A Broader Perspective of Job Satisfaction in Higher Education Institutes of Indonesia

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Abstract--- The study is carried out on the issues related to job satisfaction in the higher education institute of Indonesia. The study has studied the direct impact of the teamwork, organizational climate, and job insecurity on job satisfaction. Meanwhile, the study has also examined the moderating role of self-efficacy, and achievement orientation in the associations between teamwork, organizational climate, and job insecurity on job satisfaction. Or the purpose of data analysis, the Structural Equation Modeling is used in this study. The Structural equation modeling is a statistical multivariate technique for analyzing the structural associations. It is a combination of multiple regression analysis and factor analysis and is generally employed to analyze the existence of a structural association between the measured and the latent constructs. The findings of the study have shown agreement with the proposed findings and have argued the teamwork, organizational climate, and job insecurity as the determinants of job satisfaction of employees working in the higher education institutes of Indonesia. The study is among the pioneering study on the issue and will help the researchers and academicians in understanding the issue related to job satisfaction among the employees in the higher education institutions of Indonesia.

Keywords--- Job satisfaction, Higher education, Indonesia

I. Introduction and Background

In the current competitive market in the field of education, it is important for the higher education institutes to focus on different strategies which can help the organizations to keep the employees satisfied (Jermsittiparsert, Suan, & Kaliappen, 2019). The satisfaction of employees is important to keep the profit and revenue of the organization growing. For this purpose, it is important that organization focus on different HR strategies which help in making the employees satisfied. The satisfaction of employee is also important because a satisfied employee is an asset for the organization, which will eventually help the organization to build a competitive advantage(Judge, Heller, & Mount, 2002).

Among the service organization, higher education is the important service sector of the country. To achieve its goals and objectives, reliance of the education sector is on the Human Resource which they possess in their institutes. The universities are normally considered as the institutes of higher education within the country. Competent human resource and skills of the manpower working in universities are the basic requirement of universities to develop a competitive advantage. Utilization of HR activities is the factor which makes an educational organization successful.

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The employees working in an organization provide enthusiasm and creativity to the organization and play a critical role in the functioning of a university. For this reason, the top management of the university must take care of the human resource. They must be trained, maintained and developed in a proper way within the organization. In Indonesia, Universities fall under the criteria of civil administration in which more than 4.4 million employees are working. Out of these civil employees, 40% are skilled only. Therefore, it is very important for the universities to keep their employees satisfied within Indonesia so they can retain them for a longer period of time. Retention of the skilled employee for a service organization is key to perform goof and maximize the profit(Tremblay, Lalancette, & Roseveare, 2012).

Job satisfaction (JS) is a multi-dimension in which satisfaction of the employee is reflected in terms of the policy of the company, job security, promotional opportunities, pay, peers and managers. Researchers have given a lot of importance to JS(Judge, Heller, & Mount, 2002). A combination of negative as well as positive feelings towards the work. Whereas, when an employee is hired in a business unit, brings with it the experience, desires and needs, which creates certain expectations. Satisfaction means the extent to which the real awards of the employee meet the expectations. The behavior of the individual is closely linked to the satisfaction level of the employee. JS is basically a sense of success and achievement of the employee in work. According to JS, an employee enjoys the work in his job and make the efforts to achieve the personal as well as organizational goals(Kaliski, 2009).

The satisfaction level of employees working in groups is more as compared to those working in a conventional environment. Employees who have less experience get training as well as while working within the team. The team is basically is the set of individuals who work independently to solve the problem. To improve the performance of the organization, a high level of teamwork is the key. Furthermore, organizations can achieve improvement in quality and productivity as well. Organizations can adopt a number of techniques to satisfy the employees(Furumo, de Pillis, & Green, 2009).

It is vital for organizations to understand and comprehend the JS and organizational climate (OC) relationships. It is basically the key to interest in the human resource department of any organization. Several studies have been conducted in past that has developed and established the relationship among various components of OC and JS. OC is perceived as an organizational attribute, which is perceived by the employee of the organization(Castro & Martins, 2010).

In contrast, job security is a concern for researchers and management scholars to further understand the field of human resource management. Past research has shown empirical evidence that job insecurity (JI) leads to the poor mental and physical situation and has an impact on the performance and attitude of the employee as well (Shoss, 2017).

Self-efficacy (SE) is the capacity of the individual to product the effect that is important. Employees who have the ability to create or produce a difference always feels good. Therefore, such employees take the initiative(Bandura, 2010). On the other hand, people who feel helpless are, most of the time, unhappy. The performance of employees at the workplace is directly correlated with self-efficacy. As there exists the influential role of SE on performance, it is greatly worthy for the top management to understand the role of SE for the workplace. Employees who have SE most of the times work hard and understand new ways to perform the task. It is because such employees are confident regarding their success (Flammer, 2001).

According to achievement goal theory, competency of the employee is the purpose due to which they are engaged in different behaviors. Thus, because of the achievement of the orientation, different actions and cognitions have described that result in the perusing of a number of different goals. Importantly, it's been reported that employee engagement is linked to the job performance, training and learning of the employee(Yi & Wang, 2015).

In the lights of the above discussion, in the context of the workplace environment, achievement orientation and SE are Important variables that can moderate the relationship of different HRM practices with employee satisfaction. Therefore, the purpose of the current study is to explore SE as the moderator between teamwork (TW) and JS and achievement orientation as the moderator between JI and JS. Furthermore, the present study has explored the literature review of variables of JS, TW, OC, JI.

II. Literature Review

In the past, JS is defined by a number of researchers in a number of studies. According to researchers, JS is an emotional and affective response to a number of facets of the job. Its been described as the emotional response which results from the perceived fulfilment of the employees regarding their needs and what is believed by that that is being offered by the organization(Lu, While, & Barriball, 2005).

Generally, emotions of the employee are covered by a number of definitions regarding JS. It can be a job in general, or it may cover a specific attitude which may cover specific features of the job, for example, working conditions, salary colleagues and many others. The level of JS is determined by the level of expectations are meat by the outcomes of the job. For this reason, JS is related to a number of personal traits and job traits, which plays a critical role in predicting JS(Salunke, 2015).

Teamwork (TW)

One of the essential parts of the success of the workplace is the TW. The team are an important part of a number of organization and should be treated as an important part of their units. Deep learning is promoted by the teams and TW. Moreover, collaboration, cooperation, dialogues and problem solving is also promoted as a result of TW. Working ina team is considered as one of the key skills in the current job market. Organizations are always looking for the employees who can bring and contribute their ideas, along with the people who have the ability to work with other people on different plans and projects (Tarricone & Luca, 2002).

Researchers have defined TW as the process of cooperation, which allows achievement of extraordinary results by the ordinary people (Scarnati, 2001). Researchers have also explained TW in which team-work to achieve a single goal and purpose in which members of the team develop a mutual and effective relationship to accomplish team goals(Tarricone & Luca, 2002).

Job Satisfaction and Teamwork

In literature, TW is defined as a group that works within the organization separately. This group is formed and maintained so a common goal can be achieved. In a group, every member of the team has the common responsibility to achieve the goal. The employees are dependent on each other when working in a team. Scholars have found the teams as the critical source of success for the organizations. These resources help the individuals to grow in terms of their skills and develop a family like a relationship with other team members that bring satisfaction(Kottke, 2008).

Thus, it can be predicted that sometimes TW might positively influence employee satisfaction, but there are often situations which might negatively influence satisfaction. It arises a need for a moderator for this relationship. The current study proposes SE as a moderator between teamwork-satisfaction relationship.

Hypothesis 1: There is a significant relationship between TW and JS.

Self-efficacy as moderator

The relationship between TW and SE is widely discussed in past literature a lot. Researchers have reported improvement in performance as a result of positive SE. Explanation of the relationship is provided by the studies between employees and working of SE within the team. Moreover, satisfaction with individual performance and team performance has improved. Therefore, a positive relationship is dependent upon the performance of the overall team(Chowdhury & Lanis, 1999).

Researchers have reported a positive relationship between SE and outcomes of organizational settings. One of such outcomes of organizational settings is the JS of employees. Generally, JS will be improved by the SE and create success for the employee. Difficulties are more effectively handled by individuals having high and positive SE. As a result, the JS of individuals increases (Yakın & Erdil, 2012).

In past literature, researchers have discussed SE in the form of social learning theory as well. In organizations, employees with high and positive SE put extra effort to achieve their goals. The goals set for the individuals are challenged more by the individuals who have positive SE. It is because they have a high-level of commitment to complete their work. Moreover, problem-solving ability of the individuals is increased by the SE with a reduction in the level of stress. As a result, the satisfaction of employees is increased(Bayrón, 2013). Thus, in the current study, SE is taken as a moderator between TW and performance.

Hypothesis 2:SE moderates the relationship between TW and JS.

Organizational climate (OC)

Climate is well-defined by the scholars as to the perception regarding events, behaviors and practices which are supported and rewarded as well. In the lights of this view, perception of employees in terms of procedure, practices and policies are reflected which are expected, rewarded and supported by the HR department of the organization. In literature, OC is treated as the construct, which has a significant impact on HRM and organizational behavior as well. Additionally, OC is one of the significant factors of organizational and group behavior (Garcia- Garcia, Ramos, Serrano, Ramos Cobos, & Souza, 2011).

Organizational Climate and Job Satisfaction

Researchers have reported that the psychology of an individual impact the emotions and attitude of the employee. It is mentioned by several scholars that JS significantly impact OC. A number of scholars have also reported that JS is significantly impacted as a result of the positive climate of the organization. Information sharing is minimum among the employees with having tension and negative tension. Meanwhile, it is investigated the relationship between OC and JS(Ahmad, Jasimuddin, & Kee, 2018).

Hypothesis3: There is a significant relationship between OC and JS.

Job Insecurity and Job Satisfaction

The concept of insecurity of the job is between unemployment and employment. It is because employed people are threatened to lose their job. There are two perspectives of JI in the form of global as well as a multi-dimensional concept. Employees treat job security more than the threat that is perceived by them to lose the job, in fact, it also includes value able features of the job to be lost like access to resources, opportunity to be promoted, status and pay(Gallie, Felstead, Green, & Inanc, 2017). Additionally, employees feel a threat to the whole job as to be more dangerous as compared to the loss of of features of the job. Whereas, loss of an entire job is characterized as loss of advancement of career or potential loss of a job. There existsa relationship between JS and JI of the employee as satisfaction is reduced with the potential JI(Dachapalli & Parumasur, 2012).

The extent to which an employee is happy with the job is known as the satisfaction level of the employee because the employee who is satisfied is always willing to perform well at the optimum level. JS is basically the outcome of employee observation regarding the significance of his/ her work. The employee who appraises his/ her work is known to be in the state of optimistic and enjoying the work. The expectation of the employee impacts the satisfaction level or dissatisfaction of the employee (Wakida & Lawther, 2014).

There exist three components of JS, which focuses on organizational behavior like cognitive, behavioral and affective, which widely impacts the satisfaction level of employees working in an organization. There are a number of factors which impact the level of satisfaction of the employees, and these factors change with the passage of time as well. These alterations can occur because of social trends, demographics and economic reasons of the organizations(Wakida & Lawther, 2014).

Organizations measure JS of employees quite frequently because it is one of the most important attributes of the employee. Scholars have remained interested in understanding the way one employee is more satisfied as compared to the other one. Key importance is to understand the level of satisfaction because of a number of practical and theoretical reasons(Ramalho Luz, Luiz de Paula, & de Oliveira, 2018). It is important to measure satisfaction level because it will reduce turnover, absenteeism, increase organizational commitment and productivity as well. The interest of the human is also impacted the level of satisfaction of job. Researchers have mentioned that employees who are satisfied meet or exceed the expectation level of the job. Whereas, the dissatisfied has the tendency to create aggression in the workplace, burnout and withdrawal(Ellickson & Logsdon, 2001).

Past researches have mentioned that there exists negative relationship among satisfaction and JI. Moreover, JI has direct impact on the emotions and behavior of the employees. Whereas, in past studies issues regarding JI are neglected and most of the scholars have linked it as the cause of lowering JS. Moreover, there is less positive evaluation of JI on the attitude of the employees and management. Scholars have reported that JI has association with a number of variables Including JS (De Witte, 2005). On the other hand, there are few studies which has reported no issue among JI and JS.(Taduvana, 2017).For this reason, this study has mentioned that there can exist a moderating variable among the JI and JS(Reisel, Probst, Chia, Maloles, & König, 2010).

Regarding the better explanation of the linkage of JI with psychological factors, research needs to be conducted to find the impact of intervening variables. It will help us to explore the weaken or strength of the relationship through the intervening variable(Nella, Panagopoulou, Galanis, Montgomery, & Benos, 2015). For this purpose, there is a need to find out the variables which can influence the relationship of satisfaction and JI. An employee who is job

oriented are motivated intrinsically, strive to achieve the maximum in career, highly satisfied, high commitment with organization, face challenges, hardworking and motivated as well. In the context of the present study, one can predict a number of outcomes from achievement oriented goals (Kekesi & Agyemang, 2014).

Hypothesis4: There is a significant relationship between job insecurity and JS.

Achievement orientation as a moderator

Conceptualization of achievement orientation is on the basis of the framework, which influences the way in which different activities are to be approached, interpreted and respond. The activities related to the achievements include minimize the barriers of success, achievements, and success. The individuals who are achievement oriented identify themselves with their performance. Moreover, they have high expectations from their performance and is considered as mean to show their abilities and skills. The employees who have high achievements look for the assessment of ability and needs feedback on their performance as well. These employees are intrinsically motivated and try to achieve excellence. On the other hand, employees who are not good in their performance do not like an evaluation of the competence and avoid the evaluation of performance. In such a situation where employees of low performance have to get evaluated, they show anxiety and stress (Yi & Wang, 2015).

When employees perceive high JI, the response of employees who are achievement oriented is very different. Such employees consider themselves as skilled and competent. Moreover, they care about performing well in their job. For this reason, high performing employees consider such a situation as an opportunity and keep their performance at a high level. It is because they prefer the situation in which they have to face difficulty and challenge. Competition is created due to an insecure job. This situation of competence is very healthy sometimes in terms of performance among employees. By this way, employees who have high performance enter into circumstances where they have a strong desire for competence and become satisfied and motivated (Tauer & Harackiewicz, 1999).

On the other hand, employees who are not good in their performance do not enjoy the situation of competition at their workplace. They avoid competition most of the times, which is caused by the situation of JI. Therefore, they consider JI as a threat and harm for their carrier. They experience negative psychology and strain in the situation of JI. In this way, they can never become contented from their job and thus reduce the overall satisfaction level(Tauer & Harackiewicz, 1999). Scholars in past studies have mentioned the JI and achievements have significant relationship(Yi & Wang, 2015). Furthermore, achievements of employees are also associated with the satisfaction of employee from the work place(Avery, Smillie, & Fife-Schaw, 2015).

Hypothesis5: Achievement orientation moderates the relationship betweenjob insecurity and JS.

Conceptual Framework

Current study has presented following framework based on the above literature:
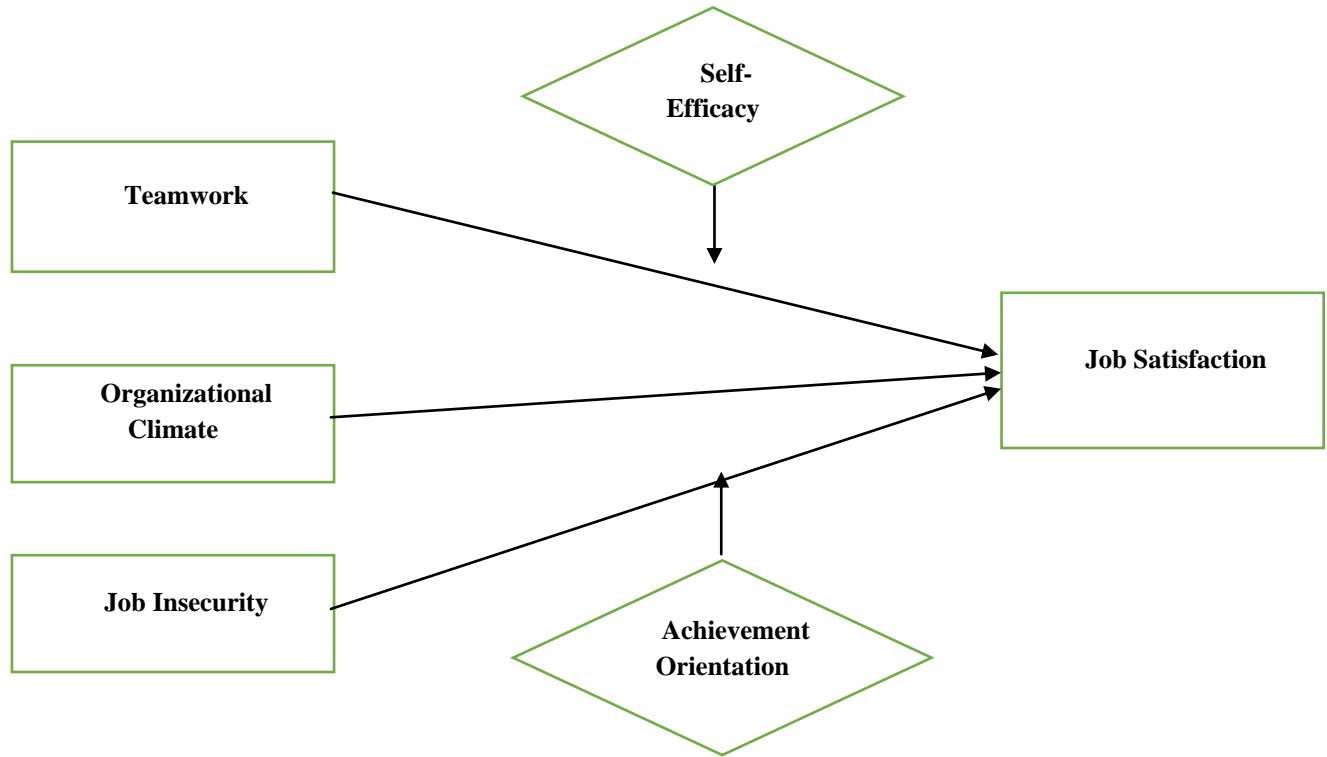
Figure 1: Conceptual model

III. Methodology

The following section provides the data analysis, including the illustration and discussion about the research findings. Present study has used the Structural Equation Modeling for data analysis. The Structural equation modeling is a statistical multivariate technique for analyzing the structural relationships. It basically combines multiple regression and factor analysis and is generally employed to analyze the existence of a structural association between the measured and the latent constructs. The study has studied the direct impact of the TW, OC, and JI on JS. Meanwhile, the study has also examined the moderating role of SE, and achievement orientation in the relationship between TW, OC, and JI on JS.

Researchers prefer to use this method because it is capable of estimating multiple as well as interrelated associations in a single analysis (Hair, Anderson, Tatham, & William, 1998). After the selection of methodology, sample collection was done using a method of cluster sampling. For the sample size estimation, the first step is the total population determination. The sample size for this study is determined using (Krejcie & Morgan, 1970) sample size table. It is proposed that required sample size for a study depends upon the type of research, i.e. experimental, descriptive or correlational(Gay & Diehl, 1992).The present study has chosen SEM as it is a second-generation statistical technique, providing robust results. Besides, SEM-PLS allows the statistical modeling and estimation of complex phenomena. Therefore, became the most preferred method to assess the theoretical models under quantitative researches. It enables researchers to assess the complex and advanced theoretical models without much dependency on statistical methods. Finally, SEM software is also user-friendly, just as other Window-based software. The above reasoning was also supported by (Hair Jr, Hult, Ringle, & Sarstedt, 2016). SEM model

consists of formative and reflective constructs. The objective is to determine the prediction among the constructs. For many years, researchers have been using EQS, AMOS, and LISREL as the software tools for performing such analysis. However, PLS-SEM is a useful alternative to CB-SEM, with distinctive methodological features. The estimated population size is 2200, and the selected sample size is 377. Thus, 377 survey questionnaires were distributed among the faculty members of higher education institutions, and 269 questionnaires were received back. Thus, the response rate came out to be 71%, which is above the threshold level (45% -50%). The gathered questionnaires were then undergoing the process of further evaluation. From the total respondents chosen for the study, there were 198 male respondents and 71 female respondents, with an average age of 43 years. On average, 58% of the total respondents were found to be part of the operational department for the past 10 years.

The items for JS were adopted from Parvin and Kabir (2011), while items for JI were taken from Huang, Niu, Lee, and Ashford (2012).TW and OC were adapted from the studies of Battles and King (2010)and Dawson, González-Romá, Davis, and West (2008)respectively. Self-efficacy and Achievement Orientation are adapted from Kroll, Kehn, Ho, and Groah (2007)and Lau and Lee (2008).

IV. Results

SEM-PLS involves two types of models: i.e. Measurement model and the Structural model. The measurement model shows how the measured variables are related to representing a specific theory. Whereas, the structural model shows whether the constructs involved in the model are related to other constructs. It is also known as causal modeling since it tests the assumed causal association between the constructs. The first step in PLS-SEM estimation is determining the measurement model, also referred to as CFA, i.e. confirmatory factor analysis. In CFA, the theoretical measurement is compared with the proposed reality model. The CFA is usually used to assess how well the variables involved in the model are observed. CFA's result must be related to the validity of the construct. The strong correlation between the variables is expected since all the items have a dynamic nature. The study estimated each element using formative, reflective and structural modeling. Fornell-Larcker criterion was used to determine the model validity. The discriminant validity criterion is a powerful and widely used measure employed in research studies. Discriminant validity is the extent a construct is empirically distinctive from the other constructs. It also analyzes the correlation among the concepts F. Hair Jr, Sarstedt, Hopkins, and G. Kuppelwieser (2014) and whether these concepts possess the potential to overlap (Cheah, Sarstedt, Ringle, Ramayah, & Ting, 2018).
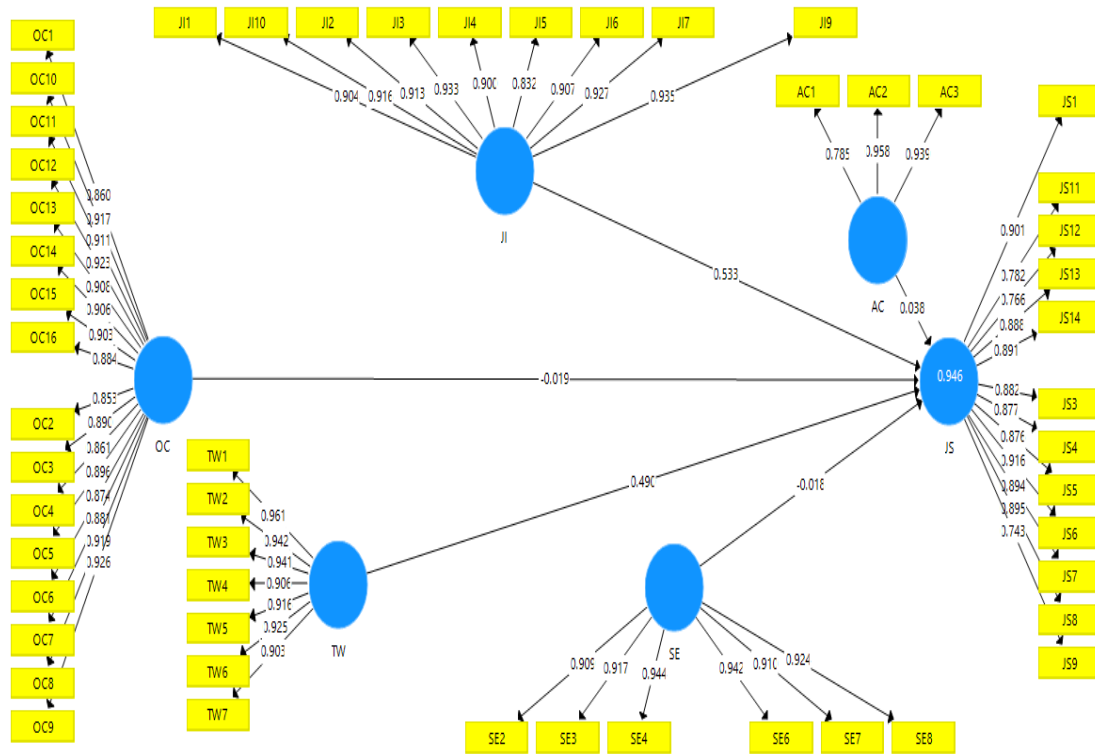
Figure 2: Measurement Model

Table 1: Outer loadings

	AC	JI	JS	OC	SE	TW
AC1	0.785					
AC2	0.958					
AC3	0.939					
JI1		0.904				
JI10		0.916				
JI2		0.913				
JI3		0.933				
JI4		0.900				
JI5		0.832				
JI6		0.907				
JI7		0.927				
JI9		0.935				
JS1			0.901			
JS11			0.782			
JS12			0.766			
JS13			0.888			
JS14			0.891			

JS3			0.882			
JS4			0.877			
JS5			0.876			
JS6			0.916			
JS7			0.894			
JS8			0.895			
JS9			0.743			
OC1				0.860		
OC10				0.917		
OC11				0.911		
OC12				0.923		
OC13				0.908		
OC14				0.906		
OC15				0.903		
OC16				0.884		
OC2				0.853		
OC3				0.890		
OC4				0.861		
OC5				0.896		
OC6				0.874		
OC7				0.881		
OC8				0.919		
OC9				0.926		
SE2					0.909	
SE3					0.917	
SE4					0.944	
SE6					0.942	
SE7					0.910	
SE8					0.924	
TW1						0.961
TW2						0.942
TW3						0.941
TW4						0.906
TW5						0.916
TW6						0.925
TW7						0.903

Thus, the square roots of AVE (average variance extracted) were also compared against the correlations of latent variables to assess the Fornell-Larcker criterion. For each variable, this square root of AVE must exhibit value greater than the correlation it has with other latent constructs (F. Hair Jr et al., 2014). The value for AVE square root turned out as required and in line with the criterion. Therefore, representing the discriminant validity. The outer and cross loadings for the current study were found to be same. The cross-loadings determine the presence of any correlation between the items of the constructs; Table 2 presents the discriminant validity among the variables and the constructs. The reliability index or the internal consistency value must also be above 0.70 to confirm the model reliability.

Table 2: Reliability

	α-value	rho_A	Composite Reliability	(AVE)
AC	0.878	0.924	0.925	0.805
JI	0.973	0.974	0.977	0.824
JS	0.968	0.971	0.972	0.742
OC	0.983	0.985	0.985	0.801
SE	0.966	0.967	0.972	0.855
TW	0.973	0.974	0.977	0.861

Table 3: Validity

	AC	JI	JS	OC	SE	TW
AC	0.901					
JI	0.890	0.908				
JS	0.887	0.820	0.900			
OC	0.632	0.722	0.789	0.843		
SE	0.658	0.703	0.708	0.827	0.872	
TW	0.652	0.700	0.780	0.732	0.821	0.898

The next step in PLS-SEM is the structural model estimation. This step involves drawing structural paths between the variables. To represent the structural relationship (hypothesized) between the constructs, only a single-headed arrow was used. The structural model was then analyzed through observing the structural path between dependent, independent and the moderating constructs. The model also explains the relation existing between the latent constructs. Whereas, the measurement model explains the occurrence of association among the variables and their indicating constructs (i.e. the outer model). The structural model also determines the direct as well as indirect effects of the involved variables. Following is the structural model of this study:
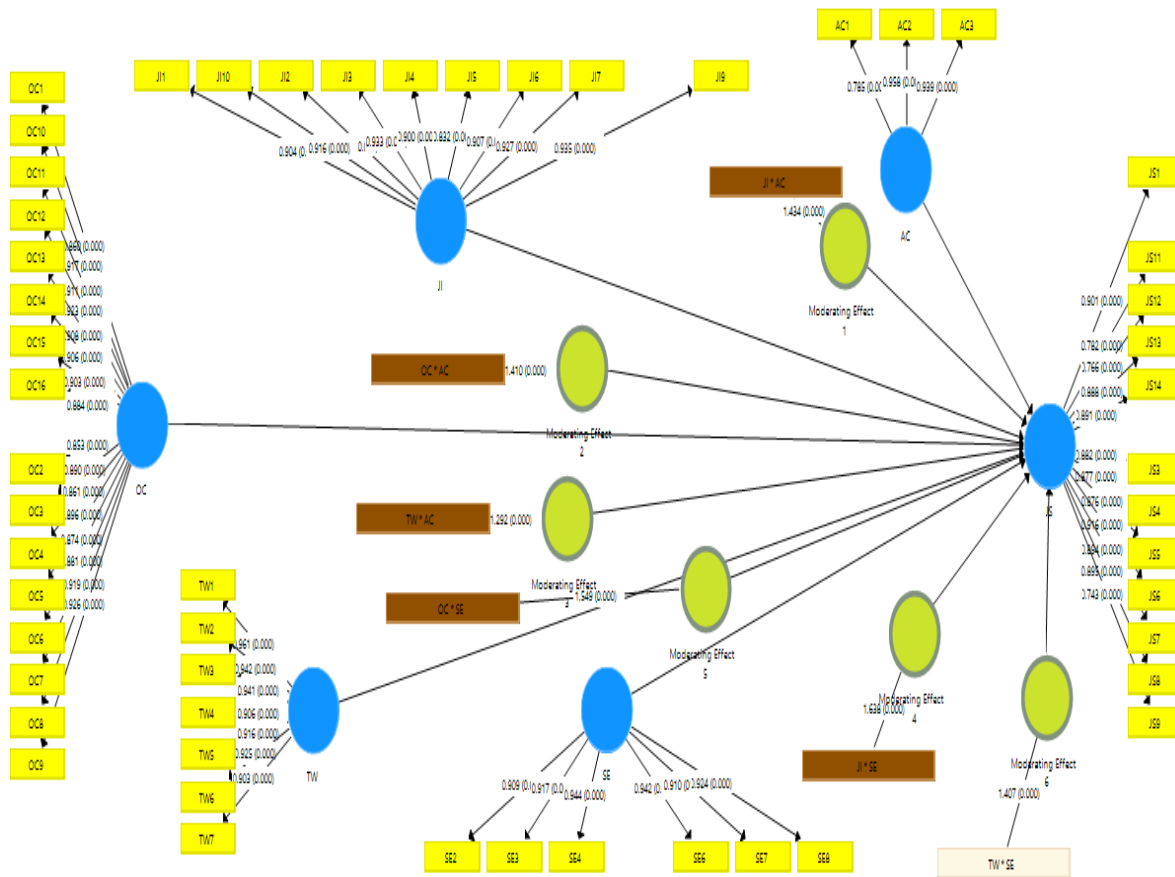
Figure 2: Structural model

Afterwards, the study estimated the moderation level to determine any indirect effects. For assessing the relationship significance, bootstrapping analysis was carried out with 5000 sample observations. The p-value is significant at 5%. All the hypotheses exhibited significant results are 5% level of significance, therefore, representing the acceptance of all hypotheses. Furthermore, the present research also found the moderating role of customer response in the association between all the latest variables, as presented in Table 4. Moderation results have shown significant values for t (t >1.96) and p (p <0.05), thus accepting all the hypotheses.

Table 4: Regression Results

	Original Sample	Sample Mean	Stand. Dev.	T-Stats	P-Value
AC -> JS	0.006	0.016	0.097	0.060	**0.000**
JI -> JS	0.563	0.510	0.107	5.250	**0.000**
Moderating Effect 1 -> JS	0.007	0.077	0.169	0.044	**0.000**
Moderating Effect 2 -> JS	0.088	0.168	0.176	0.502	**0.000**
Moderating Effect 3 -	0.035	0.002	0.077	0.453	**0.000**

> JS					
Moderating Effect 4 -> JS	0.029	0.102	0.149	0.196	**0.000**
Moderating Effect 5 -> JS	0.006	0.046	0.165	0.036	**0.000**
Moderating Effect 6 -> JS	0.081	0.089	0.115	0.702	**0.000**
OC -> JS	0.046	0.006	0.099	0.461	**0.000**
SE -> JS	0.016	0.081	0.127	0.124	**0.000**
TW -> JS	0.541	0.453	0.149	3.618	**0.000**

Finally, the predictive power of the variables is observed by estimating the coefficient of determination (R^2). The R^2 for this research is 94.6%, which is the moderate level, therefore, indicating that 94.6 percent variation in the dependent variable is explained by the independent variables. Range of R^2 is 0-1, where 0 represent no predictive accuracy and 1 represents greater or substantial predictive power.

Table 5: R-square

	R Square
JS	0.946

5.0. Conclusion

The study has studied the direct impact of the TW, OC, and JI on JS. Meanwhile, the study has also examined the moderating role of SE, and achievement orientation in the relationship between TW, OC, and JI on JS. The data was collected from the faculty members of higher education institutes of Indonesia. The research has employed the SEM-PLS analysis to study the relationship between and among the variables. The findings of the study have revealed the fact that the individual with the achievement motivation are more competent and more satisfied.

Furthermore, the study findings have indicated the fact that the Employees treat job security more than the threat that is perceived by them to lose the job, infect it also includes value able features of the job to be lost like access to resources, opportunity to be promoted, status and pay. Additionally, employees feel a threat to the whole job as to be more dangerous as compared to the loss of features of the job.

Finally, the study has proved the fact that the goals set for the individuals are challenged more by the individuals who have positive SE. It is because they have a high-level of commitment to complete their job. Moreover, the problem-solving ability of the individuals is increased by the SE with a reduction in the level of stress. As a result, the satisfaction of employees is increased.

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