



ORIGINAL ARTICLE

Optimizing Job Satisfaction in Mediating Motivation on Lecturer Performance

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ABSTRACT

Job satisfaction gives hope, especially for a lecturer in improving his welfare. Having good work motivation is expected to be able to increase the quantity and quality of lecturers in carrying out their duties and responsibilities. The main focus of this study is to determine the role of job satisfaction in mediating motivation on performance. This research method uses a Structure Equation Model (SEM) based on Partial Least Square (PLS). In this study, the population and sample were 52 permanent lecturers of the LP3M Superior Polytechnic. Data collection techniques using a questionnaire. The results of data analysis show that motivation directly has a positive and significant effect on job satisfaction, indirectly motivation does not affect performance. Job satisfaction has a positive and significant effect on performance. Indirectly job satisfaction has a role in mediating motivation to performance.

Keywords: : *Motivation, Satisfaction, Performance*

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INTRODUCTION

Competition among private universities demands that management in the management of human resources or lecturers in achieving the goals that have been set must be carried out properly and correctly (Novitasari, 2021). Aspects of lecturers in maintaining the survival of private universities have a top priority (Akrim, 2021). So that maintaining human resources such as lecturers so as not to move to other universities must of course be done by management or even foundations at private universities. So don't let newly recruited lecturers be trained and gain important experience to move in the future. Losing a permanent lecturer who has good performance, of course, is a big loss, especially for private universities (Nirmalasari, 2020). Private universities that are good at managing human resources, of course, already have an internal assessment system to record the extent to which the targets set by management have been met (Mangkunegara, 2013).

Lecturers are an important element in the development of universities, both public and private. Universities that have good performance will easily explain management work plans or programs (Dasmadi, 2021). The performance of a lecturer is measured by the tridharma of higher education consisting of education, research and community service (Teruna, 2021). As long as Dikti continues to monitor and evaluate the performance of lecturers in Indonesia. One of the extensions of the Dikti party is LL Dikti Region 1. Furthermore, the classic problem that exists in private universities is the problem of welfare which has an impact on lecturer performance.

The results of observations of special researchers on the performance of lecturers at the LP3M Superior Polytechnic can be stated that only lecturers who have passed lecturer certification are actively carrying out the tridharma of higher education. The tridharma of higher education, such as research, only fulfills quantitatively but in terms of quality it is still far from perfect. For example, the results of lecturers' research are only published in local journals within the LPPM Polytechnic Superior LP3M environment. Likewise, community service is only carried out in the local environment and has never been published. Meanwhile, for lecturers who are not certified in the lecturer certification program, they are not interested in implementing the tridharma of higher education. So this has an impact on the low achievement of the main indicators of higher education and finally becomes a problem in increasing accreditation both at the level of study programs and at the institutional level (Nirmalasari, 2020).

One of the factors that cause the low performance of lecturers and the less than optimal quality of the tridharma of higher education is more due to the sense of satisfaction of the lecturers at work (Ritonga, 2021). Every lecturer who works at a private university will want a sense of job satisfaction. Regarding job satisfaction, of course, it will be different (A. F. Nasib, 2020). Job satisfaction is the attitude or feeling of the lecturer towards the pleasant aspects of work that are in accordance with the assessment of each worker (Badriah, 2015). Job satisfaction will have an important meaning for a private university where when a lecturer is satisfied with his work, it has an impact on achievement compared to other lecturers, the level of absenteeism is low, there is no desire to move to another company, the age of the lecturer in his work, the opportunity to get a position level. higher than other lecturers (Siagian, 2015). So far, the satisfaction of lecturers at the LP3M Superior Polytechnic has not been well felt, either by lecturers who have passed certification or lecturers who have not been certified. This lecturer satisfaction will be seen from the absence of a program to increase the salary or honorarium of lecturers either based on functional positions or lecturers with longer tenures.

Management gives the same honors to both senior and junior lecturers. Then junior lecturers with good college tridharma also did not get an award by management for their sacrifice and loyalty to their work.

In addition to job satisfaction, the motivation that exists in a lecturer will also affect his performance (Supardi, 2021). Strong motivation makes a lecturer aware of his duties in carrying out the tridharma of higher education. The motivation of lecturers at the LP3M Superior Polytechnic looks different between young lecturers and old lecturers, academic lecturers and practitioner lecturers. So that this will also have an impact on the performance of lecturers on their burdens and obligations. The low motivation of lecturers in implementing the tridharma of higher education is a problem that must be addressed wisely (Daulay, 2020). When the management is wrong in directing the existing motivation, of course, the lecturer will move to another campus or even choose not to do anything. Lecturers judge that how many classes are given, how many students are mentored, how much job allowance is not a problem. However, lecturers only ask for performance reports of lecturers who have passed the certification, which should make it easier to get administrative services.

Motivation will be able to give a lecturer able to carry out the tridharma of higher education well. Lecturers with high motivation have complete awareness of their noble duties. The knowledge he has will be given to his students, but the community can also get it through community service programs. In addition, research innovation or service can be used, especially in the industrial world that needs it. The results of previous studies state that motivation has a positive influence on employee job satisfaction (Abdul, 2019; Pattiruhu, 2020; Anw, 2021). So it can be stated that when an employee's motivation is getting better, it will have a positive impact on the job satisfaction he feels.

H1: Motivation affects job satisfaction

The demands of a lecturer at a university to carry out their functions properly and correctly are the expectations of all parties. As a lecturer who works more than the target set by the Higher Education or the management, it must be maintained. The quantity and quality of the lecturers have an important meaning, especially the campus where the lecturer serves. Significantly the results of lecturers' employees will be used as material for filling out self-evaluations at the study program level or at the institutional level. Previous research has shown that when the work motivation that exists in a lecturer will have a significant influence on his performance (Mahaputra, 2020; Purwanto, 2021; Domínguez, 2021).

H2: Motivation affects performance

As a private lecturer, expecting a salary or income from the tridharma of higher education is everyone's dream. Universities that are able to provide job satisfaction to lecturers will get feedback on their performance. If the management is not able to provide satisfaction to their permanent lecturers, this will have an impact on the risk of the lecturer leaving or moving homebase to other universities. The results of research conducted by (Abdul, 2019; Pebri, 2020; Domínguez, 2021) stated that job satisfaction has a positive and significant effect on performance. It can be stated that when lecturer satisfaction appears in him, it will lead to better performance of the tridharma of higher education.

H3: Satisfaction affects performance

Private universities have a responsibility not only to their students but also to their permanent lecturers. It is undeniable that having lecturers with good work loyalty will help management in carrying out the work plans that have been set. The performance of lecturers is

the hope of all parties, not only students but the foundation will also get the impact of this performance. Furthermore, lecturers who work with good loyalty will not be separated from being satisfied with their burdens and responsibilities. Feeling that they are getting remuneration in accordance with what is expected of course must be done by every private university so that existing lecturers do not move to other universities. Performance and job satisfaction will be much influenced by the motivation that exists in private universities. Good work motivation in lecturers will have an impact on increasing their love for the work they do and will have an impact on maximum work results. Previous research conducted by (Kristiana, 2020; Alifah, 2021; Ismanto, 2021) stated that job satisfaction has a role in mediating motivation to performance.

H4: Motivation affects performance through job satisfaction

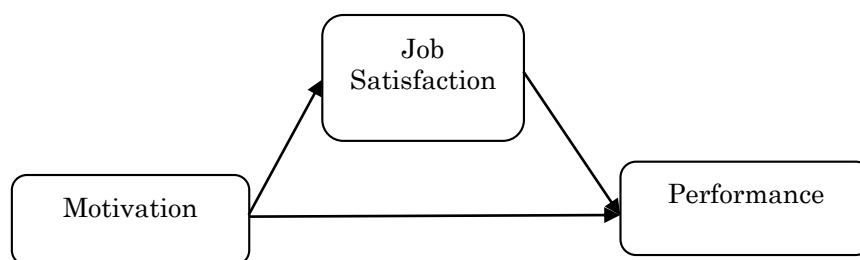


Figure 1. Theoretical Thinking Framework

METHODS

This research method uses a Structure Equation Model (SEM) based on Partial Least Square (PLS). The population and sample in this study were all permanent lecturers at the LP3M Superior Polytechnic campus, totaling 52 permanent lecturers. Where the sampling technique uses total sampling. So that the sample in this study is 52 respondents. Data collection techniques in this study are observation, interviews, documentation and questionnaires (questionnaires). The measurement scale uses a Likert scale with a value of 1-5. Where 1 (Strongly Disagree), 2 (Disagree), 3 (Doubtful), 4 (Agree), 5 (Strongly Agree).

RESULTS AND DISCUSSION

Measurement Model Analysis (Outer Model)

Convergent Validity Test

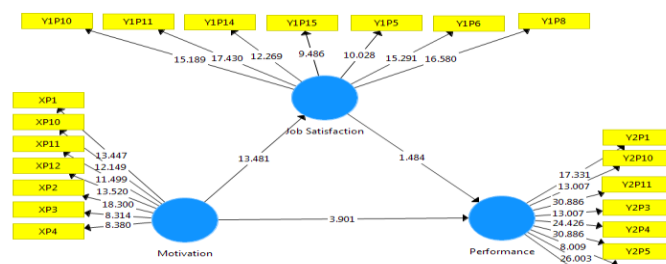


Figure 2. Outer Model Results

Based on the picture above, all indicators in the model are < 0.7. So it can be declared reliable for the measurement of research variables. Then it can be used in the next analysis.

Construct Reliability Test

The results of data processing show that:

Table 3. Construct Reliability

Variabel	Composite Reliability	Average Variance Extracted (AVE)
Motivation	0.805	0.628
Job Satisfaction	0.840	0.612
Performance	0.608	0.713

Based on table 3 shows that the average value is >0.5. Then the composite reliability value > 0.7. So it can be concluded that the indicators in the study are able to measure well.

Measurement Model Analysis (Inner Model)

Coefficient of Determination (R²)

Table 4. R Square

Variabel	R Square	R Square Adjusted
Job Satisfaction	0.468	0.459
Performance	0.288	0.264

Based on the data from table 4, it is known that the R Square Adjusted value for the job satisfaction variable is 0.459 or 45.9% while the remaining 54.1% is influenced by other variables that are not variables of this study. while for the performance variable the value of R Square Adjusted is 0.288 or 28.8% while the side is 71.2% influenced by other variables not included in this study.

Predictive Relevance (Q²)

The value of Q² has the same meaning as the coefficient of determination (R-Square). Q- Large value of Square (Q²) 0 indicates the model has Predictive relevance, otherwise if a value (Q²) is less than 0, this indicates the model has less Predictive relevance; or in other words, where all the values of Q² are higher, the model can be considered more suitable to the data. Consideration of the value of Q² can be done as follows:

$$Q_2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_n^2)$$

$$Q_2 = 1 - (1 - 0.459)(1 - 0.288)$$

$$Q_2 = 1 - (0.541)(0.712)$$

$$Q_2 = 1 - 0.385$$

$$Q_2 = 0.614$$

Based on these results, the value of Q² is 0.614. So it can be concluded that all the variables in this study motivation, job satisfaction and performance contributed to the originality of data in the existing structural model of 61.4%. Then the remaining 38.6 need to be developed apart from the research variables.

Effect Size (F²)

Effect Size (F²) is to determine the goodness of the model. To find out whether the predictor variable has a weak, sufficient, or strong influence at the structural level.

Hypothesis Test**Table 6.** Hypothesis Test

Hypothesis	Original Sample (O)	Average (M)	(STDEV)	t Statistik	P Value	
Motivation → Job Satisfaction	0,684	0,701	0,063	10,889	0,000	Significant
Motivation → Performance	0,245	0,227	0,257	0,957	0,339	Not significant
Job Satisfaction → Performance	0,338	0,358	0,254	2,331	0,000	Significant
Motivation → Job Satisfaction						Significant
Motivation → Job Performance	0,231	0,252	0,185	2,250	0,000	

Discussion**The Effect of Motivation on Job Satisfaction**

The results of data analysis show that motivation directly has a positive and significant effect on job satisfaction. The results of this study support previous research which states that good motivation can provide a sense of satisfaction at work (Abdul, 2019)(Pattiruhu, 2020)(Martin, 2020). In addition, the motivation that encourages a lecturer to work to improve the quality of this higher education tridharma will also have an impact on work performance among other lecturers (S. C. S. A. Y. Nasib, 2019). So it is very important especially for management to know on an ongoing basis what motivations encourage a lecturer to accept being a permanent lecturer for the LP3M Superior Polytechnic. So that the title of being a lecturer is not only as a teacher but also being able to do research and serve the community.

The Effect of Motivation on Performance

Based on the results of data analysis shows that motivation has no direct impact on the performance of a lecturer. The results of this study are not in line with previous research which states that motivation has a positive and significant effect on lecturer performance (Salleh, 2017)(Kuswati, 2020)(Mulia, 2020). The implications of the findings in this study indicate that the lecturers at the LP3M Superior Polytechnic are, on average, practitioners. So the motivation to improve the quality and quantity of the tridharma is not so much the focus of its main goal of becoming a lecturer. For many lecturers, it is stated that the calling as a lecturer is more directed to a lifestyle. Where the life of a lecturer is seen as a noble profession in the eyes of the community.

The Effect of Job Satisfaction on Performance

The results of data processing state that job satisfaction has a positive and significant effect on lecturer performance. The results of this study are certainly in line with previous research which states that when a teacher feels satisfied, it will have a significant effect on his performance (Jasiah, 2018)(Mustika, 2019)(Surya, 2020). The findings of the research found that so far it is true that the management at the LP3M Superior Polytechnic does not have a program to increase lecturer satisfaction through the provision of financial incentives. Lecturers with long tenures with co-op lecturers are paid the same basic salary. Then there is no incentive for promotion benefits. This has an impact on the lack of enthusiasm for lecturers to take care of their functional positions. So this also has an impact on the low value of accreditation from the element of human resources or lecturers.

The Effect of Motivation on Performance Through Job Satisfaction

The results showed that indirectly job satisfaction was able to mediate motivation on performance. The results of this study are in line with previous research which states that job satisfaction has an important meaning for a lecturer in improving performance where through existing job satisfaction fosters a lecturer's encouragement to work optimally and carry out the tridharma of higher education (Supriyanto, 2021)(Susita, 2021). However, according to (Subagja, 2020) stated that job satisfaction has no role in mediating between motivation and job satisfaction. The implication of the findings that researchers get is that when job satisfaction has been felt by a lecturer, it will certainly increase the awareness of lecturers in implementing the tridharma of higher education. Lecturers at the LP3M Superior Polytechnic expect commitment from management in assisting lecturers in carrying out the tridharma of higher education. Assistance with the publication of articles in international journals, financial assistance for participating in national or international seminars and the opportunity for lecturers to advance to the doctoral level are highly expected.

CONCLUSION

Based on the results of data processing and discussion, the researchers concluded that motivation directly has a positive and significant effect on satisfaction. Directly motivation does not affect performance. Directly satisfaction has a positive and significant effect on performance. Lastly, job satisfaction indirectly has a role in mediating between motivation and job satisfaction. The suggestions that researchers can give, especially to the management of the LP3M Superior Polytechnic, should pay attention to the job satisfaction factor for their permanent lecturers. A strong commitment is needed between management and the foundation in assisting each lecturer's activities in order to carry out the tridharma of higher education. So that it is expected to be able to contribute to the value of accreditation both at the study program level or even at the institutional level. The authors thank the Director of the LP3M Superior Polytechnic who has given permission and the necessary data sources. In addition, the authors would like to thank in particular the Director of Research and Community Service (DRPM) who has provided research funding support through the novice lecturer grant research program.

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