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## Impact of Motivation, Discipline, Job Satisfaction on Female Lecturer Performance at PH University

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### ABSTRACT

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This study intended to determine the impact of motivation, discipline, job satisfaction to performance of women lecturers of PH private university. The background of this study because women lecturers who have motivation, discipline, job satisfaction is expected to show their best performance. The study was conducted with quantitative methods, using questionnaires with five Likert scales distributed to 100 women lecturer from PH private university. Respondents had worked for at least two years as a permanent employee. This study used convenience random sampling and SEM PLS for data processing purpose. The results showed that motivation, discipline, job satisfaction have a positive effect on the performance of women lecturer PH university. The research is expected to provide input for the university to manage performance through motivation, discipline, job satisfaction of women lecturer.

**Keywords:** motivation; discipline; job satisfaction; female lecturer performance

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### INTRODUCTION

The current competitive climate requires companies to have competitive advantages that can only be achieved with superior human resources. University, as an organization, needs to set strategies to be able to spur the motivation of their human resources. This is useful as an encouragement to achieve excellent performance produced by employees. To get good individual performance, needs employee job satisfaction, motivation and discipline. Related with Omollo (2015) that employee performance can be influenced by motivation, job satisfaction. Motivation must be well directed according to priorities and can be well received by employees because motivation cannot be given to each employee with different forms. Then Job satisfaction will encourage the employee to perform well, while discipline behaviour needed toward work. Managing employee performance means having to understand all employees from including in terms of gender diversity (female and male). Lecturers are also employees in universities. Lecturers can consist of male lecturers and female lecturers. In the Indonesian context, Director General of Science and Technology Resources of Higher Education, Ministry of Research, Technology and Higher Education

(Kemristekdikti) Ali Ghufron Mukti said the number of Indonesian lecturers was 285,273 people, with details of 162,016 male lecturers and 123,257 female lecturers (Beritasatu.com, 2018). Lecturer careers are considered suitable for women because they provide opportunities for work and life balance (Fitrianingrum, 2017).

Likewise in PH as a private university that is recognized as having a good reputation in Indonesia, based on HRD data it has 503 lecturers, with 244 female lecturers. While, lecturers' performance in Indonesia is mapped through tri dharma (teaching, research and community service). Based on a brief interview on 22 March 2019 with Mr SA as PH's HR Work Business Partner & Head of Recruitment & Talent Management. He said that almost 50% of female lecturers in PH still did not have Academic Position and Lecturer Certification as a requirement of the Government in their performance. Especially the performance of female lecturers still needs to be improved for research.

Many researchers research employee performance such as Jalagat (2016), Jeffrey and Soleman (2017), Osibiya (2015), Saranya (2014), Sajangbati (2013). Nevertheless, not many have conducted studies on the performance of female lecturers at private universities that are influenced by motivation, discipline and job satisfaction, especially at PH University. So, this research takes the topic of the impact of motivation, discipline and job satisfaction on the performance of female lecturers at PH University. Research contributions will provide input to managers of private tertiary institutions on how to improve the performance of female lecturers through motivation, discipline and performance. The purpose of this study will focus on to determine impact of motivation, discipline, job satisfaction to performance of women lecturers of PH private university. Contribution of this study expected to provide input for university to manage performance through motivation, discipline, job satisfaction of women lecturer.

## THEORETICAL REVIEW

### **Motivation**

Motivation is an impulse in an individual as a calculation for a level, direction and perseverance from the effort to be done at work. Then motivation is also divided into two theories namely content theories and process theories. Both theories are useful for understanding motivation at work. (1) Content Theories is the focus of motivation on individual needs which are physiological and psychological deficiencies that are felt like something that must be reduced or eliminated. This theory tries to explain work behaviour based on the need for satisfaction and the influence of blocked needs. (2) Process Theories is the focus of motivation on thoughts or cognitive processes that are in a person's mind and affect their behaviour where the content approach identifies job certainty as essential individual needs. The process approach identifies how a person decides to behave in various ways to get rewards and job opportunities (Schermerhorn et al., 2008). Furthermore, Ayer et al. (2016) define motivation as a particular personal condition that causes a person to carry out certain activities in the hope that the desired goals can be achieved.

The most basic motivational design is some of the driving energy in a person where they try as much as possible, which aims to fulfil individual desires or needs (Osabiya, 2015). Ayer *et al.* (2016) further said that three factors could affect the level of motivation of a person at work, namely if someone needs achievement, as the ability of employees to establish a good relationship with the company of the four individuals. The need of affiliation, as the desire of individuals to establish close relationships and have the desire to get more familiar with their colleagues, and the need of power as the need for individuals to behave appropriately in carrying out their duties. Employee motivation is recognized as the ability to direct employees to achieve specific goals and targets within an organization (Shahzadi *et al.*, 2014). In this study focus on the individual motivation of female lecturer.

### **Work Discipline**

Discipline is the attitude and behaviour that becomes one of the aspects as strength of human resources so that it can describe success because discipline has a tremendous influence in an organization to achieve the planned goals (Thaief *et al.*, 2015). Work discipline is an effort of the company's management organization to establish or implement policies or regulations that must be obeyed by all employees without exception (Mangkunegara & Octorend, 2015). Discipline is the expertise of someone who has controlled himself in the form of not doing things that are not appropriate and supporting something that someone has done (Mangkunegara & Octorend, 2015). According to Siagian (2012) in Sajangbati (2013), work discipline can be measured using indicators: The size of the compensation; There is or no exemplary leader in a company or organization; There is or is not specific rules that can be used as a handle; Courage leader in making decisions; The presence or absence of leader supervision; There is no concern for employees; Created habits that support the establishment of discipline.

### **Job satisfaction**

According to Wibowo (2014), job satisfaction is a general attitude towards one's work, which shows the difference between the number of awards they receive workers and the amount they believe they should receive. Job satisfaction can be measured using indicators: Position; Rank; Age; Quality of supervision. Job satisfaction is nothing but a person's general attitude towards his job. People who have high levels of job satisfaction must have positive attitudes embedded in their work, people who are dissatisfied with what they do, then only have negative attitudes embedded in what they do (Saranya, 2014).

Job satisfaction can be defined as one of the primary considerations in looking at the efficiency and effectiveness that exists in every organization, and the fact is, currently under the latest management view, it should be without prejudice to the personal needs, desires and desires of employees to be the key that is very good to achieve a job satisfaction (Jalagat, 2016). Satisfaction is adjusting oneself to do something and caring about oneself. It depends on personal behaviour, characters and their circumstances, as well as the variety of jobs. It originates from the type of work itself, is interested in work, and one's development (Osabiya, 2015). According to Schermerhorn *et al.* (2008) job

satisfaction is the feeling of someone who judges that he has done positive or negative things in their work, this attitude is an emotional sense of what someone has done at work. Two decision situations are essential for job satisfaction, the first, entering and joining an organization, the second, the steps were taken by someone to perform well.

### ***Employee Performance***

Performance is a work that results in quality and quantity obtained by someone in carrying out the tasks assigned to someone according to the size that has been set. Performance states the level of success of employees in carrying out their duties and responsibilities. The higher employee performance will certainly bring an increase in the success of the organization (Taurisa & Ratnawati, 2012). Employees will have a high level of performance when there is a match between work and ability. If this is fulfilled, then the employee will automatically have a sense of responsibility for his work and a willingness to participate in achieving the goals of the organization from carrying out tasks to the maximum. Therefore, organizations need to pay close attention to the arrangement of human resource to bring high performance with the aim of increasing organizational performance in totality. According to Wibowo (2014) performance management is management about creating relationships and ensuring effective communication. Performance management focuses on what is needed by organizations, managers and workers to succeed. This variable is measured using indicators: Purpose; Standard; Feedback; Tools or Facilities; Competence; Motif; Opportunity.

### ***Relationship of Work Motivation to Employee Performance***

Work motivation possessed by each individual will be a determinant of whether or not the performance of employees in a company, but can also be a determinant of whether or not their performance is terrible. Motivation is an impetus exists within a particular job in order to achieve their personal and the goal of the company itself. Usually, work motivation is also related to rewards or punishment that will be obtained by individuals in a company. Research conducted by Ayer *et al.* (2016) found that work motivation positively affects employee performance. Taurisa & Ratnawati (2012) found that there is a positive influence of job satisfaction on employee performance. Similar research conducted by Shahzadi *et al.* (2014) and Sajangbati (2013) also found that work motivation has a positive effect on employee performance in an organization.

H1: Work Motivation has a positive effect on Female Lecturer Performance

### ***Relationship of Work Discipline on Employee Performance***

Every company must have regulation or system to spur the work discipline of every employee, and it aims to control what can and may not be done by employees that aim to equate the goals of each individual with the goals of the company. This was to determine how the performance of employees with the demands of work discipline made by the company. Similar results are also found in research conducted by Ayer *et al.* (2016), Jeffrey and Soleman (2017), Mangkunegara & Octorend (2015) where work

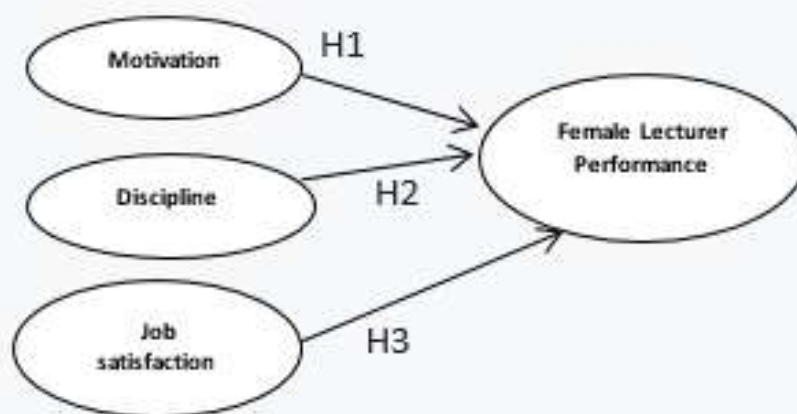
discipline has a positive effect on employee performance. As an example, corrective, attributable actions and human relations.

H2: Work Discipline has a positive effect on Female Lecturer Performance

### ***Relationship between Job Satisfaction and Employee Performance***

Job satisfaction is a form of reciprocity given by the company or the performance of its employees. Job satisfaction will usually spur better performance but can also lead to poor performance, and this happens if employees are not satisfied with the response from the company. Murti & Srimulyani (2013) found that job satisfaction has a positive effect on employee performance in an organization. The importance of managers in organizations can better recognize employees in the workplace and ensure that employees feel satisfied with what they do in the company and they get fair treatment, so they provide a positive work attitude (Inuwa, 2015). Furthermore, according to Saranya (2014) found that job satisfaction has a positive effect on employee performance. In this case, the more employees are satisfied working in the company, the better the performance shown by the employee. Conversely, if the level of satisfaction of an employee can be said to be below, then both directly and indirectly, this will reduce the performance shown by the employee. According to Jalagat (2016) when an employee is satisfied with what he is doing, that is what will make him feel happy, and when he feels happy, he might become a successful employee.

H3: Job Satisfaction has a positive effect on Female Lecturer Performance



**Figure 1. Research Model**

## **METHODOLOGY**

This study used a quantitative paradigm with the philosophy of positivism. Due to Sekaran (2007) research process is based on rational thinking, numerical empirical data. Then the clear study research objectives describe the impact of motivation, discipline and job satisfaction on female lecturer performance as an object of research. The target population were female lecturers of PH University. The research sample is female

lecturers of PH University who have worked for more than one years, have Expert Assistants as academic rank. The research subjects are lecturers with individual analysis units according to criteria because there have not been many such studies before. Sampling technique using convenience random sampling Indicator items were adapted from previous studies (Sekaran, 2007). Variable motivation adapted from Shahzadi *et al.* (2014) and Sajangbati (2013), with several indicators such as desire get higher position academic rank; great achievement; to do the task (teaching, research, community service) well; want to get appreciation from the leader; responsibility to do the job well; finished the target well. Variable discipline adapted from Mangkunegara & Octorend (2015), Ayer *et al.* (2016) and Jeffrey and Soleman (2017) with indicators compensation depend on my discipline, leader as an example, rules to do work, assertive leader, monitoring by the supervisor, obey all regulation. Variable of job satisfaction adapted from Ayer *et al.* (2016) and Jeffrey and Soleman (2017) with indicators position matches with ability, opportunity to do promotion, fairness compensation, fairness benefit, equal organization support. Variable performance adapted from Inuwa (2015) and Jalagat (2016), with indicators work happily to meet the goal of the organization, working as organization standard, willing to hear criticism to work well, an organization to developing potency to meet work target, high competencies to do tri dharma, give the best effort raise the high standard of tri dharma.

The number of research samples is 100 people, due to Ghazali & Latan (2015) sample size for the Partial Least Square Structural Equation Model is 30 to 200. Supported by the rule of thumb Roscoe (in Sekaran, 2007) and Hair *et al.* (2010) the sample size should be between 30 and 100. Smart PLS also does not require a large sample size, a minimum of four times the number of latent variables (Abdillah, 2015). A response rate of 100% means that of the 100 questionnaires distributed 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, while it is necessary to test the outer model (model of measurement) for the measurement of validity and reliability. This is done through convergent validity, discriminant validity, composite reliability and Cronbach alpha. Then 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 a correlation between constructs in the model. Then we need to test the inner model (structural model) (Ghozali & Latan, 2015). After that, the structural model evaluated using R-square. Then, test for the dependent variable, the value of the path coefficient, namely t-values test the significance inter structural variables models. R square is declared strong if > 0.67 and t-value must be above 1.65 with a significant level of 0.05 (Abdillah, 2015).

## RESEARCH RESULTS

The age of respondents ranged from 29-45 years as generation millennial and generation Y. With the majority of the working years (63%) was two years. Meaning as a lecturer, all respondent fully understood the performance standard of PH University. All respondent is full-time lecturers and has minimum academic rank *Asistan Ahli (AA)*, a preliminary study using 30 respondent exclude from the actual study. All indicators for the preliminary study are valid and reliable. Then following test for actual study applied for 100 respondents.

### *Outer Model (Model of Measurement)*

The measurement consists of convergent validity, discriminant validity. Convergent validity according to AVE > 0.5. All variables are valid because AVE for motivation (0.58), discipline (0.62), job satisfaction (0.60) and female lecturer performance (0.63). All loading factor also all indicators of the variables of work motivation, work discipline, job satisfaction, and employee performance meet the criteria above 0.7.

**Table 1. Discriminant Validity**

	Discipline	Motivation	Job Satisfaction	Female Lecturer Performance
Discipline	0.765			
Motivation	0.687	0.778		
Job Satisfaction	0.729	0.770	0.789	
Female lecturer Performance	0.571	0.578	0.682	0.830

Then, testing discriminant validity can be seen in table 1 from the AVE square root for each construct that is greater than the correlation between constructs in the model which is a criterion of the Fornell-Lackers. All variables also reliable meet the standard of more than 0.7 for Cronbach's Alpha coefficient. Reliability test for variable work discipline has a Cronbach's alpha 0.821. work motivation variable has a Cronbach's alpha value 0.789. Then, the job satisfaction variable has a Cronbach's alpha above 0.7, which is 0.802. Employee performance variables also have a Cronbach's alpha 0.804, which means that employee performance variables are declared reliable. Supported from result testing reliability value of composite reliability for variables motivation (0.82); discipline (0.84); job satisfaction (0.88); Female lecturer performance (0.80). All variables value are reliable because all variables for composite reliability more than 0.7.

**Inner Model Test**

Variance Influence Factor ( VIF) test shown all variables value <5 does not have a high degree of collinearity. The work discipline variable has a value of 2,200, and the job satisfaction variable has a value of 1,946. Then, work motivation variable has a value of 1,521 and employee performance variable has a value of 2,147. Then results of R square number of variants of the construct explained by the model shown results are 0.686 or 68.6%. This figure means that the prediction model of endogenous variables is included in the sharp category, following Chin's statement in (Ghozali and Latan, 2015). In other words, there are 31.4% of other factors that affect endogenous variables not found in the research model. Included in the exogenous variables in this study are the variables of work motivation, work discipline, and job satisfaction. While the endogenous variables in this study are employee performance variables. This research, used a bootstrapping procedure because the jackknifing method is considered not very efficient when compared to the bootstrapping method. The jackknifing method is considered less efficient because the jackknifing method ignores confidence intervals (Ghozali and Latan, 2015). The reason because the SmartPLS program only provides a bootstrap resampling method. The literature that will be used to correct PLS standard error estimates under recommendations (Ghozali and Latan, 2015) is 1000. The calculation results can be seen in the following table 2 Result hypotheses test.

**Table 2. Result hypotheses test**

H	Hypotheses	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic ( o STDEV)
H1	Motivation → Female Lecturer Performance	0.132	0.134	0.060	2.188
H2	Dicipline → Female Lecturer Performance	0.312	0.313	0.075	4.175
H3	Job Satisfaction→ Female Lecturer Performance	0.497	0.500	0.075	6.647

The first hypothesis with the statement Motivation has a positive effect on the performance of female lecturers has a t-value of 2,188 which means it exceeds 1.96. Based on the specified conditions, it can be concluded that the first hypothesis is accepted and supported previous research of Taurisa & Ratnawati (2012) and Wibowo (2014). In other words, motivation has a positive effect on the performance of female lecturers. The second hypothesis with the statement Discipline has a positive effect on the performance of female lecturers, has a t-value of 4,175 which means it exceeds 1.96. Based on the specified conditions, it can be concluded that the second hypothesis is supported which means that Discipline has a positive effect on Employee Performance supported the previous study from Mangkunegara & Octorend (2015); Ayer et al. (2016); Jeffrey and Soleman (2017). Then, with a good Work Discipline, it becomes one of the



factors that can affect the performance of female lecturers. The third hypothesis with the statement, Job Satisfaction has a positive effect on the performance of female lecturers has a t-value of 6.647 means that the third hypothesis is accepted that Job Satisfaction has a positive effect on the performance of female lecturers and supported studies by Murti and Srimulyani (2013), Saranya (2014), Inuwa (2015), Jalagat (2016).

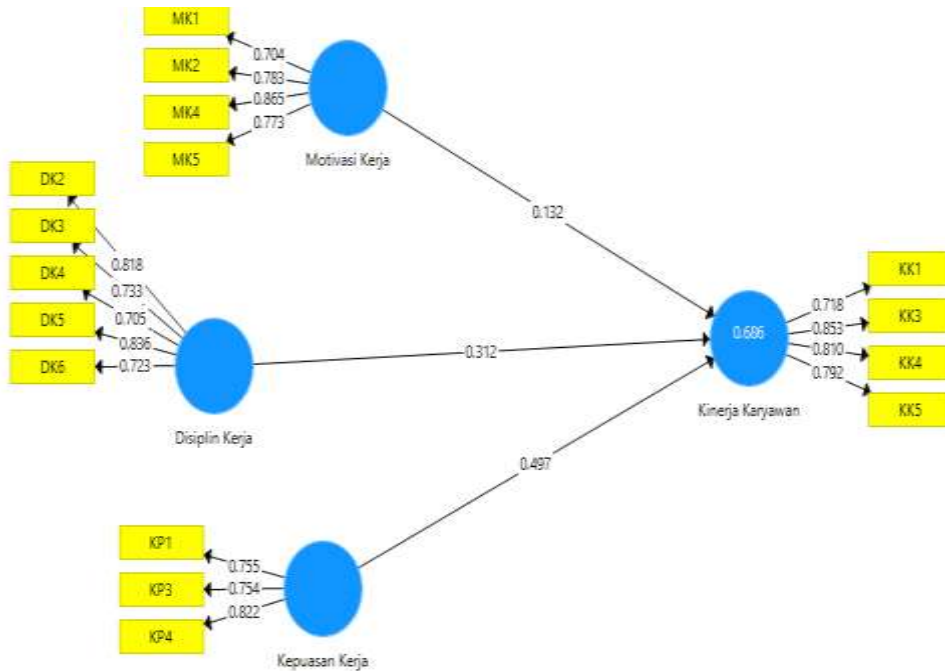


Figure 2. Final Model

## DISCUSSION

Motivation has a positive effect on employee performance. This shows that the internal motivation of female lecturers working at Pelita Harapan University can affect the performance shown by the employee. According to Ayer *et al.* (2016) which defines motivation as the individual personal condition that causes a person to carry out certain activities with the expectation that the goals desirable can be achieved. Associated with the high motivation showed is perceived as an indicator that the female lecturer has the desire to show the best performance for PH university. In the case of the second hypothesis that the discipline of female lecturers can influence both the merits of performance at PH universities. According to Sajangbati (2013) one of the reasons why employee performance can improve over time is because of the work discipline applied by the employee. So disciplined female lecturers tend to have more desire to contribute more to the university, which will make employee performance improvement. Job satisfaction can be defined as an individual's attitude towards a job (Murti and Srimulyani, 2013). Meanwhile, according to Inuwa (2016) job satisfaction has a strong relationship with employee performance, because the high and low levels of job

satisfaction can influence the stability or increase the performance of these employees. In other words, the more satisfied a female lecturer is with aspects of work and the university, the higher the performance shown by the female lecturer implementing tri dharma and work target from PH university.

### CONCLUSION

From the results of the study, it can be concluded that: motivation affects the performance of female lecturers, which means that the impetus within each individual to achieve a goal has an impact on how the behaviour or performance of female lecturers in the work environment; discipline influences the performance of female lecturers, which means social norms, limitations, and regulations in the company have an impact on employee performance in order to create a standard of action that strives to achieve the goals of PH universities; job satisfaction affects the performance of female lecturers, which means the assessment of the work done has an impact on the performance of the right tri dharma.

There are several managerial implications: seeing the influence of motivation on the performance of female lecturers, the human resource management at PH University needs to build more work motivation for female lecturers, especially new lecturers who are still in the adjustment phase. The motivation influence on the leader is significant because the existence of the leader is to be one of the spearheads of success in organizing. Work motivation can be built with training for the work itself, promotion, responsibilities, rewards (giving a charter for achievements, incentives for achievements, awarding certificates based on employee loyalty at work), and recognition (salary increases, increases rank, the announcement on the official PH website for employees who excel). So employees have an inner urge to do their jobs well in order to achieve company goals. The human resource management at PH University needs to provide boundaries and explain social norms such as how attitudes and actions must be taken in dealing with students and students with some instances instilled in the company clearly, then with the level of discipline someone lecturer can affect how much compensation someone will receive. With awards as well as punishment as a consequence of work discipline, so then the output resulting from the performance is following company standards. Thus, the effect of job satisfaction on the performance of female lecturers, human resource management at PH University needs to look deeper into the needs of female lecturers today.

Limitation and future research recommendation such as, (1) in this study only used independent variables, namely motivation, discipline, and job satisfaction. These variables are influences for the female lecturer performance variable as the dependent variable. In future studies, it is expected to add intervening or mediating variables to see the indirect effect on performance, for example, by adding compensation variables. (2) Profile of respondents only female lecturers with at least one year of work experience and already a permanent employee. In subsequent studies, it is expected to examine more broadly than the population of PH University lecturers or other broader organizations.

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