

# The Role of Personality in Lecturer Engagement and the Effectiveness of Job Satisfaction as an Intervening

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## ABSTRACT

This research to identify methods to enhance lecturer engagement by focusing on job satisfaction and personality factors. The research sample consists of 166 lecturers from private universities in Bekasi. Path analysis and sobel test were employed in the methodology. The finding concludes that: 1) Enhancing personality can boost the engagement of permanent lecturers at private universities. 2) There is an indirect influence of personality on lecturer engagement through job satisfaction, the job satisfaction variable is able to mediate effectively between personality variables and lecturer engagement. It is recommended to strengthen the indicators of these variables to enhance personality through job satisfaction.

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## 1. INTRODUCTION

Lecturers play a vital role in the success of educational institutions due to their strategic functions, roles, and positions within the education sector. As stated in Article 1, Paragraph 2 of the Law of the Republic of Indonesia Number 14 of 2015, lecturers are professional educators and scholars responsible for advancing, developing, and sharing knowledge, technology, and art through education, research, and community service.

For an organization to achieve its goals, it requires reliable human resources with strong employee engagement. Employee engagement is essential as it can drive and regulate the performance of human resources, serving as a foundation that significantly influences the organization's success. The concept of engagement was first introduced

by Khan in 1990, referring to personal engagement as the psychological state of employees in their work. It describes how employees express themselves physically, cognitively, and emotionally while performing their tasks. Engaged employees continually strive to fulfill and maintain their roles within the organization. Engagement manifests in employees' execution of their duties, showcasing self-expression physically, cognitively, and emotionally. This can be observed in their involvement, attention to their tasks, and the quality of their relationships, empathy, and concern for their colleagues.

According to Turner [14], employee engagement is evident in employees who consistently think, act, and speak positively, always give their best for the organization, and have a strong commitment to remain with it. High levels of engagement create a sense of

comfort at work, reducing the desire to leave [2]. Engaged employees are passionate and enthusiastic about their work, confident in their success, and feel valued for their contributions, making them less likely to leave even when other companies make offers [2]. Another definition of employee engagement describes employees who have high dedication to their company, are always enthusiastic, and maintain a positive attitude in all their tasks and responsibilities [3].

Job satisfaction significantly influences employee engagement, as individuals who are content with their jobs are likely to exhibit positive thoughts, feelings, desires, and attitudes toward achievement, dedication, and a passion for their roles. Research by Ahmad [8] indicates that job satisfaction is a key factor in fostering employee engagement and also mediates the relationship between perceptions of Corporate Social Responsibility (CSR) and employee engagement. Therefore, companies must effectively manage their human resources to ensure all employees experience job satisfaction.

## 2. LITERATURE REVIEW

### 2.1 *Personality*

According to Nurjanah, et al (2016), Personality is a relatively stable combination of physical and mental characteristics that gives identity to an individual, with dimensions. Extraversion (extraversion); has the characteristics: extrovert, starts conversations, likes to socialize, likes to talk, has a lot of energy, is assertive, expressive, confident, and easy to socialize. Friendliness (agreeableness); friendly, easy to trust, kind, helpful, caring, cooperative, soft-hearted. Conscientiousness, dependability, orderliness, responsibility, achievement-oriented, and perseverance. Emotional stability; tends to be calm/relaxed, does not worry easily, is optimistic and safe. Openness to experience; very open, creative, curious, innovative, intellectual, imaginative, broad-minded and artistically sensitive.

According to Kinicki [5], personality is a stable psychological and behavioral

attribute given to an individual so that it shows the individual's identity, with the following dimensions. Extroversion, (friendly personality); being polite, trusting, straightforward, gentle and soft-hearted, Conscientiousness; (reliable personality), responsible, achievement-oriented, and persistent. Agreeableness; trustworthy, kind, cooperative and soft-hearted. Emotional stability; calm, safe, and not easily worried. Openness to experience; intellectual, imaginative, curious and broad-minded.

According to Saputra & Anggarawati [6], personality is an individual who has its own characteristics, ways of behaving, behaving, ways of thinking and reacting, and interacting with others based on hereditary, social, demographic, age, gender, cultural and other factors. environment, with dimensions. Conscientiousness refers to an individual's ability within an organization to demonstrate perseverance and motivation in achieving goals through direct behavior. Extraversion pertains to the quantity and intensity of interpersonal interactions, activity levels, need for support, and ability to experience happiness. Emotional stability indicates the degree of emotional steadiness or instability, highlighting an individual's tendency to experience stress easily, have unrealistic ideas, and exhibit maladaptive coping responses. Agreeableness describes the quality of an individual's orientation, ranging from gentle to antagonistic in their thoughts, feelings, and behaviors. Openness to experience involves a proactive effort to evaluate and appreciate experiences for their own sake.

### 2.2 *Job Satisfaction*

As defined by Gibson et al [7], job satisfaction is an individual's attitude toward their work, stemming from their perception of five dimensions of their job, including: Pay (salary, wages, honorarium, etc.), Job (work conditions, facilities, challenges, position requirements), Promotion Opportunities (chances for promotion, career development, status enhancement), Supervisor (supervision from superiors, superior-subordinate relationships), and Co-Workers (colleagues, teamwork, etc.).

According to Fauziridwan, Adawiyah, & Ahmad [8], job satisfaction can be defined as the positive feeling's individuals have about their job when they experience high levels of satisfaction. The dimensions include Work Itself: Each job requires specific skills, and the difficulty of the job along with the individual's perception that their skills are needed can influence job satisfaction. Supervision: Effective supervision involves recognizing and appreciating subordinates' work. Superiors are often seen as role models by their subordinates. Coworkers: This dimension relates to social interactions between employees and their superiors, as well as among employees in similar or different roles. Promotion: This factor pertains to the opportunities available for career advancement within the job. Salary/Wages: This dimension considers whether employees feel their compensation adequately meets their living needs.

According to Pristiyono et al. [10], job satisfaction is an employee's attitude toward their work. When employees have high job satisfaction, they exhibit a positive attitude toward their job, while dissatisfied employees display a negative attitude. The dimensions of job satisfaction include. The Work Itself: Employees prefer jobs that allow them to utilize their abilities and skills, offer freedom and feedback, and provide interesting tasks, learning opportunities, and responsibilities. Salary: Employees desire a wage system and promotion policy that is fair, transparent, and meets their expectations. They assess the fairness of their pay compared to others within the organization.

Promotional Opportunities: Advancement opportunities within the organization are essential, as promotions allow for the maximum utilization of employees' abilities and skills. Supervision: Effective supervision is crucial because it directly impacts employees and influences their work performance. Coworkers: Positive social interactions with colleagues who are both technically competent and socially supportive can enhance job satisfaction.

### **2.3 Engagement (10pt)**

According to Armstrong [11], Employee engagement is a positive feeling about work, feeling satisfied and enthusiastic, thus expressing themselves physically, cognitively and emotionally for higher performance results, has three dimensions, namely. Vigor; positive, interested, even enthusiastic about completing their work and motivated to achieve a high level of performance. Dedication; energetic, committed, contributing and fully dedicated to the organization. Absorption; employees who are completely immersed in their work and feel a sense of achievement and personal growth.

According to Peters [12], Employee engagement is an emotional commitment to one's work and a willingness to give their best at work, feeling that their work determines their level of energy, ownership, persistence, commitment and initiative, with dimensions namely. Vigor; having a high level of energy and resilience at work, being willing to put in a lot of effort, and persevering in the face of difficulties. Dedication; assessing the work done as important and meaningful, feeling proud and responsible for the work, and feeling inspired and challenged by the work. Absorption; enjoying and having difficulty letting go of the work so that time passes quickly and you forget everything else around you.

According to Truss et al. [13], employee engagement is a positive state of mind where organizational members express themselves physically, cognitively, and emotionally at work, encompassing three dimensions. Vigor: The physical component, indicating engagement in tasks with energy and a positive affective state. Absorption: The cognitive component, characterized by being alert at work and fully engrossed in tasks. Dedication: The emotional component, involving a strong connection to work and colleagues, along with a sense of commitment and dedication.

According to Turner [14], employee engagement is positive and proactive workplace behavior, characterized by employees who are both motivated and emotionally attached to the organization, with

the following dimensions. Dedication: Defined as being deeply involved in work, experiencing significance, inspiration, pride, and challenge. Absorption: The concentration on work, making it difficult to divert attention away from it. Vigor: The enthusiasm for work that stimulates intellectual engagement and provides energy to perform tasks.

### 3. METHODS

This research adopts a quantitative method approach, focusing on lecturers at private universities in Bekasi City with a sample size of 166 respondents. The research was conducted from November 2023 to April 2024. A positive instrument with a Likert scale and rating scale was utilized. Proportional random sampling using the Slovin formula was employed for sampling. Data collection was done through questionnaires, and the data was analyzed using path analysis and Sobel test.

### 4. RESULTS AND DISCUSSION

#### 4.1 Summary of Normality Test Results:

Kolmogorov-Smirnov normality test with the Monte Carlo approach. Kolmogorov-Smirnov Test (K-S Test) is assessed using the Monte Carlo method. If the significant value of the Monte Carlo Sig test probability is greater than 0.05, it indicates that the data is normally distributed and H0 is accepted. Conversely, if the significant value is less than 0.05, it indicates that the data is not normally distributed and Ha is accepted.

#### 4.2 Summary of Homogeneity Test Results:

For Personality (X2) with Engagement (Z), the F value is 1.36, which is also less than the F table value of 1.73 at an alpha level of 0.05, indicating that the data is homogeneous. For Job Satisfaction (Y) with Engagement (Z), the F value is 0.77, which is also less than the F table value of 1.73 at an alpha level of 0.05, indicating that the data is homogeneous.

#### 4.3 Summary of Linearity Test Results:

The calculations performed using SPSS software indicate an F\_hit value of 2.431 and an F\_table value of 18.49 at a significance level of  $\alpha = 0.05$ . Since F\_hit = 2.431 is less than F\_table = 18.49, the null hypothesis (H0) is accepted. This leads to the conclusion that the regression model for the Personality variable (X1) and Engagement (Z) follows a linear pattern.

Furthermore, the calculation results show that the value of F\_count is 2.901, and the F\_table value at a significance level of  $\alpha = 0.05$  is 8.54. Since F\_count (2.901) is less than F\_table (8.54), H0 is accepted. This indicates that the regression model for the Job Satisfaction (Y) and Engagement (Z) variables follows a linear pattern.

#### 4.4 Path Analysis

From Figure 2 and Table 1, it can be observed that the regression coefficient for the path from Personality to Engagement ( $\beta_{ZX}$ ) is 0.33, indicating a moderate positive effect of personality on engagement. The regression coefficient for the path from Personality to Job Satisfaction ( $\beta_{YX}$ ) is 0.78, signifying a strong positive effect of personality on job satisfaction. Additionally, the regression coefficient for the path from Job Satisfaction to Engagement ( $\beta_{ZY}$ ) is 0.49, demonstrating a strong positive effect of job satisfaction on engagement.

#### 4.5 Sobel Test Result

According to Figure 1, the Sobel test yields a calculated Z value of 6.386, whereas the one-way Z table value for  $\alpha = 0.05$  is 1.65. Therefore, as the calculated Z value (6.386) exceeds the Z table value (1.65), and the one-tailed probability value is 0.0, which is less than  $\alpha = 0.05$ , it can be inferred that the Job Satisfaction variable (Y) may act as an intervening factor in mediating the influence of the Personality variable (X) on the Engagement variable (Z).

Table 1. Dependent Variable Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constant)	2.049	4.628		.443	.659

Job Satisfaction	.560	.070	.497	7.978	.000
Personality	316	.067	.335	4.690	.000

Source: Processed primary data (2024)

Table 1. Dependent Variable Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constant)	12,396	5,074		2,443	.016
Personality	655	.055	.782	11,903	.000

Source: Processed primary data (2024)

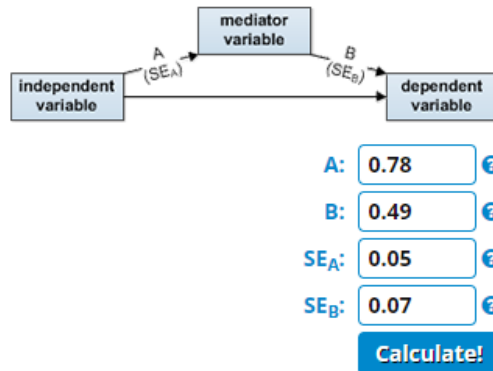


Figure 1. Sobel test result

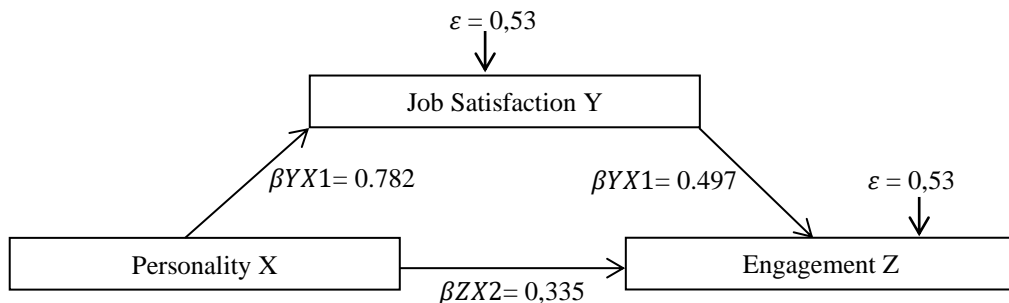


Figure 2. Empirical Causal Relationship Path Model

### 5. CONCLUSION

The finding concludes that: Enhancing personality can boost the engagement of permanent lecturers at private universities. There is an indirect influence of personality on lecturer engagement through job satisfaction, the job satisfaction variable is able to mediate effectively between

personality variables and lecturer engagement. It is recommended to strengthen the indicators of these variables to enhance personality through job satisfaction.

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