction of employees become the basis of modern human resource management, because only an adequate motivation system could help organizations to increase their competitiveness and value (14). Competencies can now be developed by the nature of the work a person does and if the job provides a stimulus for the development of skills, motivation, knowledge and opportunities for career or organizational development

### *2.5 Job Satisfaction in College*

The most important aspect of the role of other professions (15). Therefore, the job satisfaction of the academic community in tertiary institutions is highly dependent on their behavior so that they can carry out their duties wholeheartedly, dedicatedly, sincerely and with perseverance in their knowledge and funds for student development. The most influential factors on overall employee satisfaction which depend on finances, promotions and promotion (16). Salaries or rewards play an important role in the job satisfaction of academics in the higher education sector. Student satisfaction is strongly related to their relationship with academics and will, respectively, affect students' tutorial achievement (13). To develop this live stream, we tended to collectively respond to four relevant questions that improve teacher performance, commitment, and data and experiences by college.

Job satisfaction is highly dependent on the work environment, employees choose the institution depending on how far they travel from home to the institution, near hospitals, schools, temples, IT companies (17). Most of the noise production companies and other chemical industries that are in the vicinity of the employee's workplace are not interested in working. This will play an important role in employee decision making whether to stay or leave the job. This study concludes that the selection of employees depends on the work environment.

Salaries and promotions are satisfactory for female academics in the Higher Education Sector (3). Researchers found that gender characteristics can also affect their motivation; female employees in the Higher Education Sector are more satisfied than male employees. Managerial employees are more satisfied than employees who work in non-managerial positions (18). Employees at higher levels feel an optimistic impact on job satisfaction (19). The results of the study concluded that the job satisfaction of the academic community in the higher education sector depends on factors such as; salary, student feedback, promotion, job security, supervisor-subordinate relationship, peer group support, work environment and work-life balance (20). Furthermore, employees will be motivated and stay longer, if they are given

higher salaries, promotions, peer group support, better work environment and job security.

### 3. RESEARCH METHOD

The method used in this study is a literature review that uses sources from reference books, as well as leading international journals in the EBSCO database, Scopus (Schimago Journal Ranking), Science Direct, Proquest, Google Scholar, and Microsoft. Topics on job satisfaction of lecturers in higher education. The following are the stage carried out by the researcher 1) designing the review, 2) conducting the review, 3) analysis and 4) writing up the review.

### 4. RESULT

Job satisfaction is a feeling of pleasure or positive emotion that arises from an assessment of a job or work experience (5). Job satisfaction as a positive emotion that arises from the evaluation of one's work experience (7). Job satisfaction as the overall result of the degree of likes or dislikes workers towards various aspects of their work (8). In other words, job satisfaction reflects the attitude of workers towards their work. Job satisfaction is an employee's feelings and beliefs about the quality of the work they have (21).

Factors, such as work, benefits, recognition, cooperation, fair treatment, healthy company policies, team spirit, and performance management systems, can increase employee job satisfaction. The increase will lead to employee engagement. This level of involvement can be maintained and increased when management maintains employee participation in development activities and monetary benefits.

Job satisfaction is an important driver of employee engagement (22). On the other hand, employees who are satisfied with their work will be involved in their work. In other words, employees who are satisfied with their jobs will display more passion, dedication, and absorption (23).

Job satisfaction can have an influence on job involvement if the work carried out by employees is interesting, gets opportunities to learn, and has the opportunity to accept responsibility. In addition, another influential factor is the amount of financial remuneration received and the extent to which it is seen as fair by others in the organization. Furthermore, employees are said to be satisfied if they have the opportunity to participate in efforts to advance the organization and have good relationships with co-workers. Thus, it can be concluded that if an employee is satisfied with his work, the employee will be more involved in his work.

The strong direct role of job satisfaction on job involvement is because lecturers like their profession as educators, can take advantage of opportunities at all levels of promotion when it is time to achieve, feel great support from superiors, and establish working

relationships with colleagues. The job satisfaction described by this promotion opportunity has been carried out by most of the lecturers. This can be seen from the descriptive analysis section which explains that promotion opportunities have the second largest average value after relationships with colleagues. The desire to improve a career through this promotion is not easy and at this time preparation through increasing the level of education from S-2 to S-3 is the biggest choice compared to increasing competence, skills, and experience. Likewise with the demands of the profession,

Lecturers in carrying out their profession achieve high job satisfaction if there is a feeling of pleasure or positive emotion that arises from an assessment of a job or work experience. This pleasure can arise from a number of supportive situations, such as fairness in promotion opportunities or good administrative mechanisms, for example in the form of notifications or providing periodic information related to promotions. For most lecturers, satisfaction with this promotion is important because the amount of rewards that will be received will increase. Therefore, when a number of work procedures related to the organization are considered complicated or the role of the leader in coordinating is weak, the lecturer becomes less enthusiastic about his work.

#### 5. LIMITATIONS AND CONCLUSIONS

This research is limited because it only examines the job satisfaction of lecturers at universities in Indonesia. On the other hand, there are other factors that can be applied in state universities to increase job satisfaction so that it can produce good performance. Leaders in organizations if they want to improve performance or work involvement of lecturers need to consider what lecturers feel related to satisfaction in teaching

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