

# Increasing Commitment To The Profession Through Organizational Climate, Personality, And Job Satisfaction Of Private Higher Lecturers In The City Of South Tangerang

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## **Abstract.**

*This study aims to find an effort to increase Commitment to the Profession through Organizational Climate, Personality, and Job Satisfaction. The population in this study is permanent lecturers who have the position of functional lecturer at 5 private universities in South Tangerang City with a total of 379 lecturers. The sampling technique used proportional random sampling with the Slovin formula with an error margin of 5% with a total sample of 195 lecturers. The data analysis method used in this research is Path Analysis. This study concludes 1) There is a direct influence of organizational climate on a commitment to the profession. 2) There is a direct influence of personality on a commitment to the profession. 3) There is a direct effect of job satisfaction on a commitment to the profession. 4) There is a direct influence of organizational climate on job satisfaction. 5) There is a direct influence of personality on job satisfaction. 6) There is an indirect influence of organizational climate with a commitment to the profession through job satisfaction. 7) There is an indirect influence of personality with a commitment to the profession through job satisfaction.*

**Keywords:** *Commitment to the Profession, Organizational Climate, Personality, Job Satisfaction.*

## **I. INTRODUCTION**

The era of globalization has a huge impact on human life which can lead to increased competition between countries in the world. In facing this competition, more comprehensive management of human resources is needed to make Indonesian citizens qualified and competitive with other countries. This can be created through quality education and this task is the responsibility of educational institutions, one of which is universities in Indonesia (Subarto, Solihin, & Qurbani, 2021). Successful higher education institutions can provide the best teaching, research, and services to meet student needs and form the best student graduates (Enro, Budiyanto, & Suhermin, 2017; Siregar, Lumbanraja, & Salim, 2016; Xiao & Wilkin, 2015). Lecturers as professional educators have a good image if they can be an example for the surrounding community, (Permatasari, Purwana, & Akbar, 2020). Lecturers are also required to provide knowledge, develop and improve organizational quality and work professionalism. In addition, lecturers must be able to improve the qualifications and educational strata of lecturers, apply academic culture, and be willing to work to improve the welfare of lecturers and carry out activities in the community. Therefore, lecturers are expected to have good competency quality improvement standards to be able to carry out the Tri Dharma of Higher Education with good categories, (Setyaningsih, Ishlah, & Hardhienata, 2019). Commitment to the teaching profession at Private Universities in South Tangerang City has not shown a significant increase at this time. Meanwhile, based on the data obtained from PDDIKTI, information regarding the rank of lecturers at the Private Universities in the City of South Tangerang is obtained in the following table:

**Table 1.** Data for the Ranking of Permanent Lecturers in Private Universities in South Tangerang City

No	Rank	Year Period			
		2018/2019	%	2019/2020	%
1	No Rank	1.025	43.77%	1.148	44.60%
2	Expert Assistant	986	42.10%	964	37.45%
3	Lecturer	266	11.36%	379	14.72%
4	Head Lecturer	59	2.52%	77	2.99%
5	Professor	6	0.26%	6	0.23%
Total Lecturers		2.342	100%	2.574	100%

Source : [pddikti.kemdikbud.go.id](http://pddikti.kemdikbud.go.id) (2020)

This data explains that the majority of lecturers at Private Universities in South Tangerang City are without rank, while lecturers with the rank of Expert Assistant, Lector, Head Lector, and Professor are very minimal. Of course, this implies that the number of lecturers without rank shows the lack of lecturer commitment in carrying out the Tri Dharma of Higher Education, especially research and service, considering that the main requirements to achieve rank are research and community service. Commitment to the profession is one of the important points of attention based on the premise that individuals form a relationship with the teaching profession (Asari, Abdullah & Wibowo, 2018). Some of the reasons why commitment to the profession attracts attention for research, among others, because committed lecturers will produce better performance than those who lack commitment, because commitment to the profession can be seen from the individual characteristics of lecturers or their work in improving the quality of teaching, (Sorensen & McKim, 2014; Permatasari, Purwana, & Akbar, 2020). Arafat (2014) states that the negative impact of a lack of lecturer commitment is the decreased effectiveness of a university and tends to be lazy at work.

Butt et al's research (2012) suggests that teaching staff (lecturers) who are less committed to their profession will have an impact on the less than the optimal achievement of the organization's vision and mission, even in the long term it can result in poor college performance. Other factors can affect the commitment to this lecturer's professionalism. Organizational climate greatly influences commitment, both organizational climates can strengthen employee commitment to work as well as possible. But a bad organizational climate will weaken employee commitment (Swastadiguna & Dewi, 2018). Research by Dwiharto, Nirwanto, and Manan (2017) concludes that there is a positive and significant influence between organizational climate and commitment to the profession. Therefore, organizational climate can play a role in increasing commitment to the profession (Jaya & Netra, 2019). One of the important factors related to commitment to the profession is personality. Personality represents individual characteristics that consist of consistent patterns of thoughts, feelings, and behavior. In other words, the personality of a lecturer is a totality of thoughts, feelings, and behaviors that appear from an individual that can affect the level of commitment of the lecturer.

The suitability of the lecturer's personality with his work is one of the factors that influence the lecturer's commitment to his university. The more suitable the personality of the lecturer, the higher the commitment of the lecturer to the university (Idrus & Mukminin, 2016). Zareena and Krithika's research (2019) concluded that five personality dimensions consisting of openness, conscientiousness, extroversion, agreeableness, and neuroticism have a strong and significant relationship with a commitment to the profession. Lecturers who are satisfied with their work will be able to increase and foster a sense of commitment and loyalty to the university. This is shown as a positive response to job satisfaction. Job satisfaction reflects a person's attitude towards his job. Satisfaction at work will make lecturers try their best with all their abilities to complete their work (Ausri, Susilo, & Sulisty, 2018). Gholizadeh (2014) defines job satisfaction as the level of positive feelings and attitudes that a person feels about their job. The results of research conducted by Lestari (2013); Triastoto, Ma'arif, & Kuswanto (2016); and Hapsari (2015) show that job satisfaction is the main factor influencing commitment to the profession. Research on the relationship between organizational climate, personality, and job satisfaction with commitment to the profession at private universities in the Indonesian context is still rarely done by researchers. Therefore, the purpose of this research is to find efforts to increase Commitment to the Profession through Organizational Climate, Personality, and Job Satisfaction.

## II. LITERATURE REVIEW

### Commitment to the Profession

According to Mas'ud (2016), professional commitment is the compatibility between one's beliefs and the goals of the profession and the magnitude of the individual's efforts on behalf of the profession. The dimensions of commitment to the profession are 1) affective commitment, 2) continuance commitment, and 3) normative commitment. Meanwhile, Pranoto, Haryono, and Warso (2016) state that the factors that influence commitment to the profession are: 1) personal characteristics, namely personal including age, tenure, achievement motives, gender, race, and personality factors. 2) Job characteristics, including clarity and alignment of roles, feedback, job challenges, autonomy, interaction opportunities, and core dimensions of work. 3) Structural Characteristics, the factors included in the structural characteristics include the degree of formalization, functional dependence, decentralization, level of participation in decision making, and control functions within the agency. 4) Work experience is seen as an important socialization force, which affects the psychological attachment of employees to the institution. Becker, Kernan, Clark, and Klein (2018) define professional commitment as a person's motivation to exert his best abilities and skills to develop his professional growth. Gill and Kaur (2017), professional commitment is the level of acceptance and involvement of a person in his profession by giving his best effort to develop his teaching profession.

### **Organizational Climate**

According to Schermerhorn, et al (2014:13) Organizational climate represents the shared perception of members about what the organization looks like in terms of management policies and practices. Meanwhile, the dimensions of organizational climate are 1) superior-subordinate relations, 2) communication between members of the organization, 3) members' perceptions of organizational policies, and 4) members' perceptions of management practices (fairness). Okoli (2020) defines organizational climate as a perception, feeling, and attitude that organizational members have about the basic elements of the organization that reflect the established norms, values, and attitudes of the organizational culture and influence individual behavior either positively or negatively. Meanwhile, the dimensions of organizational climate are 1) communication and 2) professional career development. According to Zwikael and Meredith (2019), Organizational climate is the quality of the employee's workplace environment that has a major effect on their job performance. The dimensions of organizational climate are 1) development and 2) project goal setting. According to Vasudevan and Iqbal (2018), organizational climate is a set of features that describe an organization. It's different from other organizations left for a while. It also affects the behavior of workers in certain organizations. It was also stated that the dimensions of organizational climate are 1) supervisory support, 2) autonomy and 3) direction of goals.

### **Personality**

Abood (2019) states that personality is the biological and cultural blueprint of humans, a unique combination of genetics and environment. In evolutionary terms, personality is a unique combination pattern of biology, psychology, sociology through the unprecedented overlap of natural and social selection to form the individual world. It was also stated that the personality dimensions were 1) extraversion, 2) agreeableness, 3) conscience, 4) openness, 5) neuroticism or emotional stability. Yang & Hwang (2014) mean that personality is the dynamics of a company related to individual conditions seen through a psychophysical system that describes the uniqueness of each individual in adapting to their environment. It was also stated that the dimensions of personality are 1) intellectuality, 2) character, 3) character, 4) disposition, and 5) emotion. According to Robbin and Judge (2013) personality is the overall way in which an individual reacts and interacts with other individuals. It was also stated that the personality dimensions are 1) agreeableness (easy to agree), 2) conscientiousness (a cautious nature), 3) extraversion (openness to social and physical environments), 4) emotional stability (emotional stability), and 5) openness. to experience (open to new things).

### **Job Satisfaction**

Cronley and Kim (2017) state that job satisfaction is a pleasant emotional state resulting from the achievement of job values. It was also stated that the dimensions of job satisfaction are 1) Payment (salary), 1) Hours of work (number of hours worked), 3) Schedule, 4) Benefits (vacation, insurance, bonuses), 5) Stress level (work pressure), 6) Flexibility. Armstrong and Taylor (2014) state that job satisfaction is people's attitudes and feelings about their work. The dimensions of job satisfaction are 1) motivation (variation of skills, task identity, task significance, autonomy, and feedback), 2) supervision (quality of supervision), 3) success or failure (success clearly creates satisfaction, on the other hand, failure will inevitably create dissatisfaction). fasting). Mangkunegara (2015:117) argues that job satisfaction is a feeling of pleasure to support or not to support that is experienced by employees at work. The dimensions of job satisfaction are 1) Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes. 2) Job factors, namely type of work, organizational structure, rank (class), position, quality of supervision, financial security, promotion opportunities, social interaction, and work relations.

## **III. METHODS**

This research was conducted at private universities in South Tangerang City, which consisted of 5 universities, namely Pembangunan Jaya University, Pamulang University, Muhammadiyah University, STIE Plenary, and the Indonesian Institute of Technology. This type of research is quantitative research. Quantitative research is used in this study because the data that is the object of this research is quantitative in the form of numbers generated from the Likert scale (Sugiyono, 2017). Design This study uses a causal research design. According to Sugiyono (2017), causal research is a causal relationship. Where the cause-and-effect relationship is predictable, the researcher can state the classification of the variables. The affordable population in this study were permanent lecturers of private universities in South Tangerang City who had 379 lecturers in the functional position of lector. The sampling method used is proportional random sampling with the number of samples used in this study as many as 195 respondents. This study uses the main research instruments in the form of a questionnaire, namely: 1) the instrument of commitment to the profession, 2) the instrument of organizational climate, 3) the instrument of personality, 4) the instrument of job satisfaction. Measurement of the instrument

was carried out using a Likert Scale (Likert Scale) with five answer choices, namely: strongly agree, agree, doubt, disagree, and strongly disagree. Data analysis using path analysis.

#### IV. RESULTS AND DISCUSSIONS

##### Normality Test Results

The results of the normality test through the Kolmogorov-Smirnov test are presented in Table 2.

**Table 2.** Data Normality Test Results

Variable	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Climate	0.043	195	0.200	0.994	195	0.677
Personality	0.033	195	0.200	0.995	195	0.719
Job satisfaction	0.063	195	0.058	0.986	195	0.056
Commitment to the Profession	0.055	195	0.067	0.965	195	0.062

a. Lilliefors Significance Correction

In Table 2, the results of the Kolmogorov-Smirnov and Shapiro-Wilk normality tests can be seen that the sig. organizational climate 0.200 and 0.677 > 0.05, sig. personality 0.200 and 0.719 > 0.05, sig. job satisfaction 0,058 and 0,056 > 0,05, and sig. commitment to the profession 0.067 and 0.062 > 0.05. So that the results of the normality test of this research sample have a normal distribution.

##### Homogeneity Test

Homogeneity test results can be presented in table 3 below

**Table 3.** Results of Data Homogeneity Test

Variable		Levene Statistic	df1	df2	Sig.
X <sub>1</sub> → Z	Based on Mean	1.489	27	155	0.070
X <sub>2</sub> → Z	Based on Mean	1.285	28	147	0.172
Y → Z	Based on Mean	1.325	24	145	0.158
X <sub>1</sub> , X <sub>2</sub> , Y → Z	Based on Mean	1.265	27	155	0.188

Based on Table 2, it can be seen that each variable has a significance value of sig > 0.05, it can be concluded that the Organizational Climate, Personality, and Job Satisfaction data groups with Commitment to the Profession have the same variance and can be said to be homogeneous.

##### Linearity Test

Linearity test results can be presented in table 4 below.

**Table 4.** Linearity Test Results

Variable	Sum of Squares	df	Mean Square	F	Sig.
X <sub>1</sub> → Z	14.088	1	14.088	71,517	0.000
X <sub>2</sub> → Z	14.548	1	14.548	78.099	0.000
Y → Z	25.505	1	25.505	214.728	0.000
X <sub>1</sub> , X <sub>2</sub> , Y → Z	29095,4	3	9698,47	82,71	0.000

Table 4 shows that the regression model used to predict the level of commitment to the lecturer profession which is influenced by organizational climate, personality, and job satisfaction can be used because it shows a significance value of 0.000 < 0.05. This means that the model or regression equation for the variables of Organizational Climate (X<sub>1</sub>), Personality (X<sub>2</sub>), and Job Satisfaction (Y) with Commitment to the Profession (Z) has a linear pattern.

##### Path Analysis

The results of the path analysis are presented in Table 5 and Table 6.

**Table 5.** Substructure Regression Equation 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.010	7.799		1.668	0.097
Organizational Climate	0.147	0.068	0.148	2.148	0.033
Personality	0.156	0.066	0.164	2.372	0.019
Job satisfaction	0.549	0.054	0.562	10.076	0.000

a. Dependent Variable: Commitment to the Profession

$$Z = 13,010 + 0,148X_1 + 0,164X_2 + 0,562Y$$

Based on the first equation, the regression coefficient value is 13.010, which means that if the organizational climate, personality, and job satisfaction variables are 0, then the commitment to the professional

variable will remain at 13,010 and every one unit increase in the organizational climate variable will increase by 0.148 units. Then every one unit increase in the personality variable will increase by 0.164 units. Likewise, every one-unit increase in the job satisfaction variable will increase by 0.562 units.

**Table 6.** Substructure Regression Equation 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	65.097	9.207		7.070	0.000
Organizational Climate	0.272	0.089	0.266	3.066	0.002
Personality	0.287	0.085	0.293	3.375	0.001

a. Dependent Variable: Job satisfaction

$$Y = 65,097 + 0,266X_1 + 0,293X_2$$

Based on the second equation, the regression coefficient value is 65,097, which means that if the organizational climate and personality variables are worth 0, then the job satisfaction variable will remain at 65,097 and every one unit increase in the organizational climate variable will increase by 0.266 units. Likewise, every one-unit increase in the personality variable will increase by 0.293 units.

#### Direct and Indirect Influence

The effect of direct and indirect effects on Commitment to the Profession can be seen in Table 7.

**Table 7.** Direct and Indirect Effects

Path	Beta			Direct Influence	Calculation of Indirect Effect
	$\beta_1$	$\beta_2$	$\beta_3$	Value	
$X_1 \rightarrow Z$	0.148		-	0.148	-
$X_2 \rightarrow Z$	0.164		-	0.164	-
$Y \rightarrow Z$	0.562		-	0.562	-
$X_1 \rightarrow Y$	0.266		-	0.266	-
$X_2 \rightarrow Y$	0.293		-	0.293	-
$X_1 \rightarrow Y \rightarrow Z$	0.266		0.562	-	$0.266 \times 0.562 = 0.150$
$X_2 \rightarrow Y \rightarrow Z$	0.293		0.562	-	$0.293 \times 0.562 = 0.165$

From the calculation results, the indirect effect of organizational climate on a commitment to the profession through job satisfaction is  $0.266 \times 0.562 = 0.150$ , while the direct effect of organizational climate on a commitment to the profession is 0.148, the indirect effect is 0.150 greater than the direct effect is 0.148. Thus it can be concluded that Organizational Climate ( $X_1$ ) has a positive indirect effect on Commitment to the Profession ( $Z$ ) through Job Satisfaction ( $Y$ ), so that strengthening Organizational Climate and Job Satisfaction is predicted to increase Commitment to the profession. From the calculation results, the indirect influence of Personality on Commitment to the Profession through job satisfaction is  $0.293 \times 0.562 = 0.165$ , while the direct influence of personality on Commitment to the Profession is 0.164, the indirect effect is 0.165 greater than the direct influence is 0.164. Thus it can be concluded that Personality ( $X_2$ ) has a positive indirect effect on Commitment to the Profession ( $Z$ ) through Job Satisfaction ( $Y$ ) so that Personality strengthening and Job Satisfaction are predicted to increase Commitment to the profession.

#### Discussions

##### The Influence of Organizational Climate With Commitment to the Profession

Following the statistical hypothesis, the direct influence between Organizational Climate ( $X_1$ ) and Commitment to the Profession ( $Z$ ) using path analysis is obtained by the path coefficient value of  $ZX_1 = 0.148$ . This means that for every increase in the organizational climate variable by one unit, the commitment to the profession will increase by 0.148. While the value of  $t_{count} 2.148 > t_{table} 1.972$  then  $H_0$  is rejected  $H_1$  is accepted, thus it can be said that Organizational Climate ( $X_1$ ) has a direct and significant positive effect on Commitment to the Profession ( $Z$ ). Based on these findings, it can be concluded that the better the Organizational Climate perceived by the lecturers at private universities in South Tangerang City, the more committed to the profession will be. This finding is in line with research conducted by Dwiharto, Nirwanto, and Manan (2017) entitled "The Influence of Business Ethics, Entrepreneurship Behavior, and Organizational Climate on the Performance of Micro, Small and Medium Enterprises Legal Entity through Professional Commitment in Pasuruan City". Give a conclusion that there is a positive and significant influence between organizational climate and commitment to the profession.

### **The Influence of Personality with Commitment to the Profession**

Following the statistical hypothesis, the direct influence between Personality (X2) and Commitment to the Profession (Z) using path analysis is obtained by the path coefficient value of  $ZX2 = 0.164$ , this means that for every increase in the personality variable by one unit, commitment to the profession will increase. increased by 0.164. While the value of  $t_{count}$  is  $2,372 > t_{table}$  1,972, then  $H_0$  is rejected,  $H_2$  is accepted. Thus it can be said that Personality (X2) has a direct and significant positive effect on Commitment to the Profession (Z). Based on these findings, it can be concluded that the better the personality possessed by the lecturers at private universities in South Tangerang City, the greater the commitment to the profession. This finding is in line with the research conducted by Zareena and Krithika (2019) entitled "The Moderating Role of Big Five Personality Factors in The Relationship Between Employee Morale and Work Commitment". Concluding that the five personality dimensions consisting of Openness, Conscientiousness, Extroversion, Agreeableness, and Neuroticism have a very strong and significant relationship with Commitment to the Profession.

### **The Effect of Job Satisfaction with Commitment to the Profession**

Following the statistical hypothesis, the direct influence between Job Satisfaction (Y) and Commitment to the Profession (Z) using path analysis is obtained by the path coefficient value of  $ZY = 0.562$  This means that every increase in the job satisfaction variable by one unit means a commitment to the profession. will increase by 0.562. While the value of  $t_{count}$  10.076  $>$   $t_{table}$  1.972, then  $H_0$  is rejected,  $H_3$  is accepted. Thus it can be said that Job Satisfaction (Y) has a direct positive effect on Commitment to the Profession (Z). Based on these findings, it can be concluded that the better the job satisfaction of the lecturers at private universities in South Tangerang City, the higher the commitment to the profession. This finding is in line with the research conducted by Sorensen and McKim (2014) entitled Perceived Work-Life Balance Ability, Job Satisfaction, and Professional Commitment among Agriculture Teachers. Where the results of the study show that there is a strong and significant relationship between Job Satisfaction and Commitment to the Profession.

### **The Effect of Organizational Climate on Job Satisfaction**

Following the statistical hypothesis, the direct influence between Organizational Climate (X1) and Job Satisfaction (Y) using path analysis is obtained by the path coefficient value of  $Y1 = 0.266$  This means that for every increase in the organizational climate variable by one unit, job satisfaction will increase. of 0.266. While the  $t_{count}$  value is  $3.066 >$   $t_{table}$  1.972, then  $H_0$  is rejected,  $H_4$  is accepted. Thus it can be concluded that Organizational Climate (X1) has a direct and significant positive effect on Job Satisfaction (Y). Based on these findings, it can be concluded that the better the organizational climate felt by lecturers at private universities in South Tangerang City, the higher job satisfaction will be. This finding is in line with the research conducted by Valdez and Villa (2019), entitled "Personal Traits, Organizational Climate, Leadership Style and Job Satisfaction of Selected Government Employees in Aurora Zamboanga del Sur: A Correlational Study". Give a conclusion that there is a very strong and significant relationship between organizational climate and job satisfaction.

### **The Influence of Personality on Job Satisfaction**

Following the statistical hypothesis, the direct influence between Personality (X2) and Job Satisfaction (Y) using path analysis is obtained by the path coefficient value of  $Y2 = 0.293$ , this means that for every increase in the personality variable by one unit, job satisfaction will increase by 0.293. While the value of  $t_{count}$  is  $3.375 >$   $t_{table}$  1.972, then  $H_0$  is rejected.  $H_5$  is accepted. Thus it can be concluded that Personality (X2) has a direct positive effect on Job Satisfaction (Y). Based on these findings, it can be concluded that the better the personality of the lecturers at private universities in South Tangerang City, the more job satisfaction will increase. This finding is in line with research conducted by Valdez and Villa Research (2019), entitled "Personal Traits, Organizational Climate, Leadership Style and Job Satisfaction of Selected Government Employees in Aurora Zamboanga del Sur: A Correlational Study". Give a conclusion that there is a strong and significant relationship between personality and job satisfaction.

## **V. CONCLUSION**

Based on the results of the study, it can be concluded that there is a direct influence of organizational climate on a commitment to the profession. Thus it can be interpreted that strengthening the Organizational Climate in private universities in South Tangerang City will increase Commitment to the Profession. There is a direct influence of personality on a commitment to the profession. Thus, it can be interpreted that strengthening Personality in private universities in South Tangerang City will increase Commitment to the Profession. There is a direct effect of job satisfaction on a commitment to the profession. Thus it can be interpreted that strengthening Job Satisfaction in private universities in South Tangerang City will increase Commitment to the Profession. There is a direct influence of organizational climate on job satisfaction, thus it can be interpreted that strengthening the organizational climate in private universities in South Tangerang City will increase job

satisfaction. There is a direct influence of personality on job satisfaction, thus it can be interpreted that strengthening personality in private universities in South Tangerang City will increase job satisfaction. There is an indirect influence of organizational climate on a commitment to the profession through job satisfaction, thus it can be interpreted that strengthening organizational climate and job satisfaction in private universities in South Tangerang City will increase Commitment to the Profession.

There is an indirect influence of personality on a commitment to the profession through job satisfaction, thus it can be interpreted that strengthening personality and job satisfaction in private universities in South Tangerang City will increase Commitment to the Profession. Based on the findings, by paying attention to the facts on Commitment to the profession of lecturers at Private Universities in South Tangerang City, the suggestions from the research are directed to efforts to increase Commitment to the Profession through the variables of Organizational Climate, Personality, and Job Satisfaction. The details of the implications are as follows: (1) Higher education institutions establish clear and appropriate responsibilities for each lecturer following the responsibilities carried out by each lecturer. (2) Higher education institutions set standards that apply in higher education following the Tri Dharma, improve work discipline, and achieve goals following the vision and mission. (3) Universities create a work atmosphere that creates warmth between co-workers and two-way communication so that in doing a job there is coordination and teamwork among lecturers. (4) Higher education institutions always provide support to lecturers, both in the form of moral and material support. (5) Universities make policies that can accommodate the aspirations of every lecturer.

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