

Strategies for Improving Lecturer Performance Affected by Several Factors with Job Satisfaction as an Intervening Variable in Private Higher Education Institutions in East Java

Moh Azus shony Azar¹, Nur Sayidah², Liosten Rianna Roosida Uly Tampubolon³

¹Darul 'ulum Islamic University Lamongan, Indonesia

^{2,3}University of DR. Soetomo Surabaya, Indonesia



DOI : <https://doi.org/10.61796/ijeirc.v2i1.298>



Sections Info

Article history:

Submitted: January 19, 2025

Final Revised: January 19, 2025

Accepted: January 20, 2025

Published: January 28, 2025

Keywords:

Strategy

Several factor

Job satisfaction

Lecturer performance

ABSTRACT

Objective: This study aims to analyze strategies for improving the performance of lecturers in private universities in East Java by examining various factors, with job satisfaction as an intervening variable. **Method:** The research employs path analysis with Structural Equation Modeling (SEM) using PLS version 3.4.1. The population consists of 5,670 lecturers, and using the Slovin formula, a sample of 98 respondents was obtained. **Results:** The findings indicate that: (1) Total Quality Management positively and significantly influences lecturers' job satisfaction ($p\text{-value} = 0.000 < 0.05$), (2) Organizational Justice positively and significantly influences job satisfaction ($p\text{-value} = 0.001 < 0.05$), (3) Quality of Work Life positively and significantly influences job satisfaction ($p\text{-value} = 0.000 < 0.05$), (4) Person-Organization Fit (P-O Fit) positively and significantly influences job satisfaction ($p\text{-value} = 0.009 < 0.05$), (5) Job satisfaction positively and significantly influences lecturers' performance ($p\text{-value} = 0.028 < 0.05$), (6) Total Quality Management positively and significantly influences lecturers' performance ($p\text{-value} = 0.022 < 0.05$), (7) Organizational Justice positively and significantly influences lecturers' performance ($p\text{-value} = 0.012 < 0.05$), (8) Quality of Work Life positively and significantly influences lecturers' performance ($p\text{-value} = 0.010 < 0.05$), and (9) Person-Organization Fit positively and significantly influences lecturers' performance ($p\text{-value} = 0.007 < 0.05$). **Novelty:** This study highlights the crucial role of Total Quality Management, Organizational Justice, Quality of Work Life, and Person-Organization Fit in enhancing job satisfaction, which in turn improves lecturers' performance. The findings underscore the importance of recognizing practical lecturers and research achievements as key factors in fostering job satisfaction and performance in private universities in East Java.

INTRODUCTION

The current era of globalization brings changes to all corners of the world, including organizations. The competitive free market, new trends in corporate restructuring, including in private universities, which are one of the spearheads in producing graduates who can face global competition.

On the other hand, the economy is growing slowly and the strong focus on short-term profits has dramatically changed traditional work relationships, where every organization is required to make rapid changes. Organizations today cannot succeed without the role of human resources contributing to the mission and sustainability of the organization [1]. The challenge of globalization currently faced is how to develop strategies for enhancing human resources that excel in maximizing their work performance [2].

The results of lecturers' performance serve as the spearhead of the organisation. In various literature, the definition of performance varies. Performance is a multidimensional record of individual achievements. It encompasses job-related activities expected from employees and how these activities are carried out [3].

In this study, performance includes actions relevant to the organisation's objectives. One important goal in an organisation is creating job satisfaction among its members to enhance their performance. With job satisfaction, it is expected that the achievement of organisational goals will improve and become more accurate. One measure of an individual's performance success is job satisfaction [4].

The suboptimal performance exhibited by private university lecturers in East Java is due, among other factors, to a tendency of not being fully integrated with their workplace. As a result, lecturers feel pressured at work, struggle to develop their creativity in creating value (Value Creation), and ultimately experience a decline in performance [5].

The various challenges faced by Private Higher Education Institutions (PTS) mentioned above are caused by multiple external and internal factors [6].

Higher education institutions must focus on providing public services in the field of education. The quality of service must be consistently maintained, as society, as the user of these service products, is highly sensitive and tends to remember their experiences [7].

Literature Review

Strategic management is a series of managerial decisions and actions that determine a company's long-term performance. Strategic management includes environmental observation, strategy formulation (strategic planning and long-term planning), strategy implementation, as well as evaluation and control [8].

Meanwhile, human resource management is the process of acquiring, training, evaluating, and providing compensation in the form of health benefits and workplace security to employees, as well as making decisions regarding their employment termination and ensuring fairness [9].

On the other hand, in organizational behavior, all individuals essentially have a basic consistency. Behavior does not appear randomly but can be predicted and subsequently modified according to individual differences and uniqueness [10]. Performance is the actual behavior displayed by each individual as a work achievement produced according to their role in an institution to achieve its goals. The level of efficiency and performance in work determines an organization's success [11].

Performance can be achieved when job satisfaction is obtained. Job satisfaction is an emotional state related to a positive or negative assessment of work experience [12]. Performance is always associated with the salary received. Although salary standards in private universities depend on each institution's capability, they should at least reflect Government Regulation No. 78 / 2015 on minimum wages, ensuring a decent standard of living to ease or initiate work by increasing the minimum salary for workers [13].

Performance and job satisfaction among lecturers can be influenced by several factors, including:

Total Quality Management (TQM) is one of the quality-oriented approaches that many organizations implement. TQM has attracted scholars due to its growing diffusion and acceptance in the business world. Especially over the past two decades, TQM has been one of the most popular and enduring management concepts [14].

Organizational justice has a direct effect on performance, particularly fairness in the organization, which aligns with situations where lecturers assess their work behavior and how these perceptions impact their performance [15]. In the workplace, Quality of Work Life is essential, as it reflects the perception of mental and physical well-being while working [16]. Person-Organization Fit (P-O Fit) can generally be defined as the alignment between organizational values and individual values [17].

RESEARCH METHOD

The research approach used in this study is explanatory research, a method aimed at explaining the position of the studied variables and the influence between one variable and another [18]. In this context, the focus is on examining the influence of the variables Total Quality Management, Organizational Justice, Quality of Work Life, and Person-Organization Fit (P-O Fit) on job satisfaction and lecturer performance. The population refers to the generalization area consisting of objects/subjects that possess specific qualities and characteristics determined by the researcher for study and conclusion drawing. Meanwhile, the sample is a subset of the total population that shares these characteristics [19].

The population in this study consists of all permanent lecturers at 37 private universities in the regions of Gresik, Bangkalan, Mojokerto, Surabaya, Sidoarjo, and Lamongan, East Java, totaling 5,670 permanent lecturers. Given that the population is homogeneous and its size is known, the sample size is determined using the Slovin formula as follows [20]: $n = N / \sqrt{N(e)^2 + 1}$ resulting in 98.266, which is rounded to 98.

The sampling technique used in this study is Purposive Sampling with the Judgement Sampling type, where sample selection is based on specific considerations (judgment sampling). This involves establishing selection criteria that align with the research problem and objectives [21]. The data analysis method employed is Structural Equation Modeling (SEM) based on Partial Least Square (PLS) version 3.4.1.

RESULTS AND DISCUSSION

A. Outer Model Testing

1. Convergent Validity Test

Table 1. Results of the convergent validity test.

Variable	Item	Outer Loading Value	Outer Loading Value Threshold	Decision
Total quality management(X1)	Item1	0.868	0,5	Valid
	Item2	0.876	0,5	Valid
	Item3	0.884	0,5	Valid
	Item4	0.878	0,5	Valid
	Item5	0.852	0,5	Valid
Organizational justice X2)	Item1	0.819	0,5	Valid
	Item2	0.873	0,5	Valid
	Item3	0.915	0,5	Valid
	Item4	0.904	0,5	Valid
Quality of work life (X3)	Item1	0.903	0,5	Valid
	Item2	0.941	0,5	Valid
	Item3	0.936	0,5	Valid
	Item4	0.885	0,5	Valid
	Item5	0.926	0,5	Valid
Person-Organization Fit (X4)	Item1	0.831	0,5	Valid
	Item2	0.883	0,5	Valid
	Item3	0.907	0,5	Valid
	Item4	0.945	0,5	Valid
Job Satisfaction (Z)	Item1	0.799	0,5	Valid
	Item2	0.751	0,5	Valid
	Item3	0.865	0,5	Valid
	Item4	0.871	0,5	Valid
	Item5	0.716	0,5	Valid
Lecturer Performance (Y)	Item1	0.743	0,5	Valid
	Item2	0.780	0,5	Valid
	Item3	0.712	0,5	Valid
	Item4	0.892	0,5	Tidak
	Item5	0.788	0,5	Valid

Source: Primary Data processed using SmartPLS 3.4.1, (2024)

It can be seen from this second-stage validity test that all item loading factor values are above 0.5. Therefore, all items are declared valid.

2. Reliability Test (Composite Reliability and Cronbach's Alpha) and Average Variance Extracted (AVE) Test.

a. Reliability Test (Composite Reliability and Cronbach's Alpha)

Table 2. Results of the Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability	Reliability Threshold	Decision
Job Satisfaction (Z)	0.843	0.889	0,700	Reliabel
Lecturer Performance (Y)	0.841	0.888	0,700	ReliabelReliabel
OJ (X2)	0.901	0.931	0,700	Reliabel
P-O FIT (X4)	0.914	0.940	0,700	ReliabelReliabel
QWL (X3)	0.954	0.964	0,700	
TQM (X1)	0.921	0.941	0,700	

Source: Primary Data processed by SmartPLS 3.4.1, (2024)

The table above shows satisfactory numbers, with all variables exceeding the threshold of 0.70, indicating high consistency and stability of the instrument used. It is concluded that the reliability is good.

b. Average Variance Extracted (AVE) Test

Table 3. Results of the Average Variance Extracted (AVE) Test.

Variabel	Value AVE	AVE Threshold Value	Decision
Job Satisfaction (Z)	0.617	0,50	Met
Lecturer Performance (Y)	0.617	0,50	Met
OJ (X2)	0.773	0,50	Met
P-O FIT (X4)	0.796	0,50	Met
QWL (X3)	0.844	0,50	Met
TQM (X1)	0.760	0,50	Met

Source: Primary Data processed by SmartPLS 3.4.1, (2024)

The table above indicates good convergent validity as the average is above the indicator variance. A value of 0.50 or higher is considered the standard AVE value.

B. Inner Model Test

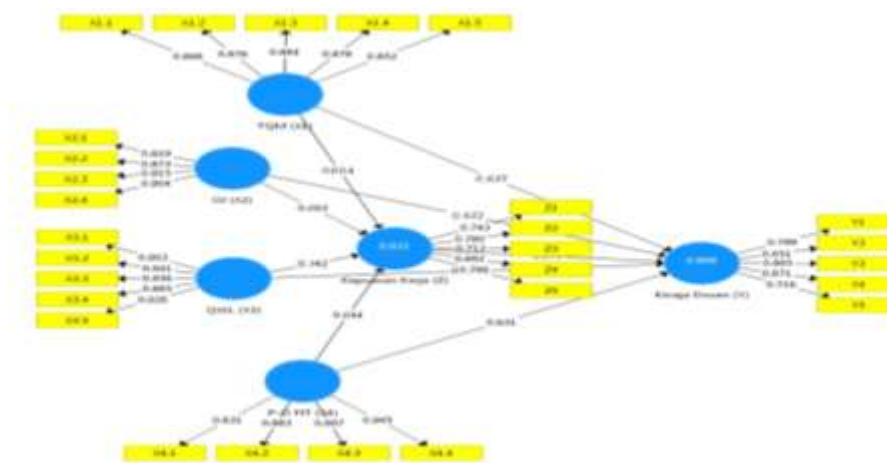


Figure 1. Causal relationship model between variables.

C. Hypothesis Testing (Inter-variable Influence)

a. Direct Influence

Table 3. Results of hypothesis testing for direct influence.

Hypothesis	Std Coefficient Value	T Statistic	P-value	Information
H1 TQM (X1) → Job Satisfaction (Z)	0.304	5.013	0.000	Accepted
H2 OJ (X2) → Job Satisfaction (Z)	0.163	3.329	0.001	Accepted
H3 QWL (X3) → Job Satisfaction (Z)	0.442	7.371	0.000	Accepted
H4 P-O FIT (X4) → Job Satisfaction (Z)	0.144	2.626	0.009	Accepted
H5 Job Satisfaction (Z) → Lecturer Performance (Y)	0.140	2.542	0.028	Accepted

Source: Primary Data processed by SmartPLS 3.4.1, (2024)

b. Indirect Effect (Mediation)

The results of the mediation variable effect test are as follows:

Table 4. Hypothesis testing results for indirect effects.

Hypothesis	Standardized Coefficient Value	T Statistic	P-value	Information
H6 TQM (X1) → Job Satisfaction (Z) → Lecturer Performance (Y)	0.057	2.032	0.022	Mediating
H7 OJ (X2) → Job Satisfaction (Z) → Lecturer Performance (Y)	0.048	2.332	0.012	Mediating

H8	QWL (X3) -> Job Satisfaction (Z) -> Lecturer Performance (Y)	0.062	2.338	0.010	Mediating
H9	P-O FIT (X4) -> Job Satisfaction (Z) -> Lecturer Performance (Y)	0.081	2.451	0.007	Mediating

Source: Primary Data processed by SmartPLS 3.4.1, (2024)

The discussion presented in this chapter will explain the results of the analysis and the relationships of the six variables as follows:

1. The Influence of Total Quality Management on Job Satisfaction

Total quality management has a positive and significant effect on job satisfaction among lecturers at private universities in East Java, with a (t-value) of 5.013, which is greater than 1.960 at a 0.05 confidence level, and a p-value of $0.000 < 0.05$, indicating a 5% significance level. This study is supported by the findings of Miftahul Huda, Moh Azus Shony Azar [22], who researched the impact of total quality management on job satisfaction and lecturer performance, and their findings showed that total quality management has a positive and significant impact on performance and job satisfaction.

2. The Influence of Organizational Justice on Job Satisfaction

Organizational justice has a positive and significant influence on job satisfaction with a critical ratio (t-value) of 3.329, which is greater than 1.960 at a 0.05 confidence level, and a p-value of $0.001 < 0.05$, indicating a 5% significance level. This research is reinforced by studies conducted by Zu'bi, [23]; Iqbal [24]; Rai, [25]; Naeem, et al. [26]; Dhiyah Nur Utami, Suliyanto, Gunistiyo [27], who all found that organizational justice positively affects job satisfaction.

3. The Influence of Quality of Work Life on Job Satisfaction

Quality of work life has a positive and significant effect on job satisfaction with a critical ratio (t-value) of 7.371, which is greater than 1.960 at a 0.05 confidence level, and a p-value of $0.000 < 0.05$, indicating a 5% significance level. This result differs from the empirical study conducted by Tommy Herdianto, Siti Safaria (2024) [28], which investigated the effect of quality of work life on job satisfaction and found that quality of work life had no impact on lecturers' job satisfaction. However, this study aligns with research by Selvaraj [29] and Srivastava, S., et al. [30], who also found that quality of work life has an effect on job satisfaction.

4. The Influence of Person-Organization Fit (P-O Fit) on Job Satisfaction

Person-organization fit (P-O Fit) has a positive and significant effect on job satisfaction among lecturers at private universities in East Java, with a critical ratio (t-value) of 2.626, which is greater than 1.960 at a 0.05 confidence level, and a p-value of $0.009 < 0.05$, indicating a 5% significance level. This study is supported by the findings of Farooqui, et al. [31] and Jufrizen, Hazmanan Khair, Ade Putra Wijaya Siregar, Weni Hawariyuni [32], who investigated the effect of person-organization fit (P-O Fit) on job satisfaction and performance.

5. The Influence of Job Satisfaction on Lecturer Performance

Job satisfaction has a positive and significant effect on lecturer performance, with a (t-value) of 2.542, which is greater than 1.960 at a 0.05 confidence level, and a p-value of $0.028 < 0.05$, indicating a 5% significance level. This research is relevant to the empirical findings of Dugguh et al. [33] and Talasaz et al. [34], who found that job satisfaction has a positive and significant impact on performance. However, this finding contradicts the research conducted by Kuswandi et al. [35] and Sangadji [36], which concluded that there is no significant relationship between job satisfaction and performance.

6. The Influence of Total Quality Management on Lecturer Performance through Job Satisfaction

Based on the results of the indirect effect test, the critical ratio (t-value) is 2.032, which is greater than 1.960 at a 0.05 confidence level, and a p-value of $0.022 < 0.05$, indicating that total quality management has a positive and significant effect on lecturer performance through job satisfaction at private universities in East Java. This finding is consistent with the research by Desy Eka Kartika Sari, Surachman, Kusuma Ratnawati [37], who investigated the effect of total quality management on job satisfaction and lecturer performance, finding that total quality management has a positive and significant effect on performance through job satisfaction.

7. The Influence of Organizational Justice on Lecturer Performance through Job

Satisfaction Based on the results of the indirect effect test, the critical ratio (t-value) is 2.332, which is greater than 1.960 at a 0.05 confidence level, and a p-value of $0.012 < 0.05$, indicating that organizational justice has a positive and significant effect on lecturer performance through job satisfaction at private universities in East Java. This result is supported by the research of Shakoorzadeh, R. [38], which found that all dimensions of organizational justice are positively correlated with job satisfaction, which in turn affects employee performance.

8. The Influence of Quality of Work Life on Lecturer Performance through Job Satisfaction

Based on the results of the indirect effect test, the critical ratio (t-value) is 2.338, which is greater than 1.960 at a 0.05 confidence level, and a p-value of $0.010 < 0.05$, indicating that quality of work life has a positive and significant effect on lecturer performance through job satisfaction at private universities in East Java. The research by Arifin [38] found that quality of work life affects job satisfaction, which ultimately improves work performance.

9. The Influence of Person-Organization Fit (P-O Fit) on Lecturer Performance through Job Satisfaction

Based on the results of the indirect effect test, the critical ratio (t-value) is 2.451, which is greater than 1.960 at a 0.05 confidence level, and a p-value of $0.007 < 0.05$, indicating that person-organization fit (P-O Fit) has a positive and significant effect on lecturer performance through job satisfaction at private universities in East Java. This research is supported by the findings of Abdul Samad Kakar, Sobia Rashid, Madiha Ali

[39], [40], who studied the effect of person-organization fit (P-O Fit) on job satisfaction and performance.

CONCLUSION

Fundamental Finding : The research findings indicate that Total Quality Management, Organizational Justice, Quality of Work Life, and Person-Organization Fit have a significant positive impact on job satisfaction, with p-values below 0.05. Additionally, job satisfaction significantly influences faculty performance, and these factors indirectly influence faculty performance through job satisfaction. These results emphasize the importance of organizational factors in enhancing both job satisfaction and performance in higher education settings. **Implication :** The study suggests that universities should focus on implementing effective Total Quality Management, fostering organizational justice, and promoting a positive work-life environment to improve job satisfaction, which, in turn, will enhance faculty performance. These findings provide practical insights for institutional management to improve work conditions and organizational culture. **Limitation :** The study's limitations include its focus on a specific academic setting, which may limit the generalizability of the findings to other contexts or regions. Additionally, the study relies on self-reported data, which could introduce bias in the results. **Future Research :** Future studies could expand the scope by examining the effects of these variables in different educational contexts or industries. Further research could also explore additional factors influencing job satisfaction and performance, such as leadership style and organizational support.

REFERENCES

- [1] O. Iyigun and I. Tamer, "The impact of perceived organizational justice on turnover intention: Evidence from an international electronic chain store operating in Turkey," *Journal of Global Strategic Management*, vol. 11, no. 6, 2013.
- [2] H. Imran, I. Arif, S. Cheema, and M. Azeem, "Relationship between job satisfaction, job performance, attitude towards work, and organizational commitment," *Entrepreneurship and Innovation Management Journal*, vol. 2, no. 2, pp. 135-144, 2014.
- [3] S. I. Dugguh and A. Dennis, "Job satisfaction theories: Traceability to employee performance in organizations," *Journal of Business and Management (IOSR-JBM)*, vol. 16, no. 5, ver. I, 2014.
- [4] E. Winarti and H. S. Suharnomo, "Analysis of innovative behavior and loyal attitude toward career satisfaction with the performance of lecturers as intervening variables (empirical studies on the Kopertis region VI in Indonesia)," *American International Journal of Contemporary Research*, vol. 5, no. 2, 2015.
- [5] R. Tahir, "Kualitas kehidupan kerja, perilaku kewargaan organisasional, dan keterikatan karyawan," *Jurnal Ilmu Manajemen dan Bisnis*, vol. 3, no. 2, 2012.
- [6] D. Ariyanti, "Penatalaksanaan terapi latihan post open reduction internal fiksasi pada fraktur cruris 1/3 distal," *Karya Tulis Ilmiah*, Politeknik Kesehatan Surakarta, 2006.

- [7] Sukesni, "Analisis kepuasan masyarakat pada Kantor Pelayanan Perizinan Terpadu (KPPT) kota Mojokerto," *Ekspektra: Jurnal Bisnis dan Manajemen*, vol. 1, no. 2, 2017.
- [8] D. J. Hunger and L. T. Wheelen, *Strategic Management and Business Policy*, 13th ed., Pearson, 2012.
- [9] G. Dessler and D. Angelica, *Manajemen Sumberdaya Manusia*, 14th ed., Salemba Empat, Jakarta, 2015.
- [10] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 16th ed., Ratna Saraswati and Fabriella Sirait, trans., Salemba Empat, Jakarta, 2013.
- [11] R. Jehanzeb and A. Rasheed, "Impact of rewards and motivation on job satisfaction in the banking sector of Saudi Arabia," *International Journal of Business and Social Science*, vol. 3, no. 21, pp. 272-278, 2012.
- [12] E. A. Locke, "What is job satisfaction?" *Organizational Behavior and Human Performance*, vol. 4, pp. 309-336, 1969.
- [13] R. U. Tampubolon, L. Riana, S. Nur, and A. Bachrul, "The role of labor unions in determining minimum wage in Indonesia," *International Journal of Professional Business Review*, vol. 8, no. 7, 2023.
- [14] C. Zehir et al., "Total quality management practices' effects on quality performance and innovative performance," *Procedia - Social and Behavioral Sciences*, vol. 41, pp. 273-280, 2012.
- [15] M. Moorman, "Organizational justice perceptions as predictor of job satisfaction," *International Journal of Business and Management*, vol. 4, no. 9, p. 145, 2009.
- [16] W. F. Cascio, *Managing Human Resources: Productivity, Quality of Work Life, Profits*, 6th ed., McGraw-Hill, New York, 2013.
- [17] A. L. Kristof, "Person-organization fit (P-O fit): An integrative review of its conceptualizations, measurement, and implications," *Personnel Psychology*, vol. 49, pp. 1-49, 1996.
- [18] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, Alfabeta, Bandung, 2019.
- [19] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, Alfabeta, Bandung, 2022.
- [20] A. Ferdinand, *Metode Penelitian Manajemen: Pedoman Penelitian untuk Penulisan Skripsi, Tesis, dan Disertasi*, Badan Penerbit Universitas Diponegoro, 2016.
- [21] N. Sayidah, *Metodologi Penelitian Disertai Dengan Contoh Penerapannya dalam Penelitian*, Zifatama Jawara, 2018.
- [22] H. Miftahul and A. Azus, "Pengaruh total quality management dan keadilan prosedural terhadap kinerja karyawan di PT. Lamongan Gas Lestari Kabupaten Lamongan," *Journal Humanis*, vol. 11, no. 2, 2019.
- [23] H. A. Zu'bi, "A study of relationship between organizational justice and job satisfaction," *International Journal of Business and Management*, vol. 5, no. 12, 2010.
- [24] K. Iqbal, "Determinants of organizational justice and its impact on job satisfaction: A Pakistan-based survey," *International Review of Management and Business Research*, vol. 2, no. 1, 2013.
- [25] G. S. Rai, "Impact of organizational justice on satisfaction, commitment, and turnover intention: Can fair treatment by organizations make a difference in their workers' attitudes and behaviors?" *International Journal of Human Science*, vol. 10, no. 2, 2013.

- [26] A. T. Naeem, F. Ihsan, and Z. Mahmood, "The study of organizational justice, violation of psychological contract and its effect on job satisfaction in paints industry of Pakistan," *International Journal of Academic Research in Business and Social Sciences*, vol. 4, no. 1, 2014.
- [27] D. N. Utami, S. Suliyanto, and G. Gunistiyo, "Pengaruh kepuasan kerja, keadilan organisasi, dan reward terhadap kinerja tenaga kependidikan melalui komitmen organisasi," *Jurnal Ekonomi, Bisnis dan Akuntansi (JEBA)*, vol. 25, no. 2, 2023.
- [28] T. Herdianto and S. Safaria, "The influence of the congruence of organizational values with individual values, work-life quality, organizational justice on job satisfaction and employee performance at PT. Brantas Abipraya," *Formosa Journal of Sustainable Research (FJSR)*, vol. 3, no. 4, 2024.
- [29] N. Selvaraj, "A study on review of quality of work life on employee retention in private companies," *International Journal of Social Science and Humanities Research*, vol. 2, no. 3, pp. 277-281, 2014.
- [30] S. Srivastava and R. Kanpur, "A study on quality of work life: Key elements and its implications," *Journal of Business and Management*, vol. 16, no. 3, pp. 54-59, 2014.
- [31] M. S. Farooqui and A. Nagendra, "The impact of person-organization fit on job satisfaction and performance of the employees," *Procedia Economics and Finance*, vol. 11, pp. 122-129, 2014.
- [32] Jufrizen, H. Khair, A. P. W. Siregar, and W. Hawariyuni, "Person-organization fit and employee performance: Mediation role job satisfaction and organizational commitment," *Jurnal Organisasi dan Manajemen*, vol. 19, no. 2, 2023.
- [33] S. I. Dugguh and A. Dennis, "Job satisfaction theories: Traceability to employee performance in organizations," *Journal of Business and Management (IOSR-JBM)*, vol. 16, no. 5, ver. I, 2014.
- [34] Z. H. Talasaz, S. N. Saadoldin, and M. T. Shakeri, "The relationship between job satisfaction and job performance among midwives working in healthcare centers of Mashhad, Iran," *Journal of Midwifery and Reproductive Health*, vol. 2, no. 3, pp. 157-164, 2014.
- [35] M. Kuswandi, S. Sundjoto, A. Noor, and Purwanto, "Effects of transformational leadership, personal value, job satisfaction on lecturer performance," *International Refereed Research Journal*, vol. VI, no. 2, 2015.
- [36] E. M. Sangadji, "The effect of leader's organizational commitment to lecturers' job satisfaction and performance," *International Journal of Academic Research in Business and Social Sciences*, vol. 4, no. 9, 2014.
- [37] D. E. K. Sari, S. Surachman, and K. Ratnawati, "Pengaruh total quality management (TQM) terhadap kinerja karyawan dengan mediasi kepuasan kerja," *Jurnal Bisnis dan Manajemen*, vol. 5, no. 1, pp. 11-25, 2018.
- [38] S. Ebadi and R. Shakoorzadeh, "Investigation of academic procrastination prevalence and its relationship with academic self-regulation and achievement motivation among high-school students in Tehran city," *International Education Studies*, vol. 8, no. 10, p. 193, 2015.
- [39] N. Arifin, "Analisis kualitas kehidupan kerja, kinerja dan kepuasan kerja pada CV. Duta Senenan Jepara," *Jurnal Economia*, vol. 8, no. 1, pp. 11-21, 2012.
- [40] A. S. Kakar, S. Rashid, and M. Ali, "An empirical investigation of the relationships between person-organization fit, person-job fit, and intention to stay in the context of Pakistan and HEIs," *Pakistan Social Sciences Review*, vol. 6, no. 2, 2022.

***Moh Azus shony Azar (Corresponding Author)**

Darul 'ulum Islamic University Lamongan, Indonesia

Nur Sayidah

University of DR. Soetomo Surabaya, Indonesia

Liosten Rianna Roosida Uly Tampubolon

University of DR. Soetomo Surabaya, Indonesia
