International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Effect Of Dicipline, Motivation And Leadership Style On The Performance Of Permanent Lecturers With Job Satisfaction As An Intervening Variable At University Abdurachman Saleh Situbondo

Lindrawati[1], Muhammad Iqbal Anshory[2], Ratna Koba Susanti[3]

[1]Master of Management, Postgraduate Program, University Abdurachman Saleh Situbondo, Indonesia.
[2,3]Postgraduate Program, University Abdurachman Saleh Situbondo, Indonesia.

Corresponding author: alins@unars.ac.id

Abstract

Human resources research aims to determine the effect of discipline, motivation and leadership style on the performance of permanent lecturers with an intervening variable, namely the achievement of job satisfaction for permanent lecturers at Abdurachman Saleh University Situbondo.

Data collection was carried out on permanent lecturers at Abdurachman Saleh University Situbondo with a population of 95 permanent lecturers and for the use of samples using saturated samples, namely 95 respondents. The data was analyzed by calculating the Partial Least Square (PLS) structural equation system/model from the results of the calculation of the direct effect hypothesis using the Smart PLS 3.0 application.

The results of research testing show that (1) Discipline has a positive and significant effect on job satisfaction, (2) Motivation has a positive and significant effect on job satisfaction, (3) Leadership Style has a positive and significant effect on job satisfaction, (4) Discipline has a positive and significant effect on performance, (5) Motivation has a positive and significant effect on performance, (6) Leadership style has a positive and significant effect on performance, (7) Job satisfaction has a positive and significant effect on performance, (8) Discipline has a positive but insignificant effect on performance through job satisfaction as an intervening variable, (9) Motivation has a positive and significant effect on performance through job satisfaction as an intervening variable. and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

(10) Leadership style has a positive and significant effect on performance through job satisfaction as an intervening variable for permanent lecturers at Abdurachman Saleh University Situbondo.

Keywords: Discipline, Motivation, Leadership Style, Performance and Job Satisfaction

INTRODUCTION

Higher education has an important role in producing superior and competitive human resources. In an effort to achieve organizational goals, universities need to pay attention to the satisfaction of human resources within the scope of the college, because achieving goals is not only focused on the sophistication of technology, the completeness of facilities and infrastructure. According to human resource management experts according to Desseler (2015: 3) that:" Human resource management is the process of acquiring, training, assessing, and compensating employees and for managing labor relations, health and safety, and matters relating to fairness ".

In realizing job satisfaction and increasing lecturer performance efforts can be done through discipline, motivation and appropriate leadership styles. Work discipline relates to lecturers' compliance with established rules, schedules and procedures. Good discipline contributes to work effectiveness and achievement of academic targets. According to Sutrisno (2018: 89) discipline is a person's behavior in accordance with regulations, work procedures, or discipline in attitudes, behavior, actions in accordance with the rules of an organization or institution. Work discipline is also influenced by several other factors, one of which is work motivation.

Work motivation is the driving force for someone to apply the principles of discipline in their work environment. Work motivation is not only a form of encouragement but work motivation is also one of the strong reasons within a person to force that person to do various kinds of things needed to achieve his goals (Larasati and Gilang; 2014). The motivation of employees obtained from a leader can foster high self-confidence in carrying out all their duties at work. Leadership is the process of influencing in determining organizational goals, motivating, follower behavior to achieve goals, influencing groups, and its culture.

Leaders in educational institutions, such as rectors or deans, have leadership is a way or approach used by a leader to influence subordinates in achieving organizational goals ". Therefore, leadership style is important in a modern era where the organization

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

requires democracy in the implementation of work and good work motivation, the result that may arise from a good leadership style is an increase in employee performance which will have an impact on improving the total performance of the company which will certainly affect employee job satisfaction.

According to Simamora (2015) which states that performance is a certain requirement which can finally be directly reflected in the output produced both in the form of quantity and quality. There are two types of performance, namely good performance and poor performance. Jufrizen (2017) said that job satisfaction can affect performance, which cannot stand alone.

Lecturer job satisfaction includes feelings of satisfaction with the work environment, facilities, compensation, peer relationships, and self-development opportunities. Job satisfaction is often an intervening factor linking factors such as discipline, motivation, and leadership with lecturer performance.

In its development, UNARS has experienced changes in leadership in several periods and currently UNARS has a vision and mission, namely as an Entrepreneurship Driver, and one of the elements in its vision is based on meritocracy (based on performance and achievement). To realize the vision and mission of course requires a management control system that provides job satisfaction for lecturers, to be able to develop the performance capabilities of all lecturers to be better.

Based on the problems described above, the researcher is interested in conducting research with the title "The Effect of Discipline, Motivation and Leadership Style on Permanent Lecturer Performance with Job Satisfaction as an Intervening Variable at University Abdurachman Saleh Situbondo".

Objectives

The purpose of this research is to find out:

1. Work discipline has a significant effect on job satisfaction of UNARS lecturers
2. Motivation has a significant effect on job satisfaction of UNARS lecturers.
3. Leadership style has a significant effect on UNARS lecturer satisfaction.
4. Work discipline has a significant effect on the performance of UNARS lecturers.
5. Motivation has a significant effect on the performance of UNARS lecturers.
6. Leadership style has a significant effect on the performance of UNARS lecturers.
7. Job satisfaction has a significant effect on the performance of UNARS lecturers.
8. Work discipline has a significant effect on performance with job satisfaction as an intervening variable.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

9. Motivation has a significant effect on performance with job satisfaction as an intervening variable.
10. Leadership style has a significant effect on performance with job satisfaction as an intervening variable.

The conceptual framework in this study is described as follows;

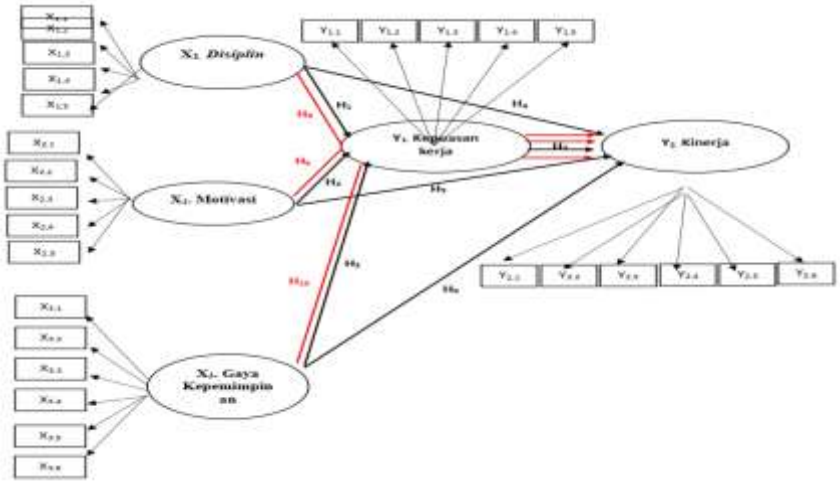


Figure 1: Conceptual Framework

DISCUSSION

The Effect of Discipline on Job Satisfaction

The results of hypothesis testing state that discipline has a significant positive effect on job satisfaction with a positive original sample value (0.284) and a P *Value* of 0.001. Based on the test, it can be concluded that H_1 is accepted, so if discipline increases, job satisfaction will increase, and vice versa, if discipline decreases, job satisfaction also decreases. Discipline is very influential on the performance of a lecturer, with high discipline various obligations will be easy to complete on time and accurately. With discipline it will also be self-motivation to be even better in carrying out the duties and authority as a lecturer. The results of this study support and strengthen the findings of previous research by Azmaa Zahidaah; 2023

Effect of Motivation on Job Satisfaction

The results of the second hypothesis test with reference to the original sample value, which is positive (0.283) with a P Value of 0.000, it can be concluded that motivation (X_2)

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

has a positive and significant effect on job satisfaction (Y_1), thus Hypothesis 2 is accepted. Based on the test, it can be concluded that if motivation increases, job satisfaction increases and vice versa, if motivation decreases, job satisfaction also decreases. In this study, motivation is seen from five levels of needs, namely physical needs, security needs, social needs, needs for appreciation and needs for self-realization. These indicators become the highest measure of motivation, especially the family atmosphere at work, transportation facilities to the workplace and the provision of financial compensation and performance benefits have an impact on job satisfaction. this condition is indicated by the high level of job satisfaction, especially related to the job itself. The better the family atmosphere at work, transportation facilities and performance benefits provided cause lecturers to be more satisfied with their current job. The results of this study support previous research by Hastuti; 2021.

Effect of Leadership Style on Job Satisfaction

The results of the third hypothesis test with reference to the original sample value, which is positive (0.467) with a P Value of 0.000, it can be concluded that leadership style (X_3) has a positive and significant effect on job satisfaction (Y_1), thus Hypothesis 3 is accepted. Based on the test, it can be concluded that if the leadership style increases, satisfaction increases and vice versa, if the leadership style decreases, job satisfaction also decreases. In this study, it is seen from the level of leadership style that is firm, can communicate well and set a good example to lecturers, dare to take responsibility for mistakes made so as to provide job satisfaction to lecturers. The results of this study support previous research by Khairunnisa; 2021.

Effect of Discipline on Lecturer Performance

The results of the fourth hypothesis test by referring to the original sample value which is positive (0.216) with a P Value of 0.008, it can be concluded that discipline (X_1) has a positive and significant effect on performance (Y_2), thus Hypothesis 4 is accepted. Based on the test, it can be concluded that increasing discipline will also improve performance, and vice versa, if discipline decreases, performance will also decrease. Discipline describes how lecturers have the drive from themselves to take full responsibility for the work given. Discipline can increase if lecturers can apply discipline by always being on time both in attendance on campus, teaching time and inputting student grades. The results of this study support previous research by Sharah Rizg ah, 2022

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Effect of Motivation on Lecturer Performance

The results of the third hypothesis test with reference to the original sample value, which is positive (0.205) with a P Value of 0.029, it can be concluded that motivation (X_2) has a positive and significant effect on performance (Y_2), thus Hypothesis 5 is accepted. Based on the test, it can be concluded that increasing motivation will also improve performance, and vice versa, if motivation decreases, performance will also decrease. Motivation describes how lecturers have a drive from themselves to take full responsibility for the work given. Motivation can increase if the fulfillment of the needs of a lecturer on campus is fulfilled and in accordance with what is desired. This can increase the potential and ability of lecturers so that it has an impact on improving performance. The results of this study support previous research by Sudirman Wawuru, 2020.

Effect of Leadership Style on Lecturer Performance

The results of the sixth hypothesis test by referring to the original sample value which is positive (0.053) with a P Value of 0.043, it can be concluded that leadership style (X_3) has a significant positive effect on performance (Y_2), thus the 6th hypothesis is accepted. Based on the test, it can be concluded that H6 states that the increase in leadership style will affect the increase in lecturer performance, the attitude of serving, being firm and being able to communicate well given by the leadership will encourage lecturers to increase their responsibility for work and in completing their tasks on campus which has an impact on improving performance directly on campus. The results of this study support previous research by Seniman, 2021.

The Effect of Job Satisfaction on Lecturer Performance

The results of the third hypothesis test with reference to the original sample value, which is positive (0.400) with a P Value of 0.025, it can be concluded that job satisfaction (Y_1) has a positive and significant effect on performance (Y_2), thus Hypothesis 7 is accepted. based on testing, it can be concluded that H7 states that if job satisfaction increases, performance will also increase. Job satisfaction can be measured by payment, the job itself, coworkers and promotions. This can be the main indicator of the level of job satisfaction of a lecturer, as a form of appreciation given in carrying out the responsibilities given. The next impact is to improve performance significantly. The results of this study support previous research by Wahyu, 2022.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The effect of discipline on performance through job satisfaction

The results of the eighth hypothesis test by referring to the original sample value which is positive (0.113) with a P Value of 0.073, it can be concluded that Discipline (X1) on performance (Y2) through job satisfaction (Y1). positive but insignificant effect, thus Hypothesis 8 is rejected. Lecturer discipline in carrying out tasks can be shown by high seriousness and perseverance in carrying out teaching assignments. Lecturers will try to improve their discipline by being present on time during teaching hours, giving assessments on time, besides that job satisfaction plays an important role and determines lecturer performance. Lecturers who get satisfaction while carrying out their duties can certainly have an impact on improving their performance.

However, the role of the mediating variable of job satisfaction is not significant in mediating the effect of discipline on performance. This may occur due to internal factors such as lack of awareness of the importance of discipline, limited resources such as time, finance, or facilities so that lecturers find it difficult to maintain high discipline, or lack of motivation to maintain discipline levels. In addition to the insignificant internal factors are the influence of external factors such as an uncomfortable work environment, college policies that are considered quite burdensome or lack of feedback from superiors or coworkers so that lecturers lack understanding to improve performance and job satisfaction. This is a new finding (novelty) that work discipline is not always significant to performance with job satisfaction as an intervening variable and the results of this study reject the results of previous research by Azmaa Zahidah, 2023.

The Effect of Motivation on Performance through Job Satisfaction

The results of the ninth hypothesis test with reference to the original sample value which is positive (0.113) with a P Value of 0.047, it can be concluded that motivation (X2) on performance (Y2) through job satisfaction (Y1), has a positive and significant effect, thus Hypothesis 9 is accepted. Lecturers' motivation in teaching can be shown by the high seriousness and perseverance of themselves in carrying out their teaching duties. Lecturers will try to improve their teaching competence by always providing better service in teaching and consider the job as a moral responsibility, so that the formation of self-motivation encourages individuals to be the best in carrying out their duties. In addition, job satisfaction plays a very important role and determines the performance of a lecturer. Lecturers who get job satisfaction while carrying out their duties can certainly have an impact on the performance of the lecturers themselves. The results of this study reject the results of previous research by Hastuti, 2021.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Effect of Leadership Style on Performance through Job Satisfaction.

The results of the tenth hypothesis test with reference to the original sample value are positive (0.187) with a P Value of 0.043, it can be concluded that Discipline (X_1) on performance (Y_2) through job satisfaction (Y_1). influential and significant, thus the 10th hypothesis is accepted. Leadership style is very important to be able to achieve the tridharma of higher education, therefore through this performance-based leadership it is able to provide constructive influence to lecturers so that all activities related to learning as well as research and service can achieve the planned goals. The rector shows meritocratic leadership well can provide career and welfare guarantees for lecturers, so that their job satisfaction increases. High job satisfaction will directly encourage an increase in performance. The results of this study support previous research by Khairunnisa, 2021.

CONCLUSION

Based on the results of the analysis and discussion previously described, it can be concluded from the overall results of this study that the discipline, motivation and leadership style variables have a significant positive effect on job satisfaction variables and also on performance variables where job satisfaction variables also have a significant positive effect on performance variables. while the discipline variable on performance variables through job satisfaction variables has a positive but not significant effect so that He is rejected while the motivation variable and the leadership style variable on performance through job satisfaction variables have a positive and significant effect

ADVICE

Based on the conclusions that have been described, the following suggestions can be conveyed as follows:

1.For the leadership of Abdurachman Saleh Situbondo University

For the leadership of Abdurachman Saleh Situbondo University, it can be an indication of the importance of implementing discipline at this time. High discipline will be the best motivation for personal lecturers so that it can build the creativity of lecturers to be more creative, innovative and characterized so that it can be applied in various learning activities at Abdurachman Saleh University Situbondo.

2. For Abduracman Saleh Situbondo University

The results of this study can be used as one of the bases for developing the Human Resource Management (HRM) curriculum, which in turn can increase knowledge and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

information for the academic community about the importance of applying discipline, motivation, leadership style, and job satisfaction in order to improve HR performance.

3. For other researchers

The results of this study for other researchers should be used as input to develop the latest research models related to HR performance and in accordance with current scientific needs.

REFERENCES

A. A. Anwar Prabu Mangkunegara (2020), Manajemen Sumber Daya Manusia Instansi. Edisi XIV Bandung : PT. Remaja Rusda Karya.

Adam, Steffy dan Muhammad Taufik Syastra. 2015. "Pemanfaatan Media Pembelajaran Berbasis Teknologi Informasi Bagi Siswa Kelas X SMA Ananda Batam". CBIS Journal, Volume 3, Nomor 2 (hlm. 78-90).

Anwar Sanusi, 2011. "Metodologi Penelitian Bisnis". Jakarta. Salemba Empat

Afandi. (2018). Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator). Yogyakarta: Nusa Media.

Agustini, Fauzia. (2019). Strategi Manajemen Sumber Daya Manusia. Medan: UISU Press.

Arfan, I Lubis, 2010, 'Akuntansi Keperilakuan', Edisi dua, Salemba Empat: Jakarta

Arikunto, S. 2014. Prosedur Penelitian Suatu Pendekatan Praktis. Jakarta : Rineka Cipta.

Azwar, S. (2015). Metode Penelitian . Yogyakarta : Pustaka Belajar .

Bangun, Wilson. 2012. "Manajemen Sumber Daya Manusia". Jakarta: Erlangga.

Budi Purbayu Santosa dan Ashari.2005.Analisis Statistik dengan Microsoft Axcel& SPSS.Yogyakarta. :Andi Offset

Creswell, John W. 2012. Research Design Pendekatan Kualitatif, Kuantitatif, dan Mixed. Yogyakarta: Pustaka Pelajar.

Dessler, Gary. (2015:3). Manajemen Sumber Daya Manusia. Jakarta: Salemba Empat

Donni Juni Priansa., 2017., Perencanaan dan Pengembangan SDM, Alfabeta, Bandung.

Handoko. 2011. Manajemen Personalia dan Sumber Daya Manusia. Yogyakarta: BPFE Yogyakarta.

Hasibuan, Malayu SP, 2014. Manajemen Sumber Daya Manusia, Jakarta : Bumi Aksara.

Hasibuan, Malayu SP, 2016. Manajemen Sumber Daya Manusia, Jakarta : Bumi Aksara.

Hasibuan, Malayu. (2017). Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara. Suarli dan Bahti

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Indrasari, Meithiana., Newcombe, Peter., Eliyana, Anis., Yunus, Eddy. 2015. The Influence of Academic Climate and Individual Creativity on Lecturer Competence in Private University at Surabaya Indonesia. International Journal of Business and Management; Vol. 10, No. 8; p: 127-134

Jufrizen, J. (2017). Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Kinerja dengan Kepuasan Kerja sebagai Variabel Intervening. Jurnal Ilmiah Kohesi, 1(1), 166177.

Kartono, Kartini. 2016. Pemimpin dan Kepemimpinan. Jakarta : Rajawali Pers. Kasmir. 2016. Manajemen Sumber Daya Manusia. Jakarta: PT. Rajagrafindo Persada.

Kasmir, (2018). Manajemen Sumber Daya Manusia (Teori dan Praktik). Depok: PtT Rajagrafindo Persada.

Larasati, Gilang, 2014 – Pengaruh Motivasi Kerja terhadap Kinerja Karyawan; Vol V, No 3, Desember 2014

Luthans Fred, 2011, Organizational Behaviour: An Evidence-Based Approach, 12th Edition, McGrawHill Irwin Company, New York.

Mc. Clelland, (dalam Anwar Prabu Mangkunegara, 2014:76) Pengaruh Kepemimpinan dan Motivasi Kerja terhadap Kinerja Karyawa

Masram. (2017). Manajemen Sumber Daya Manusia Profesional. Sidoarjo: Zifatama Publisher.

Mangkunegara, 2017, Manajemen Sumber Daya Manusia. Perusahaan, Remaja.

Mattone, J., & Xavier, L. (2012). Talent Leadership: A Proven Method for Identifying and Developing High-Potential Employees. American Management Association

Miftah Thoha. 2012. Kepemimpinan Dalam Manajemen: PT.Raja Grafindo Persada, Jakarta

Pianda, Didi. (2018). Kinerja Guru: Kompetensi Guru, Motivasi Kerja dan Kepemimpinan Kepala Sekolah. Jawa Barat: CV Jejak Prenadamedia Group.

Hidayat, Rahmat dan Candra Wijaya, 2017. Ayat-ayat Alquran tentang Manajemen Pendidikan Islam, Medan:LPPPI.

Robbins, S. P., dan Coulter, M. (2010). Manajemen (10th Edition). : Erlangga

Robbins, S. dan Judge, T. 2015. Perilaku Organisasi. Jakarta: Penerbit Salemba Empat.

Sekaran, Uma., & Bougie, R. (2016). Research Methods for Business: A Skill-Building Approach (7th Ed). United Kingdom: Wiley.

Sitorus, R. M. T. (2020). Pengaruh Komunikasi Antarpribadi Pimpinan Terhadap Motivasi Kerja. Surabaya: Scopindo Media Pustaka

Simamora. 2015. Manajemen Sumber Daya Manusia. STIE. Yogyakarta Henry

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Simamora, 2016, Manajemen Sumber Daya Manusia, Gramedia, Jakarta.

Ayu S Theresia Sitorus. (2020). New Normal di Tengah Pandemi Covid-19. https://www.djkn.kemenkeu.go.id/kpknl-sidempuan/bacaartikel/13169/NewNormal-di-Tengah-Pandemi-Covid-19.html

Sugiyono. (2012). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.

Sugiyono, 2014. Metode Penelitian Bisnis, Alfabeta, Bandung

Edy Sutrisno. 2013. Budaya Organisasi. Jakarta : Penerbit Kencana Prenada Media Group

Sutrisno, Edy. 2016. Manajemen Sumber Daya Manusia. Cetakan Kedelapan. Jakarta: Prenadamedia Group.

Sutrisno, E. 2018. Manajemen Sumber Daya Manusia. Cetakan Kedelapan. Prenadamedia Group. Jakarta.

_____. 2019. Manajemen Sumber Daya Manusia. Prenada Media Group. Jakarta

Veithzal Rivai. 2014. Manajemen Sumber Daya Manusia untuk Perusahaan, Edisi ke 6, PT. Raja Grafindo Persada, Depok, 16956.

Wibowo. 2011. Manajemen Kinerja. Edisi 5. Surabaya: Rajawali Pers.

Widodo, Suparno Eko. (2015). Manajemen Pengembangan Sumber Daya Manusia. Yogyakarta: Pustaka Pelajar.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.