

## **ABSTRACT**

This study aims to analyze factors influence employee satisfaction in IT Telkom considering the job characteristics within higher education employees. Regards to IT Telkom employee's general characteristic, there are three groups of employee; they are Academic Support Staff, Academic Staff, and Academic and Structural Staff.

Variables used to measure for each group's satisfaction are different. Physical condition/working facilities, supervision/ supervisor, leadership, pay, opportunities for promotion, initiative taking, teamwork, and role clarity are those which are allegedly have an influence to the three groups. While, for the Academic Staff and Academic and Structural Staff, there are still two other variables which are allegedly influence their satisfaction. These variables are teaching and research. For the Academic and Structural Staff, there is still one other variable, which is administrative and managerial duties.

All variables are empirically proved having influence to the employee satisfaction, but physical condition/working facilities for Academic and Structural Staff. The highest influence for the Academic Support Staff comes from teamwork, physical condition/working facilities, and opportunities for promotion variables. While, the Academic Staff is concerned in teaching, teamwork, and pay. For the Academic and Structural Staff, satisfaction is influenced by research, role clarity, and leadership.

Because of sequence and relationship of each variable value is different for each group, the formulation of recommendations is based on the weight of each variable. There are five variables which is become priority to be improved. They are supervision/supervisor, teamwork, physical condition/working facilities, pay, and role clarity. Considering those five important variables, the recommendations are mentoring and coaching, additional parking lot, safety labels, safety log, personnel policies and This is Me.

**Keywords:** higher education, employee satisfaction, job characteristic