



The Determinants of Lecturer Job Satisfaction and Institution Performance Of East Kalimantan Muhammadiyah University (UMKT)

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Abstract—Quality management is currently a phenomenon that requires special attention for universities, especially private universities. This means that private universities, especially Private University in the city of Samarinda, are always directed at quality improvement activities. Because if this is not the case, private universities will have less of a place in the hearts of the people, which will ultimately threaten their existence. Thus, the focus of this research is higher education quality management which is related to the study of the influence of visionary leadership and lecturer performance on the quality of universities in the city of Samarinda. The approach used in this research is quantitative with an explanatory survey method using a research instrument in the form of a questionnaire given to respondents consisting of department heads, heads of study programs, lecturers and students. Research findings show that overall lecturer performance has a positive and significant effect on university quality. Partially, the lowest average value is the change agent and trainer sub-variable, the competency sub-variable from research results with student respondents shows in the medium category, the empathy and productivity sub-variables show in the medium category. Meanwhile, the other sub-variables are in the high category

Keywords: - Service Quality, Lecturer Job Satisfaction, Lecturer Performance

I. INTRODUCTION

Appropriate higher institution performance is one higher institution purpose. This performance could be indicated by its input, process, outputs and outcomes. By these indicators, the rank of higher institution in Indonesia can be decided. It could reflect to the universities and higher institution quality, while the quality is the most importance consideration thing for someone to choose the university or higher institution such as Polytechnics and Colleges.

Higher institution performance could be influenced so many factors such as lecturer working satisfaction. Since the lecturer has working satisfaction, the lecturer would have higher motivation, higher creativity and innovation in lecturing. It could lead the higher quality of students and either for the higher institution performance.

Some factors could effects the working satisfaction are management quality and management function. It is assumed that since management quality and management function increase, so working satisfaction increase as well, and performance either.

Nowaday is industrial revolution 3.0 era which all of aspect in certainty institution should be in an appropriate condition. Actually, some institution ignored almost all of management aspects, moreover working or job satisfaction.

A. The Problem Statements

It could be mentoned several problems as follows:

1. Does management quality (X1) have significant effect on job satisfaction (Y1)?
2. Does management function (X2) have significant effect on job satisfaccion (Y1)?
3. Does management quality (X1) have significant effect on linstituion performance (Y2)?
4. Does management function (X2) have significant effect on Institution Performance (Y2)?
5. Does job satisfaction (Y1) have significant effect on instiution performance (Y2)?

B. The Aims of Study

The aims of this study is to identify as follows:

1. Management quality (X1) has significant effect on job satisfaction (Y1)
2. Management function (X2) has significant effect on job satisfaccion (Y1)

3. Management quality (X1) has significant effect on institution performance (Y2)
4. Management function (X2) has significant effect on Institution Performance (Y2)
5. Job satisfaction (Y1) has significant effect on institution performance (Y2)

II. LITERATURE REVIEWS

A. Satisfaction

One of the main aim of the firms is to give their customer fell satisfied for their service or product. Thus, customer satisfaction is the priority of any industries. Vasic etc stated that consumer satisfaction is the result of comparing the expectations and the experience; in other words, the consumer is pleased when the delivery meets or exceeds their expectations ([Vasić, Kilibarda, & Kaurin, 2019](#)). That is why strategy needs to be designed for achieving customer satisfaction such as Customer focus strategy has shifted the way the businesses shape their customer satisfaction ([Alzoubi, Alshurideh, Kurdi, & Inairat, 2020](#)).

B. Job Satisfaction

Job satisfaction is related to a variety of individually and organizationally relevant behaviors, including task performance, absenteeism, turnover, organizational citizenship behavior, counterproductive work behavior, and organizationally profitability ([Judge, Zhang, & Glerum, 2020](#)) and Amin stated that job satisfaction reflects a positive feeling towards the task performed. Through this value of job satisfaction, an individual will feel confident and enthusiastic in every job undertaken ([Amin, 2021](#))

Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, quality, and recognition service. ([Ali & Anwar, 2021](#)), while Basalamah etc stated that motivation from a financial perspective can encourage someone to do work. This factor has a more significant influence than the influence of motivation on lecturer job satisfaction. ([Basalamah & As'ad, 2021](#))

C. Performance

Performance is defined as outcomes adjusted for the impact of environmental factors. Performance can then be measured in several manners which are subject to comparison ([Guillaumont & Chauvet, 2019](#)), and continuous performance is the objective of any firm. This is because it is only through performance that companies are able to experience development and make progress. ([Taouab & Issor, 2019](#))

D. Relationship Management Quality and Job Satisfaction

In case of management quality, it can be identified by working results or possibly it can be revealed the leadership style. Specchie et al., showed a significant correlation between leadership style and nurses' job satisfaction ([Specchia et al., 2021](#)). Regarding to management quality, it is indicated that quality of management is (1) negatively related to job stress, (2) positively related to job satisfaction ([Aruldoss, Kowalski, & Paravitam, 2021](#)).

Because of quality of management can be identified by the quality of work, hence Dhamija et al. showed that job satisfaction as explained by the quality of work life constructs ([Dhamija, Gupta, & Bag, 2019](#))

E. Relationship Management Function and Job Satisfaction

Management function consist of planning, organizing, actuating and controlling. It can be mentioned that there is relationship between management function and job satisfaction such as confirmed by Loan that the strength of the relation between organizational commitment and job performance was significantly reduced when job satisfaction was added to the model, suggesting the mediating role of job satisfaction ([Loan, 2020](#)). It is also supported by Meng et al. by confirmed the strong impact organizational culture and leader performance could have on public relations professionals' work engagement, trust, and job satisfaction. ([Meng & Berger, 2019](#))

F. Relationship Management Quality and Performance

The main aim of quality of management is total quality management, where all of aspect of management are being appropriated such as Abbas argued this indicates TQM significantly enhances organizational capabilities to achieve green performance objectives. ([Abbas, 2020](#)). It is also supported by Pambreni et al. showed positive impact of TQM on organization performance ([Pambreni, Khatibi, Azam, & Tham, 2019](#))

G. Relationship Management Function and Performance

confirmed the strong impact organizational culture and leader performance could have on public relations professionals' work engagement, trust, and job satisfaction ([Meng & Berger, 2019](#))

The influence of the characteristics of enterprise management age, international experience, education level, team size and government background on the financial performance of the company. (Ma, Jin, Liu, & Xu, 2019)

H. Relationship Job Satisfaction and Performance

Bin Abdullah stated that the variable work environment and job satisfaction bring a positive and significant effect on employee performance partially and simultaneously. (bin Abdullah, 2021) and Loan. found that job satisfaction had a positive impact on job performance when organizational commitment was controlled (Loan, 2020). Omar etc also found that job satisfaction significantly and positively influenced employee performance (Omar, Rafie, & Selo, 2020)

I. Hypothesis

Based on the theoretical foundation, the hypothesis can be developed as follows:

1. Management quality (X1) has significant effect on job satisfaction (Y1)
2. Management function (X2) has significant effect on job satisfaction (Y1)
3. Management quality (X1) has significant effect on institution performance (Y2)
4. Management function (X2) has significant effect on Institution Performance (Y2)
5. Job satisfaction (Y1) has significant effect on institution performance (Y2)

III. METHODOLOGY

This research is quantitative research and consist of exogenous variables consist of quality of management and function of management, mediating variable such as job satisfaction and endogenous variable such as institution performance. The study located in Muhammadiyah University of East Kalimantan Samarinda.

A. Research Scope

Research scope is specifically in Muhammadiyah University of East Kalimantan (UMKT) using the respondents consist of Deans, Head of Departments, Head of Study Programs, Lecturers and Students

B. Equations

The research consist of exogenous (X) and X2) are quality of management and function of management, mediating (Y1) is Job Satisfaction, while endogenous (Y2) variable is institution Performance as follows:

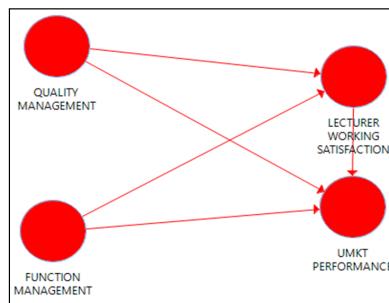


Figure 1 : Structural Equation Model

The equations will be used in this research is structural equation model as follows:

$$Y_1 = \alpha_1 X_1 + \alpha_2 X_2 + E_1 \quad (1)$$

$$Y_2 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + E_2 \quad (2)$$

X_1 = Management Quality

X_2 = Management Function

Y_1 = Job Satisfaction

Y_2 = Institution (UMKT) Performance

C. Instrument Analysis

Instrument analysis will be used for analyzing the data is Structural Equation Model (SEM) SmartPLS 3.20 version. It is consist of extracting Outer and Inner Loading.

D. Data Analysis

Data analysis will consist of several steps as follows:

1. Constructing Path Diagram
2. Calculating the data
3. Extracting the Loading Factors (Outer and Inner)
4. Bootstrapping Process
5. Examining the hypothesis
6. Concluding the results

IV. RESULTS AND DISCUSSIONS

By using SmartPLS 3.20 version the structured can be developed or constructing path diagram as follows:

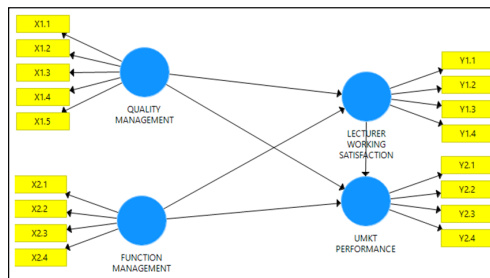


Figure 2 : Path Diagram

After designing the structural model, it need to be calculated, the path coefficients as follows:

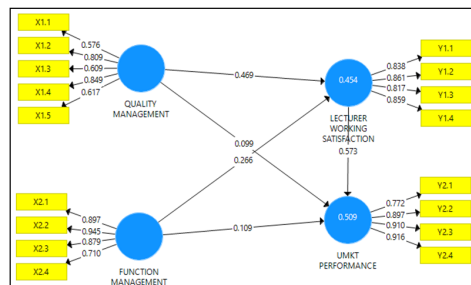


Figure 3 : Structural Model

Based on Figure 3, it can be explored to path coefficients as follows:

Path Coefficients				
Matrix	Path Coefficients	Copy to Clipboard: Excell		
	FUNCTION MANAGEMENT	LECTURER WORKING...	QUALITY MANAGEMENT	UMKT PERFORMANCE
FUNCTION MANAGEMENT		0.266		0.109
LECTURER WORKING SATISFACTION				0.573
QUALITY MANAGEMENT		0.469		0.099
UMKT PERFORMANCE				

Figure 4 : Path Coefficient

Based on Figure 4, the equation can be seen as follows:

$$Y_1 = 0,459X_1 + 0,256X_2$$

The quality of management and function of management have positive effect on job satisfaction or lecturer working satisfaction

$$Y_2 = 0,09X_1 + 0,109X_2 + 0,573Y_1$$

The quality of management, function of management, and job satisfaction have positive effect on institution (UMKT) performance

R Square		
Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
LECTURER WORKING SATISFACTION	0.454	0.416
UMKT PERFORMANCE	0.509	0.456

Figure 5 : R Square Adjusted Result

Based on Figure 5, it is identified that the management quality and function of management have 41,6 percent contribution on job satisfaction, while the management quality and function of management and job satisfaction has 45,6 percent contribution on institution (UMKT) performance.

Path Coefficients					
Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Co...	Samples	Copy to Clipboard	Excel Format
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics ...	P Values
FUNCTION MANAGEMENT -> LECTURER WORKING SATISFACT...	0.266	0.240	0.205	1.298	0.204
FUNCTION MANAGEMENT -> UMKT PERFORMANCE	0.109	0.070	0.301	0.361	0.720
LECTURER WORKING SATISFACTION -> UMKT PERFORMANCE	0.573	0.572	0.255	2.246	0.032
QUALITY MANAGEMENT -> LECTURER WORKING SATISFACTION	0.469	0.516	0.148	3.170	0.003
QUALITY MANAGEMENT -> UMKT PERFORMANCE	0.099	0.152	0.275	0.360	0.721

Figure 6 : Hypothesis Examining

Based on Figure 6, It is already examined that quality of management has significant effect on job satisfaction because the lecturers are mostly already experiencing in management and they can identify which one is the appropriate management or standard quality of management, moreover they assumed that management determines the quality of management. More over some of respondent have position in management fields such as dean, head of departments or head of study program who usually practically implementing this matters, that why they absolutely aware regarding to the quality of management. This reasons confirmed by Abbas who indicates TQM significantly enhances organizational capabilities to achieve green performance objectives. (Abbas, 2020)

Lecturer working satisfaction or job satisfaction has significant effect on institution performance. It can be argued that since the lecturers satisfied on their job, it lead increase their motivation to work or to teach, because the needs of lecturer are not only physical need and safety needs but also all level of human needs. As long as the they have all level of human needs, hence they will have their job satisfaction. It confirmed by Bin Abdullah stated that the variable work environment and job satisfaction bring a positive and significant effect on employee performance partially and simultaneously. (bin Abdullah, 2021) and also supported by Loan. that job satisfaction had a positive impact on job performance when organizational commitment was controlled (Loan, 2020).

V. CONCLUSION

Based on the results and discussion, it can be concluded as follows:

1. Management quality (X1) has significant effect on job satisfaction (Y1)
2. Management function (X2) has no significant effect on job satisfaccion (Y1)
3. Management quality (X1) has no significant effect on linstituion performance (Y2)
4. Management function (X2) has no significant effect on Institution Performance (Y2)
5. Job satisfaction (Y1) has significant effect on institution performance (Y2).

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