

The Effect of Organizational Culture on Lecturer Performance through Job Satisfaction

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Abstract

Review Article

The purpose of this study was to analyze the influence of organizational culture on job satisfaction, and analyze the influence of organizational culture on performance lecturer when mediated by job satisfaction. The population of this study is a permanent accredited lecturer at the University in Surabaya with a minimum B of 2,480 lecturers. Determination of the number of samples in this study used a statistical approach with a margin of error of 7% and determined the number of samples was 190 lecturers. Sampling and the number of samples for each location were determined proportionally According to the number of lecturers at each university. Data analysis techniques used are Structural Equation Modeling (SEM). The results of the study show that the permanent lecturers at the University in Surabaya will have job satisfaction if the culture developed in the organization is good. Permanent lecturers at the University in Surabaya will have good performance if the culture developed in the organization is good. Permanent lecturers at the University in Surabaya will have good performance if the lecturer has job satisfaction. Job satisfaction can mediate the influence of organizational culture on the lecturer performance.

Keywords: Organizational culture, job satisfaction, performance lecturer.

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INTRODUCTION

The issue of Human Resources (HR) has always been a central issue in the development of organizations and businesses. Several organizations, including universities, puts focus on human resources as a valuable asset to build competitive advantage. Through the utilization of human potential can help improve organizational competitive advantage [1].

Enforcement of the ASEAN Economic Community [2], universities in Indonesia should be able to compete with universities ASEAN member countries through improved quality. One of the requirements into Higher Education (PT) quality, which stood at the title of World Class University (WCU) as a parameter, is 40 per cent of lecturers with a doctorate and every faculty to publish two articles category international journals per year [3]. PT in Indonesia, especially the Private Universities (PTS), it is still difficult to reach it because of the limited ability to improve the quality of teachers and shortage of funding to develop research.

The problems of higher education in Indonesia in the strategic plan of the Ministry of Research Technology and Higher Education [4] states that the

quality of higher education is still relatively low in the context of higher education and study programs as indicated by the majority of colleges only accredited C and still a few who get accreditation of A or B. Universities in Indonesia also has not been able to compete with other state universities still lag behind even countries - countries in Southeast Asia.

Surabaya city as a city in East Java province, not only as a center of government but as an educational center. Institute for Higher Education Services (L2Dikti) VII region there are 74 private colleges and 5 universities were more than any region in the East Java city of Malang are no exception has 59 colleges. The phenomenon happens, there were 36 PTS has not been accredited and there are 20 private universities are still accredited C (L2Dikti).

A good university management must be supported by human resources, comprised of faculty and academic staff who have the relevant competence and reliably in sufficient quantities. Lecturer is major human resources in the process of the formation of value-added quality on student self-guided, for the field

of teaching science, and social welfare, so it should get the attention of faculty performance.

Improved lecturer performance for the role of organizational culture, according to Schein [5], organizational culture is a basic pattern received by the organization to act and solve problems, form the staff who are able to adapt to the environment and to unite the members of the organization. Denison and Mirsha [2] connects the organizational culture with organizational effectiveness. Organizational effectiveness is influenced by four factors, namely organizational culture of engagement (involvement), consistency (consistency), adaptation (adaptation), mission (mission). Sambasivan and Johari [6] showed that organizational culture that develops properly and regularly within the organization to improve employee performance. Sangadji and Sopiah [7] concluded that organizational culture positive and significant effect on the performance of lecturer at the University of Muhammadiyah in East Java. Dirwan [3] shows that organizational culture affects the performance of PTS lecturer in Jakarta. Different results shown by Handoko *et al.* [8] concluded that organizational culture does not affect the performance of the private college lecturer in East Java. Results of research on the influence of organizational culture on the performance of the lecturer shows results have not been consistent or there is a research gap, making it attractive to be examined again by adding the critical success factors of faculty performance.

Job satisfaction is an attitude (positive) labor to the work that arises based assessment of the employment situation. According Kreitner and Kinicki [9] is an effective job satisfaction or emotional response to various aspects of the work. Koesmono [10], Nurtjahjani and Masreviastuti [11], and Usman [15] proved that organizational culture positive and significant effect on employee satisfaction. Faculty job satisfaction can improve the lecturer performance as expressed by Zainuddin *et al.* [4] that job satisfaction variables affect the lecturer performance. Hildayanti [16] concluded that job satisfaction is positive and significant effect on the performance of lecturer at the University of Indo Global Mandiri Palembang.

Based on the background of the problem, ideally organizational culture can improve job satisfaction have an impact on improving the lecturer performance. This raises the interest for researchers to raise concerns about how the performance of a university lecturer with conducting studies on organizational culture, and job satisfaction.

THEORETICAL REVIEW

Performance

Mathis and Jackson [12] states there are three main factors that affect performance. If these three

components that employees will have a positive influence terhadap improved performance. Conversely, reduced performance if one of these factors is removed or absent. The three factors are: (1) The ability of an individual to perform such work, (2) level of effort devoted and (3) Support organization Robbins [13] proposed three criteria that can be used to measure the performance of the Quality of Work is a quality that must be produced in work, quantity is the amount that must be completed and achieved in the work and attitude is evaluative statement both pleasant and unpleasant towards objects, people and events.

In accordance with the Decree of the Coordinating Minister for Administrative Development Supervision No. 38 / KEP / MK.Waspan / 8/1999 On Functional positions Lecturer and credit figures in Section 1 of Article 1, point 1 Lecturer is a based on the expertise and appointed by the organizers of Higher Education with the main task of teaching at universities concerned. In Article 2 point 1 is written lecturer serves as a functional official with the main task of teaching in Higher Education. Whereas in Article 3 said Duty Lecturers are carrying out education and teaching in Higher Education, Research and Community Service. Achievement of various activities Lecturer rated based on the number of credit, which in article 4 is set number of credits that will be assessed is composed of elements of the main and supporting elements.

The main element consists of the first is education, including: attend classes and get a degree, attend classes and obtain an additional degree at the same level or higher on the outside of the field of science, follow the education and functional training lecturers and obtain Certificate of Graduate Education and Training (STTPP) including in the form of junior faculty internships, Tridharma first Higher education includes education and teaching.

Tri Dharma College second is to carry out research and development as well as produce the scientific work, the technology works, works of monumental art performing arts and literature, include: producing research works, translate or adapt scientific books, editing or editing scientific papers, draft and work technology, making the design and artwork. Research is an activity devout study of rules in an attempt to find the truth and solve problems in science, technology or the arts.

Tri Dharma third is to implement Service to the community, including: occupying leadership positions in government agencies state that must be released from the office of the organic, carry out the development outcomes of education and research that can be utilized by the community, give exercise or counseling to the community, to provide services to the public or other activities that support the

implementation of the general tasks of governance and development, create or write community service work.

Organizational Culture

Organizational culture is a perception shared by all members or a system of shared meaning. A system of shared meaning itself is a set of main characteristics embraced by a company [13]. Luthans [12] that the organizational culture of the norms and values that guide the behavior of members of the organization. Organizational culture is a way of thinking or a tradition embraced by all members of the company and a new member must learn in order to be accepted as part of the organization. Schein [5] defines culture as assumptions and basic beliefs of an organization. Assumptions and beliefs concerning the group's view of the world and its position in the world, the nature of scope, human nature and human relationships. Denison and Mirsha [2] mengaitatkan organizational culture with organizational effectiveness. The organizational effectiveness is influenced by four factors: involvement in organizational culture (Involvement), consistency (consistency), adaptation (Adaptation), Mission (Mision).

Job Satisfaction

Job satisfaction is an individual thing. Every individual has a level of satisfaction is different, as defined by Luthan [12] job satisfaction is the result of the employees' perception of how well the work someone gives everything that is seen as something important through her work. Employees will feel satisfied if it can do a good job and a maximum corresponding results of its work. Robbins [13] argues that job satisfaction is referring to the individual general

attitude toward his work. A person with a high level of satisfaction, indicating a positive attitude toward his work. Instead, someone who is not satisfied dengna work indicate negative attitudes toward work. Luthan [12] says there are several indicators of job satisfaction, among others: The job itself, Conformity work with personality, wages and promotion, Attitude supervisor coworker boss.

Hypothesis

- H₁ : Organizational culture have a significant effect on job satisfaction.
- H₂ : Organizational culture significantly influence the lecturer performance.
- H₃ : Job satisfaction have a significant effect on the lecturer performance.
- H₄ : Organizational culture affect the lecturer performance through job satisfaction.

METHOD

Population and Sample Research

This study population is a lecturer at the University in Surabaya accredited institutions totaling at least B 2,709 lecturers. Based on a total population of 2,709 full-time lecturers and the degree of leeway inaccuracy of 7%, the number of samples was 190 lecturers and sampling is determined proportionally according to the number of professors in each university.

Research Instruments

Research instruments are summarized in Table 1 below:

Table-1: Variables, Indicators and Instruments

No	variables	Indicator	Item Questions
1	Organizational culture	Engagement (Involvement)	1. Freedom to innovate in carrying out the work
		Consistency (consistency)	2. Completing pekerjaan performed in groups / teams
		Adaptation (Adadptation)	3. Carry out the work required a clear set of rules 4. Being able to reach the same understanding in resolving work problems
		Mission (Mission)	5. Being able to follow the development of science and technology 6. Able to give attention to the student satisfaction
2	Job satisfaction	Satisfaction on the job	7. There is a clear mission that provides direction in work 8. The task to be performed based on the vision of the organization
		Satisfaction with appropriate rewards	1. Work carried out in conformity with education 2. Tasks assigned according to ability
		Satisfaction on sale	3. Getting awards for achievements 4. Mendapatkan bonus for the achievements
		Satisfaction with supervision	5. These agencies provide a clear career path development to its employees 6. Justice employee promotion policy is progressing well
		Satisfaction with work	7. Given freedom by the employer in doing the job 8. Bosses give the opportunity for the submission of ideas or feedback that may be useful
			9. Colleagues in the office fun

No	variables	Indicator	Item Questions
		colleagues who support	10. Co-workers willing to help each other overcome difficulties
		Satisfaction with working conditions that support	11. Cleanliness in the work space is already well 12. Completeness means working equipment to help carry out the appropriate tasks
3	Lecturer performance	Education and teaching	1. Menyampaikan lecture material in accordance with the And the Program Plan Learning Activity Semester (RPKPS) 2. Always present in accordance with a predetermined time
		field of study	3. The results of the research used to develop scientific expertise. 4. Being able to use the results of research to improve the quality of lectures
		Bidang community service	5. Community service with regard to the needs of today's society 6. The results of community service is able to provide alternative solutions to problems in accordance with the circumstances

Measuring instruments variables that will be examined by the respondents used a Likert scale. In this study, each answer the questions in the questionnaire were scored as follows: Strongly disagree given a score of 1, Disagreeing given a score of 2, Neutral given a score of 3, 4 and scored Agree Strongly agree given a score of 5

Data Analysis

The data in this research is Structural Equation Modeling (SEM). Whether there is a direct effect was tested by t-test. With this level of significance $\alpha = 5\%$. Criteria for acceptance or rejection of hypothesis testing as follows: if the probability of $< 5\%$ then H_0 is rejected; H_1 is accepted and if the probability of $> 5\%$ then H_0 is accepted; H_1 is rejected. Meanwhile, to

investigate the effect of indirectly performed by comparing the total effect with immediate effect. If the total effect is greater than the direct effect, then the variable job satisfaction and organizational commitment as mediating variables influence organizational culture and work motivation on the lecturer performance.

RESULTS AND DISCUSSION

Analysis Results Goodness of Fit SEM

The theoretical model on the conceptual framework of the study, said to be fit if supported by empirical data. Results of testing the overall goodness of fit models, are given in Table 2 below.

Table-2: Evaluation Criteria Goodness of Fit Indices Overall SEM Model

Goodness of fit index	Cut-off Value	Results Model	Information
X^2 - Chi square	expected to be small	261.749	Marginal
Sign Probability	≥ 0.05	0.000	Marginal
CMIN / DF	≤ 2.00	1.454	Good
GFI	≥ 0.90	0.891	Marginal
AGFI	≥ 0.90	0.860	Marginal
TLI	≥ 0.95	0.941	Marginal
CFI	≥ 0.95	0.950	Good
RMSEA	≤ 0.08	0.049	Good

Evaluation models suggest that not all of the criteria of good models. Although the value of GFI, and AGFI, still below the cut off value, but the value is not so far from the cut-off value. According to Arbuckle and Wothke [14], the best criteria are used as an indication of the good of the model is value CMIN/DF is less than 2, and RMSEA were under 0:08. In this study, the value of CMIN/DF and RMSEA have met the cut-off value, so does the value of CFI, therefore the

model can be considered suitable and feasible for use, so do the interpretation for further discussion.

Hypothesis Testing Results

Analysis of Structural Equation Model (SEM) using AMOS 6.0 was used to test the hypothesis proposed by the researchers. As a basis for hypothesis test Critical Ratio (CR) from the regression output Weight. The research hypothesis will be accepted if the

p value <of significance of 5%, the null hypothesis is rejected. The results of hypothesis testing are presented

in Table 3 below:

Table -3: Results of Hypothesis Testing

variables	Direct Effect			Indirect effect	Total Effect
	Coefficient Line	CR	P		
Organizational culture → job satisfaction	0.245	2.083	0.037	-	-
Organizational culture → Lecturer performance	0.185	2.074	0.038	-	-
Job satisfaction → Lecturer performance	0.170	2.047	0.041	-	-
Organizational culture → job satisfaction → Lecturer performance	0.185	2.074	0.038	0.245 x 0.170 = 0.042	0.227

Source: Primary data processed.

Influence organizational culture on job satisfaction result in CR values of 2,083 with a p-value of 0.037. Because p-value less than statistically significant at $\alpha = 5\%$, so the hypothesis that organizational culture positive effect on job satisfaction can be accepted.

Influence organizational culture the lecturer performance generate value CR sebesar 2,074 with a p-value of 0.038. Because p-value less than statistically significant at $\alpha = 5\%$, so the hypothesis that organizational culture positive effect on the performance of the lecturer is acceptable.

Influence job satisfaction the lecturer performance produce CR value of 2,047 with a p-value of 0.041. Because p-value less than statistically significant at $\alpha = 5\%$, so the hypothesis that job satisfaction positive effect on the performance of the lecturer is acceptable.

The indirect effect of organizational culture on the lecturer performance through job satisfaction has a total coefficient value of 0.227 and greater than the direct influence of organizational culture on the lecturer performance by 0.185. These results indicate that job satisfaction variables may mediate the influence of organizational culture on faculty performance, so the hypothesis that organizational culture striving to faculty performance through job satisfaction can be accepted.

DISCUSSION

Organizational culture has a positive effect on job satisfaction lecturer

Based on the test results prove the hypothesis that organizational culture has a positive effect on job satisfaction lecturers. These results can be explained that a permanent lecturer at the University in Surabaya will have job satisfaction when the culture developed on good organization. Contributions of organizational culture in improving job satisfaction lecturer, explained that build sustainable organizational culture should always primarily concerned with achieving the

objectives of the institution, this is because the organizational culture is a set system of values that are recognized and are shared by all members. Through the deepening understanding of the culture of the organization, the management will be even better in delivering a sharpening of the values, beliefs and attitudes that are important in order to improve the stability and maintenance of the work environment.

Sharpening of the values, beliefs and attitudes that should be implemented at the organization's mission. that is to say The main cultural organizations in contributing to job satisfaction is the mission of the task at hand as guided by the organization's mission, meaning that if a lecturer in completing the tasks assigned are always guided by the mission of the university faculty job satisfaction will be achieved as indicated by the satisfaction of promotions such as justice on promotion policy lecturer. The results support the study conducted by Koesmono [10], Nurtjahjani and Masreviastuti [11], and Usman [11] proved that organizational culture positive and significant effect on employee satisfaction

Organizational culture positive effect on the lecturer performance

Based on the test results prove the hypothesis that organizational culture has positive influence on the lecturer performance. These results can be explained that a permanent lecturer at the University in Surabaya will have a good performance when the culture that developed in both organizations. Passing of a college lecturer is an important factor in increasing productivity or progress of an organization. This is because someone lecturers who are ddalam organization seeks to determine and establish something that can accommodate the interests of all parties, in order to run its activities. Activities run lecturer measured by faculty performance through Tridharma and the most important factor in shaping the lecturer's performance is education and teaching in particular menyampaikan lecture material in accordance with the And the Program Plan Learning Activity Semester (RPKPS).

Faculty performance will be effective if the role of organizational culture can be run well. This is because the performance of the good professor is inseparable from the culture of the organization that has become a personal value for each lecturer. Culture shapes the perspective and different ways of interacting in each group in doing the work based on the organization's mission. This makes the attachment and uniformity in the organization that can influence the actions, behavior lecturer in carrying out its activities.

The results of this study support the research conducted by Sambasivan and Johari [6] that organizational culture is well developed and organized within an organization to improve employee performance. Sangadji and Sopia [7] concluded that organizational culture positive and significant effect on the performance of lecturer at the University of Muhammadiyah in East Java. Dirwan [3] shows that organizational culture affects the performance of PTS lecturer in Jakarta. Different results shown by Handoko *et al.* [8] Concluded that organizational culture does not affect the performance of the private college lecturer in East Java.

Job satisfaction has positive influence on the lecturer performance

Based on the test results prove the hypothesis that job satisfaction has positive influence on the lecturer performance. These results can be explained that a permanent lecturer at the University in Surabaya will have a good performance when lecturers have job satisfaction. Lecturers have an important role in the growth and development of an organization. Therefore, a good organization should be able to manage with optimal human resources at all levels of the level of work performed. Optimizing lecturer in performing the work activity is determined by the lecturer performance in running Tridharma and the most important factor in shaping the lecturer's performance is education and teaching in particular menyampaikan lecture material in accordance with the And the Program Plan Learning Activity Semester (RPKPS).

Improved performance through education professors and teaching faculty is determined by job satisfaction, because with high job satisfaction shows that the organization has done a good management and provide satisfaction for faculty to do the job. Faculty job satisfaction indicated by promotions such as their satisfaction with the justice of the promotion policy lecturer. At the time of applying justice organization on faculty promotion policy, the lecturer will show the performance that can be dilihat dari behavior in organizations with the level of attendance, discipline to the rules of the organization. The results of this study support the research conducted by Zainuddin *et al.* [4] That job satisfaction variables affect the lecturer performance.

Organizational culture positively affects the lecturer performance through job satisfaction

Based on the test results prove the hypothesis that job satisfaction is able to mediate the influence of organizational culture on the lecturer performance. These results can be explained that organizational culture which developed values, beliefs and attitudes that are implemented in the organization's missionlike the task to be done based on the mission of the organization, meaning that if a lecturer in completing the tasks assigned to always be guided by the university's mission to contribute to job satisfaction as indicated by satisfaction of promotions such as justice on lecturer promotion policy will have an impact on improving performance in running Tridharma particular lecturereducation and teaching in particular menyampaikan lecture material in accordance with the And the Program Plan Learning Activity Semester (RPKPS). The results support the development of a study conducted by Koesmono [10], Nurtjahjani and Masreviastuti [11], and Usman [8] proved that organizational culture positive and significant impact on employee satisfaction and Zainuddin, *et al.* [4] and Hildayanti [8] that job satisfaction variables affect the lecturer performance.

CONCLUSION

Lecturer in the University in Surabaya will have job satisfaction should culture developed provides a sharpening of the values, beliefs and attitudes as the task at hand guided by the mission of the organization, meaning that if a lecturer in completing the tasks assigned are always guided by the mission of the university and the satisfaction of a job can be achieved when lecturers have motivation to work is reflected in the achievement (achievement), meaning that the gains of the lecturers are very useful in the work is a motivation for lecturers.

Lecturer in the University in Surabaya will have a good performance when understanding the values, beliefs and attitudes that should be implemented in completing the tasks assigned are always guided by the mission of the university. Lecturer in the University in Surabaya will have a good performance when the satisfaction of promotions such as justice on faculty promotion policy are met. Lecturer in completing tasks based on the university's mission to contribute to job satisfaction as indicated by promotions such as their satisfaction with the justice on faculty promotion policy will have an impact on improving the lecturer performance in running Tridharma.

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