



Determinant of Lecturers Work Satisfaction and Implication on Lecturers Performance at Maritime Higher Education in DKI Jakarta

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ABSTRACT

This study aimed to examine the determinants of lecturers job satisfaction and their implication on the lecturers performance in conducting research at Maritime Higher Education in DKI Jakarta. The sample data is 286 people and the retrieval for instrument test is 30 people so the research population is 316 people. To prove the hypothesis of this study using data collected by statistics, both descriptive and inferential, i.e. structural equation modeling (SEM), consisting of sub-structures: perceived organizational support (POS), work-life balance, and career development as exogenous variables and job satisfaction and performance as an endogenous variable. The main structure consists of POS, work-life balance and career development as exogenous variables and job satisfaction as intervening variables and performance as endogenous variables. Through SEM analysis can be taken policy and priority related to improving the lecturers performance at maritime higher education in DKI Jakarta. The results showed: (1) Partially influences positive and significant POS to the job satisfaction (2) Partially, there are positive and significant impact of work life balance (WLB) on job satisfaction. (3) Partially there is a positive and significant influence of career development on job satisfaction. (4) Simultaneously there is positive and significant influence POS, WLB and career development together to the job satisfaction. (5) Partially there is positive and significant influence POS to lecturers performance. (6) Partially, there are positive and significant impact of WLB on lecturers performance. (7) Partially there is a positive and significant influence of career developers on the lecturers performance. (8) Partially influences positive and significant satisfaction on the lecturers performance. (9) Simultaneously there are positive and significant influence POS, WLB, career development and job satisfaction together to the lecturers performance at Maritime Higher Education in DKI Jakarta.

Keywords: Perceived Organizational Support, Work Life Balance, Career Development, Job Satisfaction, Lecturers Performance

JEL Classifications: M12, M54, N75

1. INTRODUCTION

The success of universities is determined by the high accountability of the lecturers and the ability to perform the duties of Tri Dharma University. Three functions of lecturers in Tri Dharma University include Teaching, Research, and Community development. Recognizing the importance of research conducted by lecturers, the Maritime Higher Education makes research an important agenda in its work program. Implementation of Tri Dharma University on the implementation of research conducted lecturer as mentioned above shows a very low amount. So it can be said that the determined target can not reach 1/3 of the number of lecturers as determined.

In the opinion of Anggraeni (2014) states that the lecturers who carry out the main task of Tri Dharma University is through the publication of scientific work done internally by the lecturers themselves and externally from the environment will improve the lecturers performance. The lecturers who conduct research through the publication of scientific papers is one of the efforts in improving the lecturers (Sukirno and Siengthai, 2011).

Maritime Higher Education always strives for continuous improvement of internal quality. One of the efforts that has been done is to assess the lecturers performance. The assessment is done at the end of each semester by distributing the lecturer's performance appraisal questionnaire. The lecturers should always

uphold T Tri Dharma University, which includes education, research, and community service.

The inadequate lecturers performance in carrying out their duties as mentioned above, one of them is caused by the low satisfaction of the lecturer. The satisfaction of lecturer work according to Samian and Noor, 2012 is the emotional response of positive and negative attitudes affecting the feeling, the thought of a pleasant attitude and loving his work so will also create the lecturers performance which is the ability of lecturers in carrying out duties in the field of education and teaching, research, community service.

In Maritime Higher Education, there is dissatisfaction among the lecturers, such as: Not yet maximal in research and community service, lack of enthusiasm and freedom in issuing ideas/ideas owned, related to allowance of lecturer in producing low scientific work and found frequent submission of syllabus not in accordance with schedule specified, and so on. The dissatisfaction of the lecturers causes things that are not desirable and can harm the Maritime Higher Education.

In relation to the satisfaction and improvement of lecturer's performance in Maritime Higher Education, it is necessary to provide support to lecturers. The support of an organization in this regard including universities is often referred to as "perceived organizational support (POS)." Based on the survey results of lecturers of Maritime Universities in May 2016, found information and opinions or perceptions of lecturers stated that the low training of lecturers in improving lecturers competence and costing in education and doing research in order to develop themselves, the college is less responsive on opinion and complaints of lecturers, and others. Lack of attention and support given by Maritime University to lecturers resulted in low satisfaction during do teaching and learning tasks that impact on satisfaction and implicate the lecturers performance who are not optimal.

Another factor that can affect the satisfaction of lecturers of Maritime Higher Education and impact on performance is the existence of work-life balance. Work-life balances in the Maritime Higher Education are not practiced in practice. Based on the results of preliminary interviews conducted on the lecturer found a lack of balance in the life of the lecturer, such as: The balance of energy on the pressure of work and family pressure, work balance with the role in the family, time spent in teaching and community service compared to personal time for family, and others. Lack of conformity between duties and family or personal life of lecturers mirror the emergence of conflicts that can impact satisfaction in performing tasks.

Another factor that can affect a lecturer's satisfaction and impact on the lecturers performance is the development of career for lecturers as teaching staff. The career development of lecturers are lecturer career information system (SI-PKD) which is a system that integrates career development of lecturers starting as lecturer candidates to lecturers with the highest academic position of professors. Found career lecturer development system at Maritime Higher Education has not run optimally. Given through career development lecturer can be made in assessing lecturer performance accountability.

2. THEORETICAL BACKGROUND

2.1. Effect of POS on Job Satisfaction

Job satisfaction is a positive feeling about a person who is the result of a characteristic evaluation (Bin Shmailan, 2016). According to a study conducted earlier by Hanaysha and Tahir (2016) states that one of the most important issues in the management of the source of the entrepreneurship in the organization, the creation of satisfaction in the work of the employee.

According to Eisenberger and Stinglhamber (2011) POS/POS is the degree to which employees believe organizations appreciate their contribution and care about their well-being. Research shows that individuals feel their organization is supportive when rewards are considered fairly, employees have a voice in decision-making and their supervisors are considered supportive. If positive organizational support and strong organizational commitment are likely to provide high job satisfaction.

Based on the above description, it is suspected that there is influence of POS on job satisfaction of lecturer in conducting research at Maritime College in DKI Jakarta. In the sense that the higher POS the lecturers will gain the higher their job satisfaction.

2.2. The Influence of Work Life Balance (WLB) against Satisfaction Work

According to Sanborn, 2013 work-life balance is defined as the ability of an individual to meet work and commitment they raise a family, and responsibilities other non-job the objective is to employees received the opportunity to able to balance the demands of work by personal responsibility.

According to Delecta, 2011 one of the functions of work-life balance in the plane of the job or career work is satisfaction. Satisfaction employment was important things that owned individual in in working. Every individual workers having different characteristics, so the level of satisfaction it works is also different. The low level of satisfaction high such work can really impact is not the same. To be more clearly we need to know about what it means to that this job satisfaction.

According to Chen et al. (2016) work satisfaction of employee closely related to the employee performance. A satisfied in his work will have motivation, commitment to organizations and participation work high, which would eventually improving their performance.

Job satisfaction itself is a reflection of a clerk with their projections revealed through award, chance, responsibility, development, involvement and cooperation. Hence, when work-life balance at lecturer improved and level of satisfaction of its performance also will increase, so based on it, therefore it can be predicted that work-life balance influential positive on satisfaction work.

Many research proved that work-life balance related to work satisfaction. An employee whose high work-life balance also has the high work satisfaction. Research of Chen et al. (2016) said that the teacher's quality of work life is the important problem

from teacher's perspective because it will influence the work satisfaction level. Another research (Singh, 2013) with the result of the research shows that a meaningful and positive relation between quality of work life's dimension of sport teacher's work satisfaction at Education Department from Urania-Iran. It's a big hope by applying this Work-Life Balance program, the employees don't only spend their time just for work, but also they have another life out of the work's world, such as in the family, social life, so that it created a balance, which will make them happy and satisfied in work.

Based on the statement above, it's estimated that there is an influence of Work-Life Balance to a lecturer's work satisfaction in holding a research at Maritime Higher Institute in DKI Jakarta it means higher WLB for the lectures in task while doing the observation will also satisfy that we're going to feel.

2.3. The Effect of Career Development to Work Satisfaction

Based on Kao and Tsai (2016) competency has basic characteristic such as: Knowledge's, creativity, characteristic and the concept it self. Each of the characteristic can explain about:

1. Knowledge, is an information that someone has in specific aspect.
2. Creativity, is an ability to do physic task or mental.
3. Character, is physic characteristic and consistent respon for information or situation.
4. Self concept, is all about character, perception or image from someone.

Based on Siahaan et al. (2016), career is an position that focused on someone's occupation as long as they live. People reach out they career to fill up the individual equipment's deeply. Based on Siahaan et al. (2016) career development is a process to increase someone's ability in working hat will be reached as their willing career. As the definition career is selected by the individual it self. It's as long as the individual can compete to the other people.

Beside, Dabkowski et al. (2011) explained the basic meaning of career is about occupation/position of lecture in their history of occupation or life. The purpose of career is position in the future will be reached as the part of career by the lecture. So, the flow of career means the arrange of position of worker to shape the career. It's consist of position from the lowest until the highest one. The implementation of working will be better and increase, also effected directly to give a chance for someone to get what they hoped.

Work satisfaction is an important thing that the individual has in working. Every individual has characteristic that way different, so the range of satisfy in working actually different. High and low satisfaction in working can give different effect. From knowing more, we have to know about work satisfaction itself. Based on Bendapudi and Berry (1997) with his works will have motivation. Commitment in organization and high participation work in the end it will keep improve their ability. Satisfied on the basic have individual characteristic, satisfied is like a taste, but its point on someone's character based on their works. Someone showed

character and high motivation to the work that usually has don't by higher works satisfaction.

The previous observation that has been done by Joo and Ready (2012), create new perception that career development can be effected to work satisfaction. So, the previous observation support and based on the concept of thinking that can explain about career development can be effected to work satisfaction based on the explanation, it can be predicted that the effect of career development to lecture's work satisfaction in Merchant Marine Higher Education in DKI Jakarta. It means, if it gets more attention in career development for the lecture. It will also increase the work satisfaction.

2.4. Influence of POS, WLB and Career Development together to Job Satisfaction Lecturer

Organizational support or POS, states that to meet socio-emotional needs and to assess the benefits of increased business in work, employees form a general perception of the extent to which the organization Respect for the contribution and care to be glorious (support perception organization. The action of employee's caring to the organization and reached out the purpose of the organization can be shown by showing up positive character and they work on what they're expected by the organization. The positive effect will prove our satisfaction feeling.

Employees who were supported by the organization will give a "feedback" and good action. If the perception that was shaped by the big organization support, employee will do good action for replying what the organization had done to them. Work satisfaction can be seen form the employee who can be attended by character, action, opinion and situation. If the employee feel happy and satisfied conditionally, it will make themselves to do benefits for organization.

Work-life balance means that an employee can use as free as they working time that was flexible to complete the working or the creation by be commitment like family, hobby, art, study and it's not only focus on working the balance timing is a way that you can do to manage your tome to doing some activities like study (work, have fun, relaxing and feeling the rest effectively. If we can balance the time, so it expected the result will increase the concentration, your time organization will be better, productivity will increase and the most important is your stress will be decreased.

Based on National Career Development Association (U.S.) (2012) – The career development is an action the employee to do reach their career's planning this action can be sponsored by human resource department, manager or the other. So career is chosen by individual's self and supported by management for the place where the employee work. Bin Shmailan (2016) said work satisfaction is a feeling that support or not supporting the employee that has a relation with occupation or the condition itself.

The previous observation that has been done by Rife et al. (2015) and the result showed that the employee perception from work-life support (between the chief and his members) related with work-life balance, work satisfaction.

Based on definition, it predicted that it can influence POS, work-life balance and career development together for work satisfaction in doing observation in Merchant Marine Higher Education in DKI Jakarta. So, if POS will be high, work-life balance and it focused in career development for lecture will be high as the work satisfaction.

2.5. The effect of POS for Lecture's Work

As a basic, the good work is a work that followed by the steps or procedures based on standard that has been applied. But, working has some criteria's for increasing the productivity so the willing of the company can run as their wish. Here, the function of employee is needed to secure and give the way for employee to feel guarantee so they can be easy to work. Without feeling burden and the connection between management with the member will be strong. So, the employee can give their best work to organization or company. As the basic, good working is the work that follow the rules or procedures based on standard that was applied. But, working has some criteria's to improve productivity so the company's expectation can run as their willingness.

Company is used to sue and give the way to the employee for feeling good and the employee can work without feeling under pressure and the relation between management and his ratings will be stronger so the employee can give his best performance to the organization or company.

Based on Gupta and Sharma (2016) the definition of the performance of the employee as a skill of the employee for doing some abilities. The performance of the employee is a must, because it will show how far the skill of the employee to have the responsibility that was given to him. So it needs the clear criteria and counted and fixed together as the motivation.

Organization or company must be handled by human resource that fill up the quality or quantity in reaching the purpose or organization or company. Employees learn, remind and care about the organization or company where they work. Employees want to feel that their contribution will make the company success. So, it will make a perception or a view from the employee about the good or not the support of organization or company that will influence the work that they how given.

POS according to Maertz et al. (2007) aim at employees' perception about how far the organization evaluates their contribution and care to their prosperous. If the employee recognized that the organization's support which he received is high, then that employee will unite the membranes as an organization member into their identity and then improve the relation and perception which more positive to that organization.

The organizational support to the employees can be shown by, it's the justice for the employee, the support from supervisor to the employee's prosperous, the achievement from the organization to the employee and the condition of work environment that comfortable and safe for the employee. The employee's perception about a support which is given by the company or organization of the place he work will influence to how their performance to the company or organization. Beside of POS, a work satisfaction

from the employee is the important factor which is noticed by managers that the effect will disposed to influence the performance (Gupta and Sharma, 2016). The research from (Eisenberger & Stinglhamber, 2011) which check POS to the performance, show that the result of POS influence to the performance.

Based on the statement above, it's estimated that there is an influence of POS to lecturer's performance in holding a research at Maritime Higher Institute in DKI Jakarta. In the meaning the bigger POS that given to the lecturers then the performance will increase more.

2.6. The Influence of Work-life Balance to The Lecturer's Performance

The well work-life balance is defined as the situation when a worker feels able to balance between work and personal life or another commitment (Singh, 2013). The Work-Life Balance can help the entrepreneur an employee to be healthy and productive in personal life and professional. A big part of organizations now has considered some issues that related to the work and their employee's life, and try to keep the employee more by separating the work from personal life in order they can increase the work result or performance. Gruman and Saks, (2011) said that the performance is a synergy result from some factors, they are factor of organization's internal environment, factor of external environment and internal factor of employee.

According to Chen et al. (2016) work-life balance has some profits such as more economizing employee's time, retention to employee, increasing motivation and productivity, decreasing the absents of employees, decreasing the healthy cost. So, not only the employee's side who are benefited but company will feel the profits from work-life balance in the employees.

The organization which do the concept of WLB definitely purpose in order the employees are really healthy and full of positive energy in doing the tasks and daily responsible. The organization's awareness to create the smart human resource is improving the integrity power and accountability from own awareness, will make the organization has the worker and has enthusiasm and work's desire which can give the contribution and dedication of the well work.

The previous research which has been done by, with the result shows that the high quality of WLB will increase the performance effectivity. Another same research which is done by Rothbard and Dumas (2013), with the result of the research that work-life balance has the positive relation with the teacher's work satisfaction.

Based on the statement above, it's estimated that there is an influence of work-life balance to lecturer's performance in holding a research at Maritime Higher Institute in DKI Jakarta. In the meaning, the higher lecturer's work balance then the performance will be higher too.

2.7. The Influence of Career Development to The Lecturer's Performance

National Career Development Association (U.S.) (2012) said that career is a position order that related to a work which occupied

by someone along his life. People chase the career to fulfil some single person's necessities deeply. Hurst and Good (2009) said that career is all jobs or positions that owned or handled along someone's work life. According to Deemer et al. (2014) career is position which is owned by someone for years. Whereas career management is a process to make the employee can understand and improve as well the skill and their career interest and to use this skill and interest with the most effective way. Besides, the career development is some activity series along the life which contribute to an exploration, stabilization, successes. And someone's career achievement. Also with career preparation is a process that full of consideration when someone has an understanding about skill, knowledge, motivation, and another own characteristic and establish an action plan to reach specific goals.

Gupta and Sharma (2016) said that the performance is a synergy result from some factors, they are factor of organization's internal environment, factor of external environment and internal factor of employee. Grant (2012) said: A work result which is reached by someone in doing the tasks that charged to him that based on skill, experience, sincerity and time. This work achievement is a combination from three important factors, they are: (1) The ability and someone's work interest, (2) the ability and reception of explanation of task delegation, and (3) participation of motivation level of a worker. The higher that factor, then the bigger work achievement of a worker who included.

The previous research which is done by AlAriss (2010) that finding result is the career development influence to the performance. It's matched and it reinforces the research framework which tell that there is an influence of career development to the performance.

Based on the statement above, it's estimated that there is an influence of career development to lecturer's performance in holding a research at Maritime Higher Institute in DKI Jakarta. In the meaning, the more noticed the lecturer's career development, then the performance will be higher too.

2.8. The Influence of Work Satisfaction to The Lecturer's Performance

Hanaysha and Tahir (2016), that work satisfaction is also important for self-actualization. An employee who doesn't get the work satisfaction will never reach psychological maturity, and his turn will be frustration. According to Jiang and Rosenbloom (2005) work satisfaction can be classified shortly is an estimation or reflection from a worker's feeling to his job.

Wah Yap et al. (2012) describe that work satisfaction as positive or negative attitude which is done by single personal to their job, beside that also work satisfaction as the thinking, feeling, and trending of someone's act which is someone's attitude to the work." Bentley et al. (2013) said work satisfaction as a combination of psychological, physiological and environment condition that causes someone to be honest to say I satisfy with my job.

Whereas according to Siahaan et al. (2016) a performance is real behaviour that is shown by everyone as a work achievement which is produced by an employee whose his role is in the company with

efforts to achieve goals. The view is also reinforced by Samian and Noor (2012) that performance can be optimized through the determination of clear job descriptions and measure for every officer (employee) so they understand what their functions and responsibilities.

Grant (2012) said: A work result which is reached by someone in doing the tasks that charged to him that based on skill, experience, sincerity and time. This work achievement is a combination from three important factors, they are: (1) The ability and someone's work interest, (2) the ability and reception of explanation of task delegation, and (3) participation of motivation level of a worker. The higher that factor, then the bigger work achievement of a worker who included.

The previous research conducted by Chung (2011), where the findings are work satisfaction affect the performance. This is appropriate and reinforces the research framework that states that there is an influence of work satisfaction to the performance.

Based on the statement above, it's estimated that there is an influence of work satisfaction to lecturer's performance in conducting research at Maritime Higher Institute in DKI Jakarta. In the meaning, the higher the lecturer's work satisfaction, the performance will be higher too.

2.9. The Influence of POS, Work-life Balance, Career Development and Work Satisfaction Together on The Lecturer's Performance

According to Zagenczyk et al. (2010) the perception of organizational support is the employee's perception of organizational concern for their wheel-being and the extent to which the organization assesses their contribution to perceptions related to a condition in which employees feel that the organization is compensating fairly for their business or performance, helping employees meet the needs, giving interesting job and motivating also creating conducive working condition. Perceptions of organizational support influence the relation between employee's emotion that will impact to the positive perception of the employees to the organisation so it can increase the work of the employs o achieving the goals. The employee's have a courage to be the best when they seal they got support form the organisation.

Lent, (2013) said that the employee will involved they self to fake the decision inside the organisation if they found they self got support form the organisation to propagate to career. Support form the organisation also bring the good from promotion. This is causing the support form the organisation make the employee feel related to the other stuff, and will be responsible for their job. These all are the source of making the employee competent. Observation that has been done by Delecta (2011) respect the quality of work life in the important perspective form teacher because it effect the storey of work. Mather and Seifert (2011) the result of observation shows that carrier effect to the teacher job's that the satisfied of job can be explained by the carrier variable.

Form the explanations above, there are effects of perceived organization support, WLB, worker ability, and work's satiated

to lecture’s job to do the observation in maritime collage at DKI Jakarta. Which is means the higher POS, WLB, growing of obvious carrier and job satisfaction of high lecturers will be higher the performance of the lecturers.

3. METHODOLOGY

Observation method is survey that has been observed in the field that has been done for the sample member from population that collecting data is done by using questioner. Approaching observation that used is by deductive approaching is started by hypothesis. Then hypothesis is tested by analyze the data used Structural Equation Model or SEM. Population that used in this observation is lecture in Maritime Higher Education in Jakarta. Since 2013 until 2015 that was consist of 5 university. The method that used for its saturation sampling or census. The definition based on Sugiyono’s opinion is a technique for choosing sample if a population is used as sample. Based on the definition, so it can be conclude that saturation sampling or census technique by using a population. So, observer will take amount of sample will be equal with amount of population that consist of 286 people. The method that used in taking the sample is saturation sampling or census, by using all of population members. So the observer will take amount of sample will be equal with amount of population that consist of 286 people. In the structural equation model using SEM, the empirical assumption that should not be violated is if the data has multicollinearity. The presence of multicollinearity of data can give a fatal effect that the model becomes non-identified which means the parameters in the model can not be estimated and the output in the form of the path diagram can not be shown or if the parameter is successfully estimated and the output of the path diagram is successfully displayed, but the result can be biased. This can be demonstrated by the amount of standardized loading factor estimation results that are greater than one, or very high determination coefficient (R²), but individually the model parameter estimation results are not statistically significant.

4. RESULTS

Data analysis using SEM, to be able to analyze the research hypothesis (Figures 1 and 2).

Structural equation:

$$KK = 0.52*POS + 0.38*WLB + 0.67*PK, \text{Errorvar.} = 0.012, R^2 = 0.86$$

(0.018)	(0.022)	(0.023)	(0.017)
3.29	2.75	5.31	3.31

$$KD = 0.29*POS + 0.23*WLB + 0.56*PK + 0.68*KK,$$

(0.071)	(0.017)	(0.034)	(0.022)
2.15	2.11	4.43	6.27

$$\text{Errorvar.} = 0.004, R^2 = 0.91$$

(0.020)
3.21

- KK = Job satisfaction
- KD = Lecturer performance
- POS = Perceived organizational support
- WLB = Work life balance
- PK = Career development

4.1. Effect of POS on Job Satisfaction of Lecturers

POS proved to have a positive and significant effect on job satisfaction with the acquisition of t-value value 3.29 > t Table 1, 960. Obtained POS estimate of job satisfaction of 0.52, the value of determinant coefficient is 0.2704 which shows that POS contributes 27.04% to job satisfaction. Based on the above statement it can be said that POS will be able to create satisfaction on the individual.

Research shows POS has a significant and positive influence on job satisfaction of lecturers at Maritime Universities especially dominant in the support of justice in every policy issued by the college. The existence of justice support in the policy indicated by the many support given by the campus to lecturers such as the number of lecturers who are given the opportunity to improve the ability or competence and opportunities to develop themselves become the dominant factor affecting the lecturer’s job satisfaction. In addition, the support provided by the leadership include the provision of various facilities and infrastructure which is a facility received by lecturers and resulted in the ease obtained by lecturers such as improving the quality of teaching facilities and infrastructure that are not behind the times, and and welfare support as part of the dimension POS and support that provides many facilities received by lecturers, including for example obtaining credit loans on campus cooperatives, etc. are various forms of support that can create job satisfaction lecturers. So that can be said the various support given to the lecturer, especially the support of justice and the policy given either quantity or quantity or quality to be an effort made by universities so that lecturers feel satisfaction by providing comfort during their duties in Maritime Universities.

4.2. Pengaruh WLB To Work Satisfaction

WLB proved to have a positive and significant impact on job satisfaction with the acquisition of t-value value 2.75 > t Table 1, 960 and obtained WLB estimation on job satisfaction is 0.38. Determination coefficient value is 0.1444 which shows that the WLB contribute 14.44% to job satisfaction.

This study shows that the balance in terms of time, role and target tasks in teaching as well as making a teaching report requires balance or WLB. Work. The existence of life balance in the results of this study can cause a personal satisfaction in carrying out duties or role as a teacher. The balance of roles becomes the dominant factor affecting the satisfaction of the lecturers. The balance of the lecturer’s work in the family and with the high burden of the task can lead to the satisfaction of its own that impact on satisfaction in work. In addition other balance also needs to get attention, such as energy balance such as tension that may occur and the pressure suffered. The existence of this balance can be achieved requires a lot of energy. So that if unbalanced will be able to drain the energy because of stress and can interfere with comfort and reduce rest

Figure 1: T values measurement model analysis

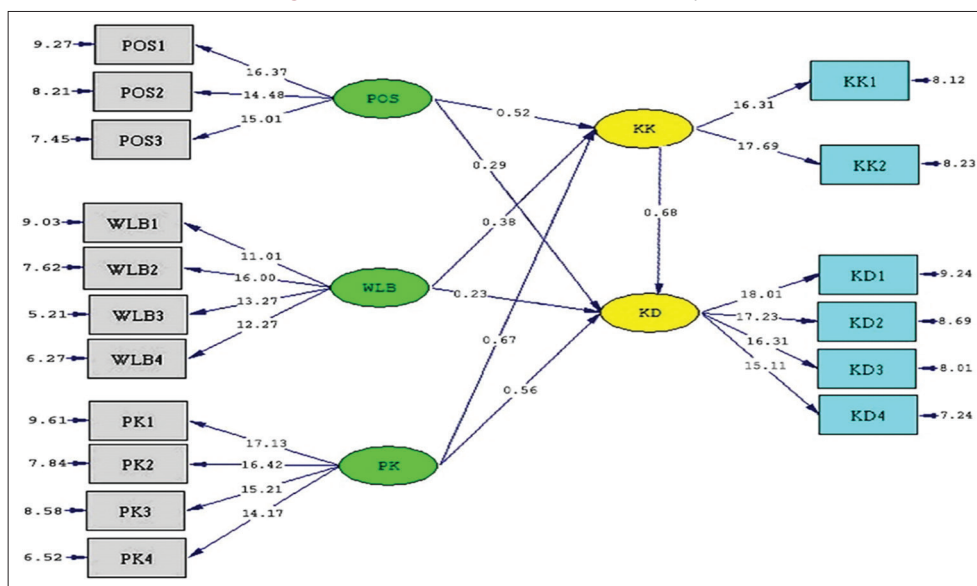


Figure 2: Analysis of standard solution measurement model

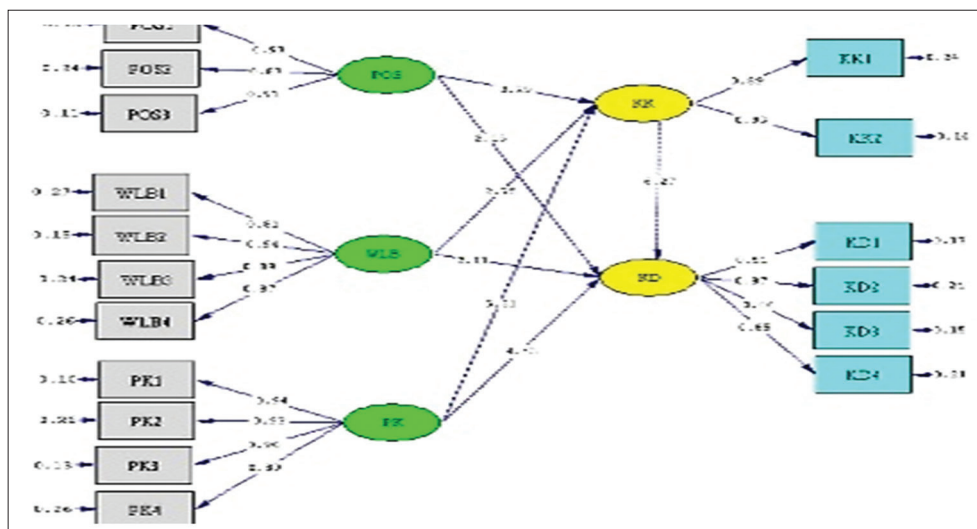


Table 1: Sub-structural direct influence

Causal direct influence	
Causal	Direct influence
POS→KK	0.52
WLB→KK	0.38
PK→KK	0.67

Source: Appendix output Lisrel 8.80

time. Another balance is to note that the balance between the award given on the task or the work with awards given to the lecturer. Various forms of balance that exist in work-life balance in this study cause satisfaction for lecturers.

4.3. Effect of Career Development on Job Satisfaction

Career development proved to have a positive and significant impact on job satisfaction with the value of t-value $5.31 > t$ Table 1, 960. Obtained career development estimate of job satisfaction is equal to 0.67 Value coefficient of determinacy is 0.4489

which shows that career development contributes 44.89% to job satisfaction.

The career development of lecturers is known as lecturer career information system (SI-PKD) which is a system that integrates career development of lecturers starting as lecturer candidates to lecturers with the highest academic position of professors. SI-PKD Handbook Published is intended to provide guidance to lecturers to develop their career, so as to improve the professionalism of lecturers in carrying out tasks, improve process and educational outcomes, and others. Through career development lecturers can then be made in assessing the lecturer’s performance accountability.

Another career development that is able to generate satisfaction is the opportunity for growth opportunities as one dimension in this research by taking indicator: Training, course, continuing education/study, is an element in self-development of lecturer.

The expansion of networks and relationships with others is a form of career development. With the establishment of relationships with other parties who expand the relationship is part of career development that can lead to lecturer satisfaction. The guidance given by the leadership of universities such as in providing input and guidance in quality learning activities, is a form of lecturer's ability to be developed further in a career that is owned.

4.4. Effect of Competence, WLB and Career Development on Job Satisfaction

Competence, POS, WLB and career development together have a positive and significant effect on job satisfaction with F-value $41.24 > F$ -table value is 2.28. Value the coefficient of determination is 0.86 indicating that POS, WLB and career development together contributes 86% to the job satisfaction of lecturers.

The results of this study also indicate that POS or support given by the university in meeting socio emotional needs and other support in work make lecturers have positive perceptions and feel supportive from the college that appreciate their contribution and have support such as dimension of support in this research include: Support in the form of concern for the welfare of lecturers, justice in the policy applied by universities and the attitude of high management in giving qualified guidance in teaching and learning responses given by the leadership of lecturers difficulties and the number of opinions and complaints lecturers become factors of the emergence of satisfaction self lecturer of Maritime Higher Education. With the support provided by the university to make lecturers show positive attitude and work behavior in accordance with what is expected. This positive attitude shows the satisfaction of the lecturer.

4.5. Effect of POS on Performance of Maritime Lecturer of Higher Education

POS proved to have a positive and significant effect on the performance of lecturer of Maritime Universities with the acquisition of t-value value $2.15 > t$ Table 1, 960. The estimated POS for the performance of lecturers of Maritime Universities is 0.29. Determination coefficient value is 0.0841 indicating that POS contribute as much to the performance of lecturer Maritime Higher Education.

The results of this study also indicate that POS or support which is given by the university in meeting the socio emotional needs and other support in the work, make lecturers have a positive perception and feel the support of support from universities who appreciate its contribution and have support such as the dimensions of support in this study include: Support in the form of concern for the welfare of lecturers, justice in the policy applied by university and the attitude of high management in giving qualified guidance in teaching learning and the response given by the leadership on the difficulties of lecturers as well as the many opinions and complaints of lecturers become the factor of self-satisfaction of the lecturer of Maritime Higher Education. With the support provided by the university to make lecturers show positive attitude and work behavior in accordance with what is expected. This positive attitude shows the satisfaction of the lecturer.

4.6. Effect of WLB on the Performance of Maritime University Lecturers

WLB proved to have positive and significant significant effect on the performance of lecturer of Maritime University with the acquisition of t-value value $2.11 > t$ Table 1, 960. The estimated value of WLB on lecturer performance of Maritime College is 0.23. Determination coefficient value is 0.0529 which shows that the WLB contributes 5.29% to the performance of lecturer Maritime Higher Education.

This research indicates a significant influence on the performance of lecturers. Maritime College that runs the concept of WLB by maintaining work time balance with work and work time with activities outside the workplace can impact the performance of lecturers of Maritime Higher Education. The balance of the lecturer such as job position with the role in the family, the balance between work responsibilities with the family, and the balance of work activities and personal activities/interests will be able to make the lecturer has a performance because it has the ability to maintain the element has a good balance.

4.7. Effect of Career Development on the Performance of Maritime Lecturer

Career development proved to have a positive and significant impact on the Performance of Maritime College Lecturer with the acquisition of t-value value $4.43 > t$ Table 1, 960. And obtained career development estimate on the performance of lecturer Maritime Higher Education is equal to 0.56. Value the coefficient of determination is 0.3136 which shows that career development contributes 31.36% to the performance of lecturer Maritime Higher Education.

4.8. The Influence of Job Satisfaction to the Performance of the Lecturer of Maritime Higher Education

Job satisfaction proved to have a positive and significant impact on the performance of maritime lecturer of higher education with the acquisition of t-value value $6.27 > t$ Table 1, 960. And the estimation of job satisfaction on the performance of lecturer of Maritime College is 0.68. Determination coefficient value is 0.4624 which shows that job satisfaction contributes 46.24% to the performance of lecturer Maritime Higher Education.

Job satisfaction of university lecturers. Maritime with the policy of university research (Tridharma College), supervision in research, opportunity from the leadership to carry out research. issuing ideas/ ideas can improve the performance of lecturers. Furthermore, the existence of scientific work produced by lecturers, awards/ recognition received by lecturers, doing the writing of books and journals Impliah is a manifestation of the creation of lecturer performance.

4.9. Effect of POS, WLB, Career Development and Job Satisfaction toward Performance of Maritime Lecturer

POS, WLB, career development, and job satisfaction together have a positive and significant effect on the performance of lecturer of Maritime Universities with F-value $19,960 > F$ -table

value is 2.28. If F-value is higher than F-table indicates the influence of independent variable to dependent variable. So it can be stated that there is influence POS, WLB, career development, and job satisfaction together to the performance of lecturer Maritime Higher Education. The determinant coefficient value is 0.91 indicating that POS, WLB, career development, and job satisfaction together contribute 91% to the performance of lecturer of Maritime University.

This study shows that high lecturer performance is influenced by many factors. One of them is organizational support or POS in this case the Maritime University. The existence of support in the form of justice support in the policy provides an opportunity to increase lecturer competence and develop themselves become an important factor in creating satisfaction in order to time with activities outside the work of lecturers related to the performance of lecturers because of the factors of satisfaction in the lecturer. Other balance balances are also found in the balance of work tasks with family tasks, attention to work with family attention will be related to the performance of lecturers with the existence of job satisfaction factors.

The results of this study also indicate that the development of career lecturers such as trainings, courses, continuing education/ study can bring its own satisfaction for lecturers who impact on the performance of lecturers. The effectiveness of work, and work efficiency, as an indicator of career development can have an impact on the performance of lecturers will eventually be better. Thus the POS, WLB and career development become factors in the lecturer's job satisfaction and bring the lecturer to achieve performance. achieve the performance of lecturers. Beside that there is another support that is from the leaders of Maritime Universities by receiving any complaints or opinions of lecturers as well as quick response in solving any problems lecturers will make lecturers feel appreciated and able to cause satisfaction alone. Welfare factors for lecturers both in terms of financial and physical interest such as teaching environment that is available with felt comfortable will cause satisfaction for lecturers. Lecturers who feel satisfaction and various needs and expectations are met will be able to generate a sense of satisfaction and will be realized by the lecturer by giving the achievement or the work as a manifestation of the perceived satisfaction.

The existence of balance in this study both the balance of time related to work and also the balance of time with activities outside the work of lecturers related to the performance of lecturers due to the factors of satisfaction in the lecturer. Other balance balances are also found in the balance of work tasks with family duties, attention to work with family attention will be related to the performance of lecturers with the existence of job satisfaction factors.

The results of this study also indicate that the development of career lecturers such as trainings, courses, continuing education/ study can bring its own satisfaction for lecturers who impact on the performance of lecturers. The effectiveness of work, and work efficiency, as an indicator of career development can have an impact on the ultimate performance of lecturers will be better. The balance in this study is both a balance of time related to work and also balance.

4.10. Direct, Indirect Effect

In the sub-structural equation, and the Table 1 it can be seen that career development (PK) is more directly dominant than POS, WLB to job satisfaction (KK.). The immediate effect of career development of 0.67 is higher when compared with the acquisition of other influences with the value held indicates that the Maritime College of DKI Jakarta in an effort to increase job satisfaction of lecturers will be more successful and lecturers will prefer if DKI Jakarta Maritime College where he performs duties there is a policy on career development of lecturers (Table 2).

In structural equation, it can be seen that job satisfaction has a dominant direct effect on lecturer performance when compared with POS, WLB and career development (PK). The direct effect of job satisfaction on lecturer's performance (KD) is 0.68 higher and dominant when compared with other variables. This indicates that in Jakarta Maritime College related to the improvement of lecturer's performance, the job satisfaction of lecturers needs to be improved.

In this Table 3 shows that the indirect effect of career development is more dominant on performance with a value of 0.45 compared with other indirect effects. This means that the lecturers prefer and prefer to be improved career or there is a career development when compared with others.

The research results show that performance lecturers to achieve with the satisfaction labour as mediation. Satisfaction work be intermediate in achieving performance lecturers. With any chance and opportunities given to lecturers to develop his career will have an impact on the emergence of satisfaction work lecturers. Lecturer are satisfied the presence of career development, resulting in lecturers will trying to provide reciprocal to can maximally to implement a task charged can be expressed that performance lecturers to achieve through the satisfaction labour as variable mediation on the career development lecturers.

5. CONCLUSIONS

1. This study found that there is a positive and significant influence POS, WLB and career development together towards the satisfaction of lecturer work at Maritime DKI Jakarta. The development of career is a dominant factor affecting job

Table 2: Direct structural effect

Causal direct influence	
Causal	Direct Influence
POS→KD	0.29
WLB→KD	0.23
PK→KD	0.56
KK→KD	0.68

Source: Appendix output Lisrel 8.80 (processed)

Table 3: Indirect influence

Causal	Indirect influence
POS→KK→KD	0.35
WLB→KK→KD	0.25
PK→KK→KD	0.45

Source: Appendix output Lisrel 8.80

satisfaction this matter implication that to increase job satisfaction of lecturer hence Maritime University and related management, need to focus more on effort to improve lecturer career without neglect effort give support or POS and create balance of life work or WLB of lecturers in Maritime College in DKI Jakarta.

- This research found that there is positive and significant influence POS, WLB, career development and job satisfaction of lecturers together to the performance of lecturer of Maritime Universities in DKI Jakarta. The lecturer's job satisfaction factor is a dominant factor affecting the performance of lecturers in the environment Maritime College in DKI Jakarta. Job satisfaction variable is a full-mediating variable to improve lecturer's performance, it has consequence that improving performance of lecturer of Maritime Universities in DKI Jakarta and related management need to focus more on effort to improve lecturer's job satisfaction without neglecting effort to increase organizational support or POS, creating a balance of work life or WLB, and career development so that the lecturers feel the high satisfaction and ultimately will improve the performance of lecturers in the work.

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