
**ANTECEDENTS AND CONSEQUENCES OF INDONESIA PRIVATE UNIVERSITY
LECTURER'S JOB SATISFACTION**

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ABSTRACT

This study intended to determine antecedents and consequences of private university lecturers' job satisfaction. Through the positive effect of the work environment, jobs, compensation, coworkers to job satisfaction and the positive effect of job satisfaction to work commitment. The background because as an organization, private university needs to have a competitive advantage. To achieving competitive advantage by qualified lecturers as human resources. Lecturers who have organizational commitment are expected show the best performance. The study was conducted with quantitative methods using questionnaires as a data collection tools using 5 likert scale. The questionnaires were distributed to 200 lecturers from three private university with more than 10.000 students in Kopertis Region 3 Jakarta, Indonesia who had worked for at least five years and had a minimum Academic Assistant Expert and Lecturer Certification from the Government. Using convenience random sampling. Then, response rate are 193 questionnaires that can be processed. Data processing using SEM-PLS. The results show that jobs, compensation, coworkers, work positively effected on job satisfaction. While work environment has not positively affect job satisfaction. Further, job satisfaction positively effected on work commitment. The research contribution is expected to provide input for university managers to manage organization commitment through lecturer job satisfaction.

KEYWORDS: Lecturers, Job Satisfaction, work Commitment

INTRODUCTION

University needs to have a competitive advantage. Especially Private Universities in Indonesia, considering that there are currently 4,186 Private Universities (BPS, 2018). Private Universities is managed by the University Coordinator (Kopertis). Referring to Law No. 4 of 2014 concerning the Implementation of University and Management of University, one Kopertis with large number of Private Universities is Kopertis Region 3, covering the Jakarta area. Data for 2017 in Kopertis Region 3 shows the number of 334 Private Universities; 199 Private Universities accreditation A; the number of permanent lecturers is 21,424, but those with an Academic Position of at least 9,732 Expert Assistants are 9,732, and in 2017 only 971 lecturers have passed the lecturer certification (kopertis3.or.id, 2017). Even though according to Law Number 14 of 2005 concerning Teachers and Lecturers, that as a lecturer needs to have Expert Assistants. As well as recognition of the professionalism of Lecturer Certification (Serdos) given by the government in accordance with the

Law.

Order for Private Universities to have high competitive advantage, must be effective in managing resources, including human resources (HR), namely lecturers as instructors. Private Universities must be able to become a high-performance organization oriented to customer service, so it requires qualified lecturers to be able to carry out the best teaching services (Karpagam and Suganthi, 2010). According to Noermijati and Risti (2010) HR is not just an object of achieving what the company wants, but also acts as an important subject of achieving company expectations. So, the role of lecturers as instructors for students becomes important. So that lecturers are expected to have organizational commitment. This means that lecturers who are increasingly at Private Universities, are expected to be more attached to the organization as an organizational commitment. Through organizational commitment, lecturers consider performance to be important.

Robbins and Judge (2017) and Govender (2010) indicate organizational commitment in the form of employee responsiveness; action involved; responsible. One thing that can influence organizational commitment is job satisfaction (Hasan, 2012 and Sartika, 2014). This condition is a challenge for Private Universities managers, including Kopertis Region 3. Based on literature studies, many studies on organizational commitment such as by Hasan, 2012; Sugandi et al., 2013; Sartika, 2014; Respatiningsih and Sudirjo, 2015; Pane and Fatmawati, 2017; Sari, 2018, but has not yet discussed much about the antecedents of job satisfaction with organizational commitment to Private Universities lecturers, especially those in Kopertis Region 3 and who have worked for more than five years, Expert Assistants with at least an Expert Assistant, has Serdos.

The contribution of research is expected to provide input for Private Universities managers how to pay attention to factors in job satisfaction that affect the organizational commitment of lecturers. The research questions are:

1. Does the work environment positively affect job satisfaction of lecturers?
2. Does the job itself positively affect job satisfaction?
3. Does compensation positively affect job satisfaction?
4. Do co-workers positively affect job satisfaction?
5. Does job satisfaction positively affect organizational commitment?

LITERATURE REVIEW

Lecturers

Lecturers are important components of university learning processes. Lecturers refer to Tri Dharma to have the opportunity for self-improvement and professional development, which is an act of increasing knowledge, skills in order to have a positive impact on teaching, fostering an attitude of

professionalism (Depdikbud, 1994 in Yuliantini, Natajaya, Yudana, 2013). According to the Workload Guidelines Lecturers in 2012 are professional educators and scientists who have the task of transforming, developing, disseminating science, technology and arts through education, research and community service (dikti.go.id, 2012). The problem with lecturers in Indonesia, in general, there are still many lecturers who do not yet have a minimum master education qualification; the number of lecturers holding doctoral degrees is still lacking; many still do not have functional positions; not many professors yet; scientific publications and intellectual property rights are still lacking (Kopertis3.or.id, 2017). This has an impact on how much the commitment of lecturers to the work organization that is influenced by job satisfaction.

Private Universities

Law No. 2 of 1989 concerning the National Education System provides the definition of a university in the form of Academic/Polytechnic / College /Institute / University. University can be organized by the Government, or by the public called Private Universities (regulation.bpk.go.id, 2016). In Minister of Education Decree No 234 of 2000 it was stated that Private Universities is a tertiary institution organized by the Private University Organizing Agency. During this time, job satisfaction research, organizational commitment is more widely applied in business and health organizations while in university including Private Universities has not been done much (Sari, 2018).

Job satisfaction

Robbin and Judge (2017) define job satisfaction as positive employee feelings about everything related to work. Meaning when individual has job satisfaction will has good behavior to achieve higher performance than dissatisfied individual that has negative behavior toward performance. Sutrisno (2014) states the influential factors on job satisfaction include (1) Psychological factors, such as interests, behavior on work performance, maintain work skill. (2) Social factors, for example relationship between person and his/her direct superiors. (3) Physical factors, usually reflected to ambient at workplace such as how strong the lamp give lighting at workplace, how many degrees the temperature is comfortable enough to work, how cold the temperature to work, rest area, a place for parking, rest room and so on (4) Remuneration factors that are related to employee guarantees and welfare, including financial compensation packages, benefits including social security. When company provides positive motivation, employees will feel positive conditions and feel satisfied, so they are motivated to perform extra miles (Sugandi et al., 2013).

Work Commitment

Work commitment introduced by Becker in 1960 was based on employees having links to the organization. Ritzer and Trice continued in 1989 where work commitment was carried out according to the interests and expectations of the company (Carmeli & Freund, 2004 in Archandar, 2010). Work commitment is the psychological situation of employees in favor of the work organization. Aiming at

maintaining its membership. So that through organizational commitment employees take sides with work organizations (Liwun and Prabowo, 2015). Based on Allen and Mayer's research, 1997 commitment employee to organization classified on three parts: (a) Affective, employees having high affective commitment tend to work hard. Individuals with affective commitment work harder and show better results than lower commitments. (b) Normative Commitment, Individuals with high normative commitment will survive in the organization because they feel an obligation or task. With such feelings motivate individuals to behave well and take appropriate actions. (c) Ongoing Commitment, Individuals with high continuance commitment persist in the organization, due to the awareness that there will be losses to the organization if they leave the organization. In this study, work commitment is manifested in indicators such as Affective commitment (supporting organizational goals as a top priority), Continuance commitment (requires this work organization to utilize talents), Normative commitment (committed to completing tasks that are charged properly), Cohesion commitment (committed to carrying out the role managerial well because of the support of coworkers), Control commitment (Organization norms helping to be more disciplined) according to Islam, 2012; Kurniawan, 2015, Liwun and Prabowo, 2015, Azzahra and Maryati, 2016.

Relationship Work Environment and Job Satisfaction

The work environment according to Siagian (2014) is everything around employees that can affect carrying out tasks, for example cleanliness, music, lighting and others. Wendi (2013), said that the work environment is distinguished physically and non-physically which encourages and enhances work motivation so that employee job satisfaction is obtained. Wibowo, Musadieg, Nurtjahjono (2014) supported physical environment impacted on employee satisfaction of their job, when employees carrying out tasks. While non-physical work environment is a comfortable condition such as a family atmosphere also has impacted satisfaction of work, so a hypothesis is formulated:

H1: Work environment positively effected on job satisfaction of lecturers.

Relationship Job Itself and Job Satisfaction

Every employee requires interaction with co-workers and superiors, follows organizational policies and regulations, meets performance standards, accepts less than ideal working conditions and others. This means that one's assessment of how satisfied or dissatisfied with work is a complex presentation of a number of different work elements, and different from one another (Roziqin, 2010; Govender and Parumasur, 2010) and Handaru et al., (2013). Likewise, lecturers with TRIDARMA-based work (dikti.go.id, 2018) are specific and constitute the core of work containing perceived characteristics that affect work behavior towards their work.

H2: Job itself positively effected on job satisfaction of lecturers.

Relationship Compensation and Job Satisfaction

Miftah (2013) states that compensation received by employees is a substitute for service contributions

to the company. Good compensation can give good effect on job satisfaction. Compensation distinguished as two i.e. financially and non-financially. Overall, if compensation is felt to meet employee needs, it will have a positive impact on job satisfaction (Sugiyarti, 2012). Reinforced by Gurning (2018) regarding well managed compensation to employees can make good feeling toward job satisfaction.

H3: Compensation positively effected on job satisfaction of lecturers.

Relationship of Co-workers and Job Satisfaction

For most employees, work fills the need for social interaction. If you have a friendly and supportive co-workers, it affects your job satisfaction. Behavior towards someone is also a major determinant of satisfaction (Miftah, 2013). It can be explained that the employment relationship is not only formal, but no less important is that the mental relationship is informal. Workers feel happy about their activities and duties and are friendly with others, showing a harmonious work atmosphere. A good co-worker encourages someone to work better and be positive, such as having high loyalty to co-workers and work, excitement, satisfaction at work (Jahrami et al., 2011; Kcollehamlub et al., 2013).

H4: Co-workers positively effected on job satisfaction of lecturers.

Relationship of Job Satisfaction and Work Commitment

Hasan (2012) states if job satisfaction increases, organizational commitment of employees also increases. So that employees who are satisfied have a comfortable feeling of work due to achievement, appreciation, responsibility, progress, pleasant policies lead to strong motivation as work commitments (Sartika, 2014). This means that employees who are satisfied have a feeling of being bound, giving commitment to the work organization. According to several studies, job satisfaction has a positive effect on work commitment (Abdallah et al., 2017; Puspitawati and Riana, 2014; Azzahra and Maryati, 2016, Akbar et al., 2016). The hypothesis is formed:

H5: Job satisfaction positively effected on the organizational commitment of lecturers.

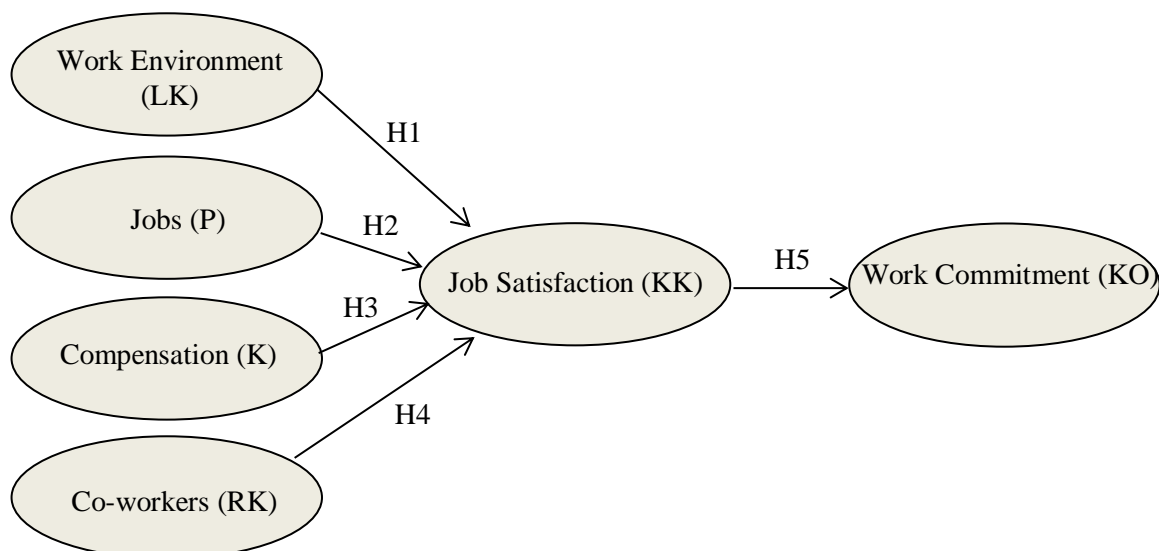


Figure 1. Research Model

RESEARCH METHOD

The quantitative paradigm in this study builds on the philosophy of positivism. Corresponding to Sekaran and Bougie (2017) the research process is based on rational thinking, numerical empirical data. Then the descriptive study research objectives describe the effect of work environment, work, compensation, coworkers on job satisfaction and the continued effect of job satisfaction on organizational commitment as an object of research. The target population of the Kopertis Region 3 Private Universities lecturers. The research sample is the Kopertis Region 3 Private Universities lecturers who have worked more than five years, have Expert Assistants, at least AA, and Serdos. The research subjects are lecturers with individual analysis units according to criteria, because there have not been many such studies before. Indicator items were adapted from previous studies accordingly (Sekaran and Bougie, 2017).

Work environment (including physical work environment) adapted from Wendi (2013); Siagian (2014) and Wibowo, Musadieg, Nurtjahjono (2014). Job (including ability to do; challenging; gives opportunity to develop; freedom in teaching; freedom to do research; Freedom to do community service) adapted from Roziqin (2010); Handaru et al. (2013). Compensation (including salary paid regularly; rewards when working more than standard; appropriate benefits; nonfinancial compensation increases morale; compensation improves company image) adapted by Sugiarti (2012), Miftah (2013); Gurning (2018). Coworkers (Mutual respect; Motivate to complete tasks; There is a family relationship; Willing to listen to complaints; Help when there are work problems; Healthy competition) adapted from Jahrami et al., (2011); Khamlub et al. (2013); Miftah (2013).

Indicators of job satisfaction (including having positive morals; discipline; good work results for being earnest; delivering positive things about the workplace; willing to be in this university in next three years) adapted from Hasan (2012); Sugandi et al (2013); Sutrisno (2014), Robbins and Judge (2017). Work Commitment (including supporting workplace goals; workplace to utilize talents; commitment completing tasks well; commitment carrying out roles well due to co-workers support; workplace norms helping more disciplined in carrying out work; confident supporting organizational goals as top priority) adapted from Islam (2012); Sartika (2014); Puspitawati and Riana (2014); Kurniawan (2015); Liwun and Prabowo (2015); Azzahra and Maryati, (2016).

The number of research samples is 193 people, according to Ghazali (2014) that the sample size for the Partial Least Square Structural Equation Model is 30 to 200. Because the number of questionnaire items is 30 indicator items measuring six constructs. Supported by the rule of thumb Roscoe (in Sekaran and Bougie, 2017) and Hair et al. (2010) the sample size should be between 30 and 100. In

additions SmartPLS does not require a large sample size, a minimum of four times the number of latent variables (Abdillah W, 2015). A response rate of 96.5% means that of the 200 questionnaires distributed only 193 can be processed according to the research objectives. The questionnaire uses a five-scale Likert scale including (5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree).

Data processing uses PLS-SEM according to Abdillah and Jogiyanto (2015) which says PLS is a multivariate statistical technique that can make comparisons between multiple dependent and multiple independent variables. In additions PLS functions to understand the size of small research samples, missing data and multicollinearity. In PLS-SEM it is necessary to test the outer model (model of measurement) for the measurement of validity and reliability. According to Ghozali (2015), this is done through convergent validity, discriminant validity, composite reliability and Cronbach alpha. According to Ghozali (2015) convergent validity through loading factors > 0.7 ; and average variance extracted (AVE) > 0.5 . The AVE value must be greater than the latent variable correlation. Reliability testing is carried out using composite reliability, achieved if it exceeds 0.7. In discriminant validity seen from the square root AVE construct should be more than correlation between constructs in the model. Then we need to test the inner model (structural model) (Ghozali, 2015).

After that, structural model evaluated using R-square. Then, test for dependent variable, value of the path coefficient namely t-values test the significance inter structural variables models defined by Abdillah and Jogiyanto (2015). R square is declared strong if > 0.67 and t-value must be above 1.65 with a significant level of 0.05.

RESULTS AND DISCUSSION

Based on the existing sample, it can be seen that there were 193 respondents. 57% of men and 43% of women. Has a Masters Degree in 63% and S3 with 37%. Age 38-43 years 56% and above 43 years 44%. Marital status, married 86% and unmarried 14%. Length of work 5 years 18%, 6-10 years 58% and > 10 years 24%. Position as structural 35% and nonstructural 65%. Academic ranking of respondent including Lecturer 27%, Assistan Professor 48%, Associate Professor 18%, Professor 7%.

Outer Model (Model of Measurement)

Measurement consists of convergent validity, discriminant validity. Convergent validity according to AVE > 0.5 . The convergent validity of the measurement results can be seen in Table 1. Reliability can also be seen in Table 1. There are two types of composite reliability measurements and Cronbach Alpha (CA) reliability. Reliability value > 0.7 . The construct item value that does not meet the requirements has been removed and is not used in subsequent processing.

Table 1. Construction Measurement Results

Konstruk Item	Item Loading	Mean
work environment (LK) CA (0.771); AVE (0.688)		
LK2	0.747	3.343
LK3	0.915	3.393
LK4	0.817	3.383
Job Itself (P) CA (0.806); AVE (0.629)		
P3	0.797	3.313
P4	0.779	3.404
P5	0.774	3.232
P6	0.822	3.283
Compensation (K) CA (0,857); AVE (0,779)		
K1	0.923	3.192
K2	0.845	3.222
K3	0.878	3.101
Co-workers (RK) CA (0,858); AVE (0,671)		
RK1	0.761	3.374
RK4	0.861	3.141
RK5	0.790	3.131
RK6	0.859	3.141
Job satisfaction (KK) CA (0,911); AVE (0,738)		
KK2	0.853	3.070
KK3	0.909	3.152
KK4	0.824	3.212
KK5	0.864	3.232
KK6	0.841	3.202
Work Commitment (KO) CA (0,705); AVE (0,767)		
KO1	0.903	3.141
KO4	0.848	3.283

Discriminant validity measurement can be seen in table 2. Discriminant validity is measured by comparing the root value of the AVE value of each construct with the construct where the correlation between the root value of AVE must be more than correlation between the constructs. The results of the discriminant analysis measurements have been met.

Table 2. Analysis of Discriminant Validity

	KK	KO	K	LK	P	RK
KK	0.859					
KO	0.799	0.876				
K	0.758	0.604	0.882			
LK	0.651	0.536	0.721	0.829		
P	0.763	0.611	0.665	0.676	0.793	
RK	0.624	0.528	0.488	0.505	0.524	0.819

Measurement of reliability considers the consistency and accuracy of variables in the model (Latan & Ghozali, 2012). Reliability is measured by composite reliability, both if the composite reliability value is above 0.7 (Latan and Hengky, 2012). The reliability test results show that the composite reliability values for all the variables above have been met. Thus all variables can be relied upon. To see the relationship between the measurement model and structural model is shown in Figure 2.

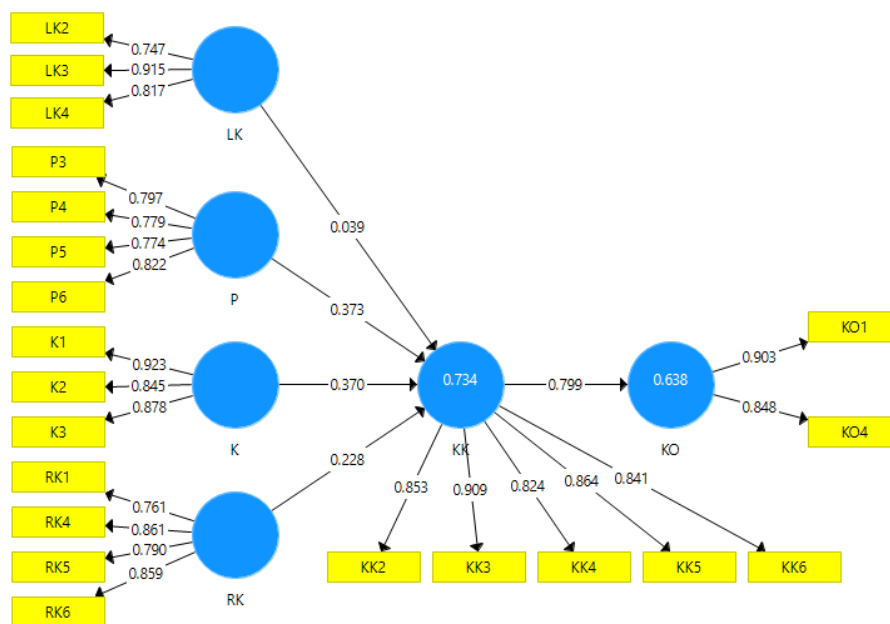


Figure 2. Relationship Measurement Model and Structural Model

Then, test multicollinearity by calculating the value of Variance Inflation Factor (VIF). The results of actual research VIF calculations, show the value generated according to the requirements specified below the value of five. With the value of the work environment (2,319); Employment (2,062); Compensation (2,511); Co-workers (1,501).

Inner Model (Structural Model)

In evaluating structural models, the SmartPLS program can be justified through R square value of each endogenous latent variable as the predictive the strength of structural models (Ghosali and Latan, 2015). The Rsquare results represent the number of construct variants explained by the model. The actual research can be seen R-Square job satisfaction of 0.734 and work commitment is 0.638. This figure means that 73.14% and 63.8% prediction models of endogenous variables are in the strong category. According to Chin (1999 in Ghozali and Latan 2015) the value of R-Square is strong if the value exceeds 0.67.

In this study using the 5000 bootstrapping procedure, the reason is because the SmartPLS 3.4.2 program only provides a bootstrap resampling method. Ghozali and Latan (2015) state that the bootstrap approach uses all original samples to re-sample. Then test the structural relationships shown in Table 3. Suitability of the model can be accepted if the hypothesis produces a significant t-statistic at alpha 0.05. Where the t-value must be above 1.65 and the p-value is significant at a value below 0.05.

Table 3. Hypothesis Test Results

Hypotheses	t-values	p-values	Result
LK→KK	0.540	0.296	Hyphothesis not accepted
P→ KK	3.272	0.001	Hyphothesis accepted
K→ KK	3.772	0.000	Hyphothesis accepted
RK→ KK	1.845	0.031	Hyphothesis accepted
KK→KO	19.200	0.000	Hyphothesis accepted

The first hypothesis is work environment positively effected on job satisfaction is not accepted because p values (0.296) > 0.05 and t values (0.54) < 1.65. The second hypothesis accepted is job itself positively effected on job satisfaction with p-values (0.001) < 0.05 and t-values 3.272 > 1.65. The third hypothesis accepted is compensation positively effected on job satisfaction with p-values (0.00) < 0.05 and t-values (3,772) > 1.65. The fourth hypothesis accepted is co-workers positively effected on job satisfaction accepted with p-values (0.031) < 0.05 and t-values (1,845) > 1.65. The fifth hypothesis accepted is job satisfaction positively effected on work organization commitment received with p-values (0.00) < 0.05 and t-values (19.20)

DISCUSSION

Based on analysis of this research that second hypotheses until fifth hypoteses are supported. But first hypotheses is not supported. Meaning these independent variable (job itself, compensation and co-workers) are the best predictor of job satisfaction. Then Job satisfaction has impacted to organization commitment.

Firstly, the result verifies that work environment positively effected on job satisfaction is not accepted. This result is not supported several previous studies (Wendi, 2013; Siagian, 2014; Wibowo, Musadieg, Nurtjahjono, 2014). It can be explained based on findings that respondents are consisted with fulltime lecturers of private university, who had worked more than five years, so they did not pay attention to the need for a comfortable workspace. Then related with item fall is physical work environment should attractive workplace buildings. Respondents already feel at home so that even if the work environment is improved it doesn't affect the feeling of job satisfaction. Respondent more lead to satisfaction with job, compensation and co-workers.

Secondly, hyphotesis job itself a positively effected on job satisfaction is accepted. Consistent with most of previous studies (Govender and Parumasur, 2010; Roziqin, 2010 Handaru et al., 2013). The reason as because respondents already felt that job itself as a lecturer with Tridarma gave them the opportunity to develop and gave them freedom to run them. As stated by Wijono (2012) jobs are the main source of employee job satisfaction.

Thirdly, hyphotesis compensation positively effected on job satisfaction supported previos research (Sugiyarti, 2012; Miftah, 2013; Gurning, 2018). Meaning respondents were satisfied with the salary paid on time, rewards for working above the standard and adequate allowance as a lecturer at a private university. In accordance with Wijono (2012) which says that when individuals feel that he/she did not get the benefit in the work which is done and added to the total salary he/she still feels inadequate, he/she will experience feelings of dissatisfaction.

Fourthly, hyphotesis co-workers has a positive effect on job satisfaction accepted and supported previous research (Jahrami et al., 2011; Khamlub et al., 2013; Miftah, 2013). It can be explained that respondents feel that co-worker in their relationship as supporting system at work, who support in completing the task and willing to listen into complaint.

Fifthly, hypothesis job satisfaction has a positive effect on work commitment accepted and supported previous research (Hasan, 2012; Puspitawati dan Riana, 2014; Azzahra dan Maryati, 2016, Akbar et al., 2016; Abdallah et al., 2017). Respondents as lecturer feel that committed to carrying out their duties properly as a normative commitment and to carry out the role well because of the support of co-workers and superiors as cohesion commitments.

CONCLUSION AND RECOMENDATION

This study intended to determine the effect of the work environment, job, compensation, coworkers on the organizational commitment of lecturers at private university. Finding showed that job, compensation, coworkers has positive effect on job satisfaction. These variabels should be maintain

well to enhance job satisfaction of lecturers. Then work environment has not positively affected job satisfaction. Then private university should find what kinds of work atmosphere as needed of lecturers more than five years working periods.

Then, job satisfaction positively effected on organization commitment. Managerial of private university should pay attention more to job satisfaction for promote to each leacturers has organizational commitment. In the long term can help to build lecturer's loyalty. Empirical results shown evidences that proposed model designed is acceptable. Finally, the university can define good human resource management ways to maintain lecturer's commitment.

Limitation of this research, including:

- respondents only limited lecturers that has been five years working from one private universities at Jakarta and Tangerang, Indonesia so cannot be generalized to all lecturers. Next study should consider using wider demographics.
- Sampling only 193 respondents, recommendation for next statistical test larger samples needed to represent whole population.
- Analysis approach using SmartPLS progam, which is not able testing feasibility model confirmation. Further studies need to consider using Structural Equation Modeling (SEM) which able to test feasibility of the model.
- Sampling as convinience used has limitations for generalizing results. For Next study recomendate using probability for wider sampling.

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