

Analysis of the Inner and Outer Models of Job Satisfaction on Performance

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Abstract: In the current era of rapid development, competition for higher education human resources, both educators and education staff, is an important issue, and attention is given to responding to changes and challenges. The performance of human resources at the university level is also discussed. So this research needs to be done to answer the problems in tertiary institutions. This study aims to get an overview of the answers by analyzing the influence of job satisfaction factors on performance. The population and samples in this study were taken from several universities with a total sample of 40 respondents. Data was collected using a questionnaire distributed to lecturers in tertiary institutions. The data is processed using the Smart PLS v3 device. The tests carried out are adjusted to the needs of the study, starting from the descriptive test and the inner and outer model tests. The study's findings provide answers that there is a significant relationship and influence between job satisfaction and the performance of lecturers in the higher education environment. Thus, higher education institutions need to pay more attention to developing and improving human resources at the university level. It is hoped that future researchers can carry out the same study with a more in-depth one, for example, with studies based on demographics, population size, larger samples, and other statistical study analysis tools.

1 INTRODUCTION

In the era of the current decade, competition in the education industry is increasingly tight, and competition is required to prioritize the superiority of human resources owned by each tertiary institution. Also, an increasingly important driving force and substance is considered in higher education performance. However, tertiary institutions' performance is inseparable from their human resources' performance. Thus, tertiary institutions encourage their human resources always to exceed performance achievement targets. Lecturers with their performance achievements through lecturer Performance Reports and other tools as a support for lecturer performance in internal tertiary institutions.

Before the Covid pandemic, during the Covid pandemic, until now after the Covid pandemic, the issue of discussion in higher education rankings related to performance is still being discussed. This has become the focus of attention at higher education

levels. What issue can boost the performance of lecturers in tertiary institutions? The discussion is inseparable from the issue of lecturer commitment and satisfaction factors, which contribute to the performance of lecturers in tertiary institutions. To ensure and find solutions to these solutions, a study is carried out on factors that are related to and influence performance improvement in tertiary institutions. So this study must be carried out to answer the problems in higher education rankings. Even though achievement targets from ministries have been set related to key performance in the form of performance indicators in tertiary institutions, ironically, the expected achievements still need to be maximized. To identify whether the problem is related to the personal lecturer concerned or something else.

The government runs various programs to encourage the performance of lecturers and universities by sharing assistance, facilities, facilities, funding, and training. The entire program is in the

context of the success of the education agenda on a national scale and even competes in the international rankings. With the lecturer certification allowance program and other benefits, the satisfaction and commitment of lecturers to performance can be minimized.

From the results of this study, we can see, observe, and scrutinize from which side these problems or obstacles arise. The concept should be that campuses are free, learning is free, and education is more flexible regarding work and performance. Lecturers have unlimited space for movement regarding work and performance while it aligns with the provisions and goals of achieving national education. Help understand, the following are presented several reference theories discussed in this study and previous research related to job satisfaction and lecturer performance.

2 LITERATURE REVIEW

2.1 Performance

Performance appraisal is a process or an activity carried out by individuals or groups within a company to evaluate and communicate how employees do their jobs by comparing results (Syamsuriansyah, 2021). Performance is something related to the work assignments given. Performance is not the end of a series of work processes but the overall appearance starting from input activities, output processes, and results (Amir, Mohammad Faisal, 2015). Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and workgroup in the company (Zainal, Veithzal Rivai, dkk, 2014). Performance is the result of a combination of three essential factors: the ability and interest of a worker, understanding and acceptance of delegated tasks, and the level of employee motivation (Muis, Ras. M, J. Jufrizen, Fahmi, M, 2018).

2.2 Job Satisfaction

Job satisfaction is reflected in the performance shown by each employee. When they perform well, it's a sign that they are pleased to get pleasure from the work they do (Tanjung, 2019). Psychological factors, social factors, physical factors, and finances influence job satisfaction (Mangkunegara, 2014). Satisfaction in work is a generalization that comes from attitudes

towards work, which is carried out on a job basis (Aulia, V., & Trianasari, N, 2021).

2.3 Relationship Between Job Satisfaction and Performance

From the results obtained, it is determined that satisfaction and performance have a clear and significant relationship (Hazriyanto, Firdiyansyah, I., & Ibrahim, B, 2019). The results showed that the overall satisfaction of both male and female students was in the high category. While the overall student performance is on a reasonable level (Hazriyanto, & Ibrahim, B, 2018). Based on the EFA, the study's results found that the three critical factors are commitment, satisfaction, and performance. The rotated Component Matrix shows the correlation between items. Factor 1 (Commitment) contains 13 items, Factor 2 (Satisfaction) includes 12 items, while Factor 3 (Performance) contains 11 items (Hazriyanto, & Ibrahim, B, 2019). The study results show that organizational culture and work stress indirectly affect performance through job satisfaction (Harahap, F. A., & Nasution, A. E, 2023).

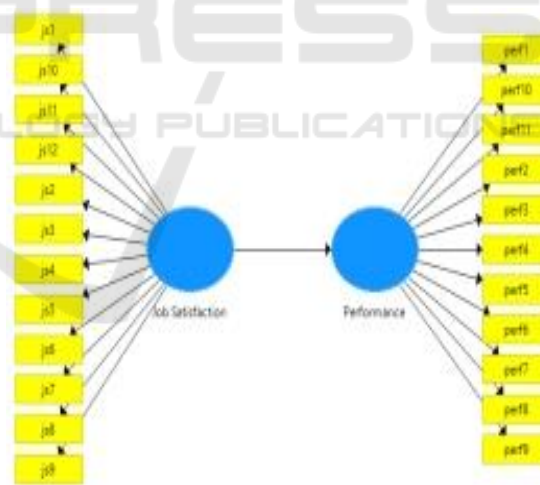


Figure 1: Concept Framework.

This study aims to determine the effect of job satisfaction on the performance of lecturers in higher education. While the study hypothesis is, that job satisfaction has a positive and significant effect on lecturer performance. The variables in this study consist of satisfaction and performance.

3 RESEARCH METHODS

This study aims to see the relationship between satisfaction and performance and the level of position of each variable. The variables in the study are limited to satisfaction and performance variables. The study focuses on lecturers in the higher education ranking environment. Data was obtained by distributing questionnaires to lecturers at tertiary institutions. The questionnaire items used were adapted and adopted from previous research conducted with 23 items (Hazriyanto, & Ibrahim, B, 2019). Forty respondents were involved as a sample in the study. Data analysis used the Smart PLS v.3 SEM statistical tool. The tests were carried out using the inner and outer model tests.

4 RESULTS AND DISCUSSION

4.1 Results

The results of the existing processed data with the Smart PLS device as shown in the following image. Processed results go through 3 round stages to get actual results by what is expected from the research.

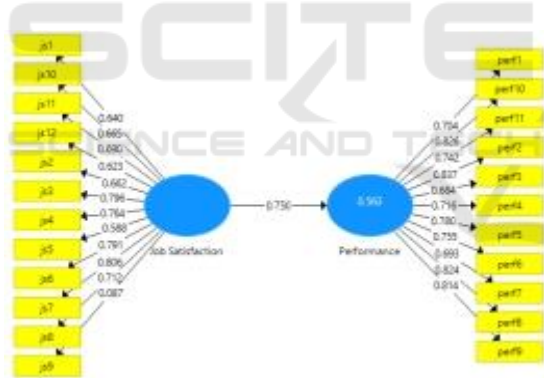


Figure 2: Round 1.

In round 1 in Figure 2, it can be seen that there are still several indicators of the study variable below the value of 0.7. For more details, it can be seen in Table 1.

Table 1 can be seen in the valid indicators of each variable. From job satisfaction, there are six indicators for the following process, including the js11 hand (0.690) and nine accurate indicators for performance. Invalid indicators are not included in the following operations round by eliminating the variable indicators. The results of the 2nd round are shown in the figure 3 and table 2.

Figure 3 shows the results of the 2nd round process. The results found that there were still invalid

items. This can be seen clearly in the description in the table 2.

Table 1: Outer Loadings.

Items	Job Satisfaction	Performance	Criteria
js1	0.640		
js10	0.665		Invalid
js11	0.690		Valid (0.70)
js12	0.623		Invalid
js2	0.662		
js3	0.796		Valid
js4	0.764		
js5	0.588		Invalid
js6	0.791		
js7	0.806		Valid
js8	0.712		
js9	0.087		Invalid
perf1		0.704	
perf10		0.826	
perf11		0.742	Valid
perf2		0.837	
perf3		0.684	Invalid
perf4		0.716	
perf5		0.780	Valid
perf6		0.755	
perf7		0.693	Invalid
perf8		0.824	
perf9		0.814	Valid

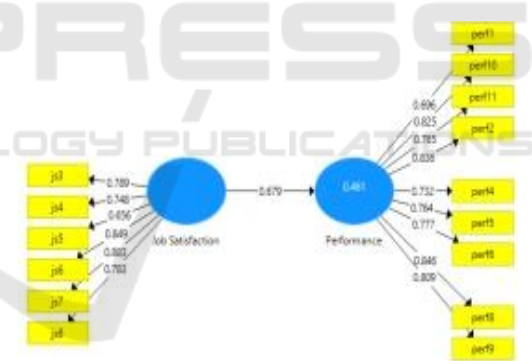


Figure 3: Round 2.

Table 2: Outer Loadings.

Items	Job Satisfaction	Performance
js3	0.789	
js4	0.748	
js5	0.656	
js6	0.849	
js7	0.883	
js8	0.783	
perf1		0.696
perf10		0.825
perf11		0.765
perf2		0.836
perf4		0.732
perf5		0.764
perf6		0.777
perf8		0.846
perf9		0.809

Based on the table above, it can be stated that js5 and perf1 items are invalid. So it is necessary to do the process of further rounds. After the round processing, the results of round 3 can be observed in the following figure and table.

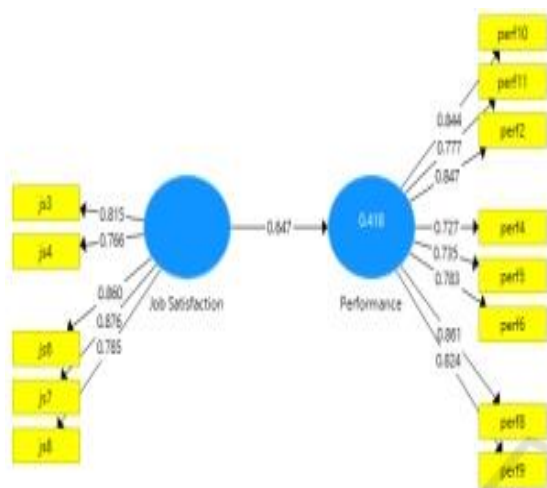


Figure 4: Round 3.

After processing in round 3, the results show that all variable items can be asked for valid so that these irregular items can be continued in the following process. For a more detailed description of the results, see the table below.

Table 3: Outer Loadings.

Items	Job Satisfaction	Performance	Criteria
js3	0.815		
js4	0.766		
js6	0.860		
js7	0.876		
js8	0.785		
perf10		0.844	
perf11		0.777	Valid
perf2		0.847	
perf4		0.727	
perf5		0.735	
perf6		0.783	
perf8		0.861	
perf9		0.824	

The results in the table show that all variable items have met the criteria consisting of 5 items for job satisfaction and eight items that represent performance. Other effects are shown in the following figure and table description.

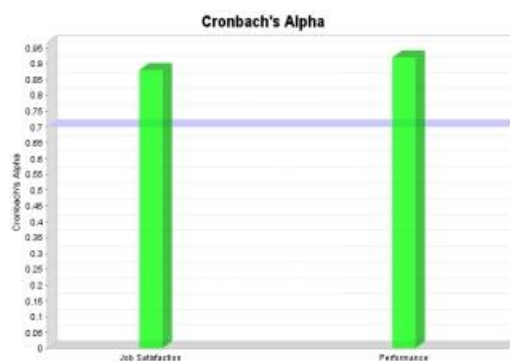


Figure 5: Cronbach's Alpha.

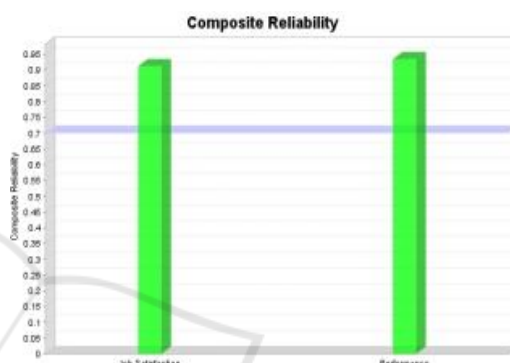


Figure 6: Composite Reliability.

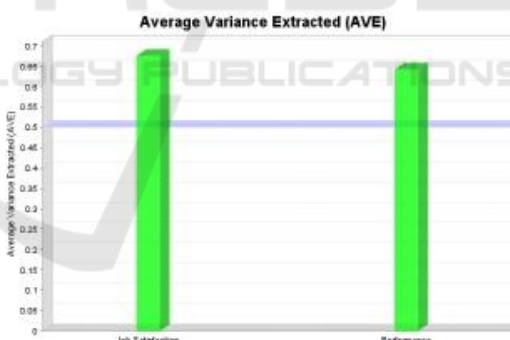


Figure 7: AVE.

Table 4: Construct Reliability and Validity.

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.880	0.890	0.912	0.675
Performance	0.920	0.921	0.935	0.642

The table above results explain that satisfaction and performance are valid and reliable, with a score of 5 more than > 0.5. The R Square results can be seen in the following table.

Table 5: R Square.

Variable	R Square	R Square Adjusted
Performance	0.418	0.410

The test results found that the value of R Square (0.418) with R Square Adjusted (0.410). The results explain that satisfaction contributes and contributes to performance by 41.8% and 41%. Furthermore, the following figure and table show the test results for answering the hypothesis.

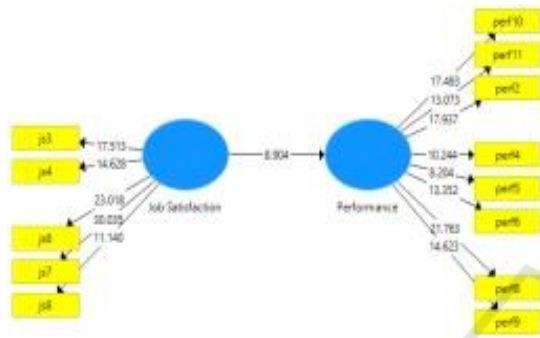


Figure 8: Bootstrapping.

Table 6: Outer Loadings.

Variables	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
js3 <- Job Satisfaction	0.815	0.813	0.047	17.513	0.000
js4 <- Job Satisfaction	0.766	0.767	0.052	14.628	0.000
js6 <- Job Satisfaction	0.860	0.858	0.037	23.018	0.000
js7 <- Job Satisfaction	0.876	0.876	0.029	30.035	0.000
js8 <- Job Satisfaction	0.785	0.775	0.070	11.140	0.000
perf10 <- Performance	0.844	0.846	0.048	17.493	0.000
perf11 <- Performance	0.777	0.778	0.059	13.073	0.000
perf2 <- Performance	0.847	0.843	0.047	17.937	0.000
perf4 <- Performance	0.727	0.728	0.071	10.244	0.000
perf5 <- Performance	0.735	0.737	0.090	8.204	0.000
perf6 <- Performance	0.783	0.776	0.059	13.352	0.000
perf8 <- Performance	0.861	0.860	0.040	21.763	0.000
perf9 <- Performance	0.824	0.821	0.056	14.623	0.000

Table 7: Path Coefficients.

Variables	Original Sample	Standard Deviation	T Statistics	P Values	Information
Job Satisfaction > Performance	0.647	0.073	8.904	0.000	Significant

Table 7 and Table 8 explain the value of the coefficient of job satisfaction on performance (0.647), T Statistics (8.904) with a P-value (0.000). This illustrates satisfaction with the positive and significant undertaking.

Table 8: Total Effects.

Variable	Performance	Information
Job Satisfaction	0.647	Significant

4.2 Discussion

The results of the study findings that have been stated above have been able to provide answers and provide an overview of the problems and appropriate study objectives. The study's results after the 3-round process showed five valid job satisfaction items and eight valid performance items. The results of the validity and reliability tests were also found to be accurate and reliable. The total effect test and hypothesis results show a significant positive relationship and influence of satisfaction on performance. The findings of this study are in line with studies that have been conducted by Hazriyanto, Firdiyansyah, I., & Ibrahim, B. (2019), Hazriyanto, & Ibrahim, B. (2019), Harahap, F. A., & Nasution, A. E. (2023).

5 CONCLUSION

In this section, what has been stated above starts from the study's results to the discussion of the study's findings. The process results can be concluded; with valid satisfaction items and performance, with a high level of validity and reliability. Job satisfaction is essential in contributing to the implementation of 64.7%. This means that the contribution of satisfaction to performance is quite good. In addition, pleasure has a positive and significant effect on performance. This needs to be a severe concern for managers and parties involved in advancing and improving performance at the tertiary level. Universities need to pay more attention to job satisfaction as a contributing factor to the

performance of their lecturers at the college. Several items from performance satisfaction can be given special attention to increasing lecturer job satisfaction and performance. It also includes other things that need to be studied in more depth with continuous follow-up studies. The results of this study can be used as a reference for researchers, academics and reviewers at higher education levels. Future studies should examine other contributing variables to lecturer performance, such as; work culture and work environment, and simulated performance comparison studies based on gender, status, and others. The prospective research can also use other analytical tools such as SEM Amos and SPSS with more data and a broader scope of the study area that is not limited to the education industry but examines other industrial sectors.

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