

Employee Job Satisfaction Levels: Evidence in Private Higher Education Organizations

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ABSTRACT

The aims of this research were: to determine the level of job satisfaction of employees in the Master of Management, Faculty of Economics and Business, Universitas Trisakti, Jakarta, INDONESIA; to find out what factors can affect employee job satisfaction; and to find out the factors of employee job satisfaction that are not optimal. The results of the research become input in formulating and establishing policies according to the expectations of employees, departments and faculties. The research method is a quantitative descriptive method using primary data from 20 employees. Because the population is relatively small (less than 30 people), the sample size is determined using a saturated/census sample. The results showed that the level of job satisfaction of employees is in the good category. Of the five dimensions of job satisfaction, Co-workers have the highest and Promotion Opportunities the lowest. From the research results it can be recommended that department and faculty leaders can: create/update job descriptions, create internal problem forms, consider pay performance, carry out job promotions based on performance appraisal, provide promotion opportunities to all employee based on fairness, determine the size of employee work productivity and achieving work targets quantitatively, as well as preparing employee performance appraisal programs that are agreed upon and well socialized.

Keywords: Co-Worker, Job Itself, Job Satisfaction, Pay, Promotion Opportunities, Supervision.

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I. INTRODUCTION

The Master of Management Department, Faculty of Economics and Business, Universitas Trisakti accepts 200-300 new students per year and so far, has succeeded in graduating more than 6,000 people. To carry out administrative duties, the leadership is assisted by 20 employees (administrative staff) who are experienced and work professionally. With the current rapid development of technology, it encourages the Master of Management department to provide the best service by utilizing information and communication technology. Academic activities starting from the admission of new students to graduation registration are used by the Student Information System (SIS) application, lecture activities are used by FEBIOLA (Faculty of Economics and Business online learning), for financial processes within the scope of the faculty using the SIANG application (Budget Information

System), and for the correspondence process within the scope of Universitas Trisakti uses the SIMAS application (Mail Administration Management Information System).

Leaders of the Master of Management department realize that employees are one of the most important assets for an organization. Organizations need to improve the quality of human resources to face challenges, in order to survive and win competition, and in facing competition, of course, requires good human resource management (Sulastiningtiyas & Nilasari, 2018). With employee job satisfaction, it is possible for employees to provide the best for the organization. Employees also have an important role in the development of the Master of Management department so far. Employees increase competitiveness, by increasing the quality of work so that it will automatically increase the competitiveness of the Master of Management department. Employees also provide new innovations, by increasing creativity so that the Master of Management department is

successful in making innovations that will affect sustainability, and employees can maintain the image of the Master of Management department by providing services and establishing good relations with students, alumni, lecturers, and external parties, also get a good image from these parties.

Therefore, to obtain quality work and service quality, it is deemed necessary to conduct research on employee job satisfaction. From the research results, it is hoped that input from employees will be useful for the Master of Management major so that they can better understand the needs of their employees. The results obtained will be useful in formulating policies. Where the policies to be set are expected to be in accordance with the expectations of the employees and the expectations of the Master of Management and the faculty. Thus, the research results can be input for leaders in determining policies related to increasing employee productivity.

II. LITERATURE REVIEW

According to Memon *et al.* (2021) the definition of job satisfaction is a welfare assessment carried out because an employee is experienced in various aspects of work. According to Bharadwaj *et al.* (2021), job satisfaction is the satisfied attitude and behavior of employees. Beuren *et al.* (2021) stated that job satisfaction is the emotional state of employees who work in companies. Meanwhile, according to Sesen and Ertan (2021) the notion of job satisfaction is the reactions and perceptions that employees have about the characteristics of their work at the company. Nanjundeswaraswamy (2021) states the meaning of job satisfaction is the assessment of an employee to enjoy his work. Based on Hilton researchers (2021), job satisfaction is a cognitive and emotional reaction of employees working in the company. Bharadwaj *et al.* (2021) defines job satisfaction as a cognitive and affective response from within employees when working in a company.

Job Satisfaction is an employee's feelings originating from several situations such as: being supervised, feeling close to one another, feeling happy working in this organization, feeling safe at work, and feeling happy with the tasks given (Aseanty *et al.*, 2022). Nanjundeswaraswamy (2021) found that the meaning of job satisfaction is the productivity and effectiveness of the performance results of employees. Bharadwaj *et al.* (2021) state that the purpose of job satisfaction is to evaluate all job characteristics of an employee by creating a positive attitude towards the employee's work. Guinot *et al.* (2021) define the purpose of job satisfaction is to produce positive emotions from within employees when working in companies.

According to Nanjundeswaraswamy (2021), the function of job satisfaction is to approach employees emotionally and build good relationships between company employees and managers. Guinot *et al.* (2021) explained that the job satisfaction function at work creates a pleasant emotional state for employees. Chou *et al.* (2020) stated that the function of job satisfaction is the positive experience of employees at work.

Huang (2016) states that work motivation is a factor in job satisfaction. Abdulla *et al.* (2011) found that job satisfaction

is salary, career opportunities, and interaction satisfaction with co-workers. Beuren *et al.* (2021) stated that the factors that influence job satisfaction are job stress and roles in the company. While Abdulla *et al.* (2011) explained that the work environment, salary, promotion, and supervision are factors of employee job satisfaction. Bharadwaj *et al.* (2021) determined that the factors that shape job satisfaction are time management, organizational support, leaving the company, work safety, company culture, relationships between managers, work pressure, and employee salaries. Guinot *et al.* (2021) states that there are several factors that affect job satisfaction, namely the type of work, a sense of security at work and the wages paid by workers.

According to Robbins and Judge (2020) there are five dimensions of job satisfaction namely:

1. Supervision, supervision is an effort made by superiors to employees who are under them in the form of guiding or encouraging in a supportive manner and listening to complaints, helping and showing ways out in order to succeed. Job satisfaction can be increased through the attention and relationship of subordinates with the leadership so that employees will feel that they are part of the consideration.
2. Salary, employees want an agreed wage system and promotion policy. If the salary is seen as a reward, then the employee will experience satisfaction.
3. Promotion, the opportunity to get a promotion is also a dimension of job satisfaction. Every employee must crave a promotion in order to be motivated at work.
4. Cooperation, where one of the reasons humans works is the fulfillment of the need for social interaction. Colleagues are people who are in the work environment. Many employees realize that they cannot work alone. That is why employees need co-workers, but not all co-workers can provide support to each other to succeed, work together, and even vice versa, some want to hinder work and achievement.
5. The work itself. The work in question is the work faced by employees on a daily basis. Is it fun, according to education, ability and experience and so on Employee dissatisfaction can be expressed in a number of ways, for example instead of resigning, employees can complain, become disobedient, steal organizational property, or avoid some work responsibilities.

According to Luthans (2010) job satisfaction is influenced by five dimensions, namely:

- 1) The job itself. Each profession requires a specific expertise in accordance with the field of work or position respectively. This will cause a person's feelings to be satisfied or not with the job; a) Desirable or interesting tasks; b) Opportunity to accept responsibility; c) Opportunity to learn so as to improve self-ability.
- 2) Pay. Explain the amount of salary received where the salary level is felt appropriate compared to other employees in the organization; a) Salary according to work; b) Salary is company standard in the same position; c) The appropriate salary received is in accordance with the market outside the company.
- 3) Promotional opportunities. Explain how much opportunity the employee has to obtain a higher career

- path in the organization; a) Opportunities for career paths; b) Promotion related policies; c) Get the same opportunities.
- 4) Supervisor. Explain how managers behave and behave towards their employees, such as providing technical assistance or direction and support to employees; a) Bosses have the skills needed; b) Bosses provide support; c) Help or provide input or solutions.
- 5) Co-workers. Colleagues (co-workers) this relates to the relationship between workers and co-workers or superiors, both in the same division and across divisions; a) There is good support from co-workers; b) Establish a comfortable relationship; c) Support from individual members.

According to Shaju and Subhashini (2017), the levels of job satisfaction consist of four groups, namely, economic aspects, interpersonal relationships, personal needs, including salary, working hours, working conditions, human resource department, job design, and various demographic factors. According to Mangles (2015), there are nine dimensions of job satisfaction, namely, salary, promotion, supervision methods, benefits, rewards, operational procedures, nature and work environment, and communication.

III. METHODS

The unit of analysis used in this study is the individual, namely respondents who are employees (administrative staff) at Master of Management Department, Faculty of Economics and Business, Universitas Trisakti, Jakarta, INDONESIA. The time horizon of this research is cross-sectional, meaning that information is collected only once, although it may be done for a certain period, so it is often known as a one-shot (Sekaran & Bougie, 2020). One shot of this research at a certain time in October-November 2022.

This research is a quantitative descriptive research method. Quantitative descriptive research is a type of research that aims to describe systematically, factually, accurately regarding the facts and characteristics of certain populations, or tries to describe phenomena in detail (Yusuf, 2014).

The population of this study amounted to 20 people. Because the population is relatively small, less than 30 people, the sampling technique used is saturated sampling, which is a sampling technique when all members of the population are used as samples (Sugiyono, 2018). Another term for saturated sample is census.

This study uses primary data. Primary data was collected using a questionnaire which was directly filled in by the sample/respondent (self-administered questionnaire). Data was collected using a questionnaire technique, namely by giving written questions to the respondents. There are two forms of written questions, namely closed and open. In closed questions, respondents provide responses to the questions given. The researcher uses a Likert scale of 1-5 where scale 1 is strongly disagree (SDS), 2 means disagree (DS), 3 means neutral (N), 4 means agree (A), and 5 means strongly agree (SA). Job satisfaction is measured by 45 closed statement items which are grouped into five dimensions, namely: supervision, payment, promotion opportunities, co-workers, and the job itself.

In open-ended questions, job satisfaction is also measured by five dimensions, each of which has two open questions. Respondents are free to give answers in their own sentences according to what they feel and experience. Then employees are also asked to provide suggestions regarding matters that need to be repaired, maintained, and improved. This is useful for enriching the resulting research conclusions. Data collected from respondents will be processed using SPSS (Statistical Product and Service Solutions) Software. The results of data processing were then analyzed.

IV. RESULT

Based on structural position, it is known that the number of respondents who have never held office is more than those who have served/are currently serving, namely 12 people who have never held office (60%) and eight people who have/are currently serving (40%). Based on education, it is known that most of the respondent's education is at bachelor's degree, namely as many as 11 people (55%) and the smallest respondent is at Diploma, namely 1 person (5%). Based on the years of service of the respondents, it was found that the majority of the respondents' working years were > 20 years, namely 7 people (35%) and the smallest were > 5 - 10 years, namely 2 people (10%).

Based on the average salary received every month (net) it is known that most of the positions of the respondents receive Rp. 6,000,001-Rp. 9,000,000, namely as many as nine people (45%) and the smallest respondent receives monthly <Rp. 3,000,000, namely four people (20%). Based on family dependants, it is known that most of the respondents have 3-4 dependants, namely ten people (50%) and the smallest respondent has no dependants, namely 2 people (10%).

Based on the results of the analysis of perception data on respondents' responses to the Supervision variable using SPSS 25, then through 9 statements the results are obtained as presented in Table I below.

TABLE I: RESPONDENTS' PERCEPTIONS OF SUPERVISION

Statement	Mean	SD
Bosses can protect employees.	4.05	0.69
Supervisors provide clear direction at work.	4.15	0.81
The boss accommodates the aspirations of the employees.	4	0.65
Bosses provide support to employees when socializing with co-workers.	4.2	0.62
I feel comfortable working with superiors.	4.15	0.67
The boss notifies employees directly about the results of the work that has been carried out.	4.2	0.77
Expression of gratitude that I receive from superiors when I work with employees.	4.15	0.75
Superiors can respond to staff complaints.	3.9	0.72
There is a personal relationship between superiors and employees.	3.8	0.70
<i>Supervision</i>	4.07	0.59

Based on Table I, it shows that the Supervision variable data has an average score of 4.07 which is in the very good/strongly agree category. This shows that in general respondents perceive Supervision very well. As for the perception of respondents in perceiving the highest Supervision is in the statement "Supervisors provide support to tendik when socializing with co-workers"; with an average

score of 4.2. While the lowest average score perceived by respondents is the statement "There is a personal relationship between superiors and employees"; with an average score of 3.8.

Based on the table above, it shows that the Supervision variable data has an average score of 4.07 which is in the very good/strongly agree category. This shows that in general respondents perceive Supervision very well. The respondent's perception of Supervision is the highest in the statement "Supervisors provide support to employees when socializing with colleagues"; with an average score of 4.2. While the lowest average score perceived by respondents is the statement "There is a personal relationship between superiors and employees"; with an average score of 3.8.

With regard to open questions on the supervision variable with a total of 20 samples on the question: how was the process of solving problems that your superiors did to you? Based on the results of the answers to this open question, 97% of respondents stated that the problem-solving process was carried out properly. Problems that arise in the work faced by employees, superiors directly communicate with subordinates in listening to complaints, suggestions, opinions and solutions by looking at the roots of the problems that arise. Superiors can occupy the problems faced by subordinates by providing constructive problem-solving instructions in accordance with their authority. If the problem is cross-departmental/other divisional in nature that has a major impact on the department, coordination and communication can be carried out through internal meetings so that immediate answers or follow-up can be obtained in the form of quick solutions to avoid conflicts that do not escalate.

TABLE II: RESPONDENTS' PERCEPTIONS OF PAY

Statement	Mean	SD
The salary that I receive is routine and on time every month.	4.2	0.83
The salary I receive is sufficient for my daily needs.	3.4	1.14
The leadership policy in determining salary is in accordance with my work duties as a staff member.	3.75	0.79
The extra work I do earns me extra incentive.	3.85	0.59
The Hari Raya allowance given is in accordance with my working period.	3.75	0.91
The health benefits provided are in accordance with the established rules.	3.65	0.93
The recreational program held is beneficial to me.	3.55	0.95
Policies in providing old age benefits (pension) will be beneficial to me.	3.85	1.04
The policy regarding giving annual bonuses is useful to me.	4	0.92
<i>Pay</i>	3.78	0.69

Based on Table II above, it shows that the Pay variable data has an average score of 3.78 which is in the good/agree category. This shows that in general respondents perceive Pay well. The respondent's perception of the highest Pay is in the statement "The salary I receive is routine and on time every month"; with an average of 4.2. While the lowest average score perceived by respondents is the statement "The salary I receive is sufficient for my daily needs"; with an average score of 3.4.

Based on the 9 statements regarding Pay that have been responded to by respondents, the researcher added 2 open-ended questions to deepen and enrich the research results. In

connection with an open question on the pay variable with a total of 20 samples on the question: in your opinion, is the provision of salaries and benefits in accordance with government policies and labor regulations? from the results of answers relating to this question 50% of respondents stated that they were not in accordance with the rules and regulations from the government regarding setting the minimum wage. Currently, the process of providing basic salary is still below the minimum wage, but there are incentives and other benefits besides the basic salary that employees receive in addition to salary receipts. 50% of respondents stated that their salary was in accordance with the minimum wage, this is probably based on positions at a higher level for employees.

Regarding the open question on the pay variable with a total of 20 samples on the question: do you think the current salary & benefits are in accordance with the position and work performed? 60% of respondents stated that they were not appropriate. It is hoped that in the future employees will strive for the value received to be adjusted to the position and work of each employee.

TABLE III: RESPONDENTS' PERCEPTIONS OF PROMOTION OPPORTUNITIES

Statement	Mean	SD
Promotions are based on performance appraisals.	3.75	0.97
There are clear regulations regarding promotion.	3.6	1.00
There are clear promotion time period rules.	3.5	0.89
There are promotion opportunities given to employees.	3.6	0.94
Implementation of socialization promotional policies that are enforced are appropriate.	3.3	0.80
There is an opportunity to advance in a promotion position.	3.7	1.03
Fairness in obtaining promotion opportunities for all employees.	3.65	1.04
I have the opportunity to develop my career based on the working conditions of the Master of Management department.	3.75	0.97
Administrative policies and governance of the Master of Management department are well planned.	3.8	0.89
<i>Promotion Opportunities</i>	3.63	0.85

Based on Table III above, it shows that the Promotion Opportunities variable data has an average score of 3.63 which is in the good/agree category. This shows that in general respondents perceive Promotion Opportunities well. As for the perception of respondents in perceiving Promotion Opportunities, the highest was in the statement "Policies and administrative governance of the Master of Management department are well planned"; with an average score of 3.8. Meanwhile, the lowest average score perceived by respondents was the statement "Implementation of the promotion policy socialization that has been implemented is appropriate"; with an average score of 3.3.

Based on the 9 statements regarding Promotion Opportunities that have been responded to by respondents, the researcher added 2 open questions to deepen and enrich the research results. In connection with an open question on the Promotion Opportunities variable with a total of 20 samples on the question: what is the basis for employees to get promotions so far? 45% of respondents stated that this process was not clearly known due to the lack of openness known to all employees, so this gap makes they don't

understand. There is still a lack of transparency and socialization related to the promotion process that has been carried out so far and even if there is only certain positions that are limited in nature, especially those carried out in faculties. There were some respondents who answered that they quite understood the process, that the promotion process was based on performance appraisal and aspects related to employee success based on established assessment indicators. Some respondents considered it quite good and stated that there were already regulations regarding promotion in force at this time.

With regard to open questions on the Promotion Opportunities variable with a total of 20 samples on the question: Does the current promotion provide equal opportunities in accordance with fair principles to all employees? Some employees (50%) stated that they had not provided equal opportunities for fairness and opportunities in the promotion process, this was due to several factors such as lack of transparency, lack of socialization and it was only known that the principle of fairness towards this promotion was limited to certain positions. While other respondents stated that it was quite fair and only a small portion of the respondents stated that promotion opportunities were expressed through assessments and leadership meetings.

TABLE IV: PERCEPTIONS OF CO WORKER RESPONDENTS

Statement	Mean	SD
Able to adapt well with colleagues.	4.4	0.50
The spirit of cooperation with colleagues to achieve targets.	4.55	0.51
Feel comfortable working with my colleagues.	4.4	0.50
Desire to socialize with co-workers to foster good communication relationships.	4.45	0.51
Associating with my co-workers to support work productivity	4.25	0.44
The closeness of colleagues to coordinate work.	4.3	0.47
Have the opportunity to help colleagues who have work problems.	4.35	0.49
Competency and expertise possessed by colleagues to support each other's work.	4.4	0.50
The division of work group tasks according to the education and skills that I have.	4.1	0.72
<i>Co Worker</i>	4.36	0.42

Based on Table IV above, it shows that the Co Worker variable data has an average score of 4.36 which is in the very good/strongly agree category. This shows that in general respondents perceive coworkers very well. The respondent's perception of co-workers is the highest in the statement "The spirit of cooperation with colleagues to achieve targets"; with an average score of 4.55. While the lowest average score perceived by the respondents was in the statement "The division of work group tasks according to the education and skills that I have"; with an average score of 4.1.

Based on the 9 statements regarding Co-Workers that have been responded to by respondents, the researcher added 2 open-ended questions to deepen and enrich the research results. Related to open questions on the co-worker variable with a total of 20 samples on the question: how is the work relationship with colleagues to carry out the work being done? It was stated that almost 98% of employees felt that the problem-solving regarding work had been carried out well starting from the work unit technically through a good communication and team building approach, prioritizing

cooperation for the common interest by mutual support, mutual cooperation and mutual assistance in achieving agreements aimed at target achievement.

With regard to open questions on the co-worker variable with a total of 20 samples on the question: Has the division of work done been arranged for each employee according to their expertise? it was stated that around 80% of respondents had carried out the division of labor according to their expertise and skills in carrying out the work for which they were responsible. If discrepancies are found in its implementation, employees are given training that is directly related to their work. A small portion of the respondents stated that there were those who felt that their work had been added but was not accompanied by a suitability assessment and analysis.

TABLE V: PERCEPTIONS OF RESPONDENTS JOIN ITSELF

Statement	Mean	SD
My job demands creativity.	4.05	0.76
My assignments require innovative ideas to complete.	4.1	0.72
I have the opportunity to do work without the help of others.	3.5	0.83
I am responsible for planning my own work.	4	0.65
I am free to make my own decisions.	3.1	0.85
There are many challenges in carrying out the task.	3.65	0.67
There is a wide variety of variations in my work.	4	0.73
My work routine is monotonous.	3.25	0.85
The material of my work is in accordance with expectations.	3.75	0.55
<i>Join Itself</i>	3.71	0.44

Based on Table V above, it shows that the Job Itself variable data has an average score of 3.71, which is in the good/agree category. This shows that in general respondents perceive Job Itself well. The respondent's perception of Job Itself is highest in the statement "My tasks require innovative ideas to complete"; with an average score of 4.1. While the lowest average score perceived by respondents is the statement "I am free to make my own decisions"; with an average score of 3.1.

Based on the 9 statements regarding Job Itself that have been responded to by respondents, the researcher added 2 open-ended questions to deepen and enrich the research results. Related to open questions on the job it-self variable with a total of 20 samples on the question: How do you increase productivity and achieve work targets? 95% of respondents stated that in order to increase productivity and achieve their work targets by innovating in solving problems, carrying out procedures and rules, making priority scales, utilizing time, collaborating with each other, participating in performance appraisals, attending training and other efforts in order to get the job done properly through continuous quality improvement.

Related to open questions on the job it-self variable with a total of 20 samples on the question: How is the employee performance appraisal system to measure the success of his work? 70% of respondents stated that the performance appraisal had been carried out by their respective superiors, completion of work, and evaluation of employee behavior towards the implementation of established rules and procedures. However, the remaining 30% stated that performance appraisal had not been carried out. This might happen to respondents who are not yet priority permanent

employees, take advantage of time, work together, participate in performance appraisals, attend training and other efforts so that they can complete the job well through continuous quality improvement.

V. CONCLUSION

The conclusions from the results of this study are:

1. The level of employee job satisfaction in Master of Management department, Universitas Trisakti is in the good category with an average score of 3.91. Of the five dimensions of job satisfaction, Co-workers have the highest (average 4.36) and Promotion Opportunities dimensions the lowest (average 3.63).
2. The factors that influence job satisfaction of employees in Master of Management department at Universitas Trisakti (starting from the highest – the lowest) are: 1). Co-workers, 2). Supervision, 3). Pay, 4). Job Itself, and 5). Promotion Opportunities.
3. Factors of employee job satisfaction that are not optimal are: Pay, Job Itself, and Promotion Opportunities, all of which are in the good category (average 3.78, 3.71, and 3.63). While those in the very good category are Co-worker and Supervision (4.36 and 4.07).
4. Conclusions from the analysis of open questions:
 - 98% of respondents stated that the implementation of work supervision went well.
 - 97% of respondents stated that the problem-solving process was carried out well.
 - 50% of respondents stated that the salary was not in accordance with government rules and regulations.
 - 60% of respondents stated that the salary they received was not in accordance with the position and work performed.
 - 45% of respondents stated that the mechanism for the promotion process was not clearly known due to a lack of transparency.
 - 50% stated that they had not received the same opportunity in the promotion process,
 - 98% of respondents feel that the problem-solving regarding work has been done well.
 - 80% of respondents stated that the division of labor had been carried out according to the expertise and skills possessed.
 - 95% of respondents stated that increasing productivity and achieving work targets by innovating in solving problems, carrying out procedures and rules, making priority scales, utilizing time, collaborating with each other, participating in performance appraisals, attending training, and other efforts in order to complete the job properly through continuous quality improvement.
 - 70% of respondents stated that the performance appraisal had been carried out by their respective superiors through DP3, completion of work, evaluation of staff behavior towards the implementation of established rules and procedures.

VI. RECOMMENDATION

Based on the research results, it can be recommended to management of Master of Management Faculty of Economics and Business, Universitas Trisakti as follows:

1. Make a job description that regulates the implementation of the duties of each employee based on position with all the authority and supervision carried out by their respective superiors. In addition, the method of evaluating employee performance can be carried out based on the provisions of the faculty and rectorate rules through an objective format system, in this case it can be carried out using the KPI format by incorporating the organizational culture of the Faculty of Economics and Business, Universitas Trisakti in the assessment.
2. Create an internal problem form with a format consisting of problem item (personnel/organization), main problem, chronological, communication giver, communication receiver, internal/external, problem-solving method (direct/coordination meeting), completion time, decision, and money (monitoring and evaluation).
3. Adjusting the payroll component system by setting 75% of the basic salary based on the minimum wage plus variable allowances (max 25%). Then incentives are given so that employees produce more optimal and quality productivity in order to support the department. Of course this can be adjusted to the policies of the higher education, rectorate, faculties and provincial government policies.
4. Considering pay for performance where performance appraisal is the basis for determining the amount of salary and benefits received by employees.
5. Carry out promotion based on objective performance appraisal which is carried out openly and there is evidence of performance achievement through objective employee data. This process can use KPIs or balanced scorecards or mix methods that are adjusted to the rules of the higher education, rectorate and faculties by incorporating cultural elements.
6. Provide promotion opportunities to all employees based on fairness. Promotions can be carried out following a career path system that is made for employees for a set period of time. This process can be done through increasing the level or rank of the success of the performance or length of work as a reward for employee loyalty.
7. Building togetherness in the team to solve problems that occur through togetherness programs such as employee gatherings, art activities, sports and being able to make Standard Operating Procedures (SOP) related to solving internal problems, especially colleagues with the division of decision authorization on these problems.
8. Dividing work by making a clear organizational structure, making job descriptions for each employee, through employee objectives and key targets.
9. Determining the size of employee productivity and achievement of work targets quantitatively (can be in the form of values). This process must be achieved by employees through creativity and innovation in thinking

and requires mentoring as well as control and evaluation from their respective superiors.

10. Develop an employee performance appraisal program that is agreed upon and well socialized at the beginning of the year and objective year-end monitoring and evaluation of achievement indicators carried out by employees is carried out.

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