



Lecturer Performance Analysis at Private Universities

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Abstract

This study seeks to see and analyze the effect of compensation on lecturer performance, the work environment on lecturer performance, and organizational commitment on lecturer performance. The result is that compensation has a positive and significant influence on lecturer performance, which means that good compensation can make lecturers work more enthusiastically to conduct good and quality teaching and research to get prestigious research grants both on a local and international scale and to publish the results of lecturers' research. From national journals to highly reputable international journals, and are willing to do community service based on assignments at the university or outside the campus where they work. Organizational commitment has a positive and significant influence on lecturer performance, which means that lecturers have a good commitment to be involved in every campus activity in terms of effective teaching methods to improve campus quality, research with fellow lecturers, research grants on a local to an international scale, conducting activities community service for the sake of educating the life of the nation, synergizing between campuses and companies through the Merdeka Belajar Kampus Merdeka (MBKM) program. Lecturers feel lost if they leave the campus where they work because various facilities are available. In this case, the lecturers become loyal and loyal to work on their campuses, so it is proven to improve the performance of lecturers on their respective campuses. The work environment has an insignificant positive effect on lecturer performance. In this case, the work environment is not a problem for lecturers, such as problems with lighting, comfort and cleanliness, because that has become the campus standard.

Keywords: Compensation, work environment, organizational commitment, and lecturer performance





1. INTRODUCTION

Based on the Indonesia Law no. 14 of 2005, lecturers are professional educators as well as scientists who have the task of transforming, developing, and disseminating the knowledge they own and practice, which can be in the form of technology and works of art through education, research, and community service (Tridarma of higher education). This is in line with efforts to educate the life of the nation and the quality of human beings who are faithful, pious and have a noble character who master science and technology based on Pancasila and the 1945 Constitution of the Republic of Indonesia.

For this reason, each university seeks to improve the performance of lecturers so that lecturers carry out the tridarma of higher education by providing compensation according to the performance that has been carried out (Omotayo et al., 2015). The university also strives to provide a good work environment to support all assignments given to lecturers (Fallon & Rice, 2015), as well as good lighting conditions, low noise, and good air quality (Gehee, 2015). Organizational commitment is very important for universities so that every lecturer is committed to carrying out the Tridarma of higher education according to the mandate of the Teacher and Lecturer Law so (Mekta, 2016), which defines organizational commitment as an attitude that reflects employee loyalty in a company that is sustainable by the goals of the company. Organizational commitment also grows from emotional ties to the company, which includes having moral support, company values, and the desire to be loyal to the company.

Based on this, also continuing from Suryawan's research (2022) regarding employee performance, this research seeks to see and analyze whether compensation, work environment and organizational commitment (especially compensation from mediating variables to independent variables) affect employee performance, in this case, lecturer performance. Suryawan (2022) proves that 29% of employee performance is influenced by career development, selection, and compensation. Also, 18% of compensation is influenced by career development, recruitment, and selection strategies. For this reason, Suryawan (2022) suggests looking at other factors, namely not only compensation as mediation, but also 71% of employee performance is influenced by other factors.





1.1. Research Purposes

This research was conducted to observe and analyze: (1) The effect of compensation on lecturer performance, (2) The effect of the work environment on lecturer performance, (3) The effect of organizational commitment on lecturer performance.

2. LITERATURE REVIEW

2.1. Compensation in University

Compensation is the total income employees receive in the form of money, incentives and benefits from the company because employees have completed their work (Suryantika & Wibawa, 2020). This is the reason for every company, in this case, the university, seeks to improve the performance of lecturers so that lecturers carry out the tridarma of higher education by providing compensation according to the performance that has been carried out (Omotayo et. al., 2015). The results of previous research on compensation with employee performance have been proven to have a positive and significant effect by (Omotayo et.al., 2015) and (Sahlan et.al., 2015).

2.2. Work Environment in University

The work environment is all available facilities around employees and can help employees carry out the tasks assigned by the company properly (Putra & Sriathi, 2019). A good work environment supports all assignments given to employees, such as lecturers (Fallon & Rice, 2015). This theory is consistent with research conducted by (Tjiabrata, et.al. 2017) that the work environment has a positive and significant influence on employee performance, but this theory is not the same as the results of research conducted by (Sahlan et.al., 2015) proving that the work environment has no insignificant effect on employee performance.

2.3. Organizational Commitment in University

Organizational commitment is something that every employee identifies with the company's values so that every employee becomes loyal and is willing to do work by company goals (Priansa, 2018). Organizational commitment according to (Ntobuo & Keki, 2022) is important for every company because employee resistance that arises when innovation is carried out in a company can be minimized through organizational





commitment. The results of previous research regarding organizational commitment to performance are proven by (Kristine, 2017) through her research that organizational commitment has a positive and significant effect on performance. Also, the relationship between organizational commitment has a positive and significant effect on employee performance as evidenced by research (Cahyani et.al., 2020).

2.4. Lecturer Performance in University

Employee performance (in this case lecturer performance) is the achievement of work results in accordance with company goals carried out by each employee (Suryawan, 2022). The results of his research (Suryawan, 2022) prove that employee performance is influenced by career development, selection and compensation. Suryawan (2022) suggests for further research, in particular this research to examine other things that can affect employee performance, for this reason based on suggestions and input from lecturers in the BAN PT LL-DIKTI 3 Jakarta to research compensation, work environment and whether organizational commitment affects employee performance or lecturer performance.

2.5. Research Framework

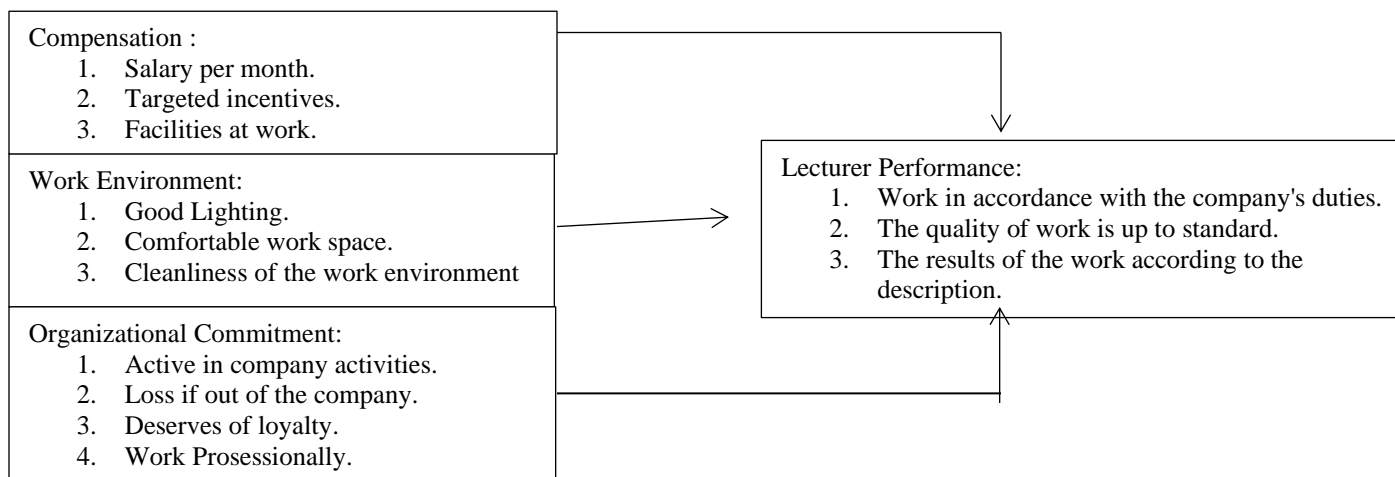


Figure 1. Conceptual Framework





Based on the theories and results of previous research and the research model, a hypothesis can be made:

H₁ : Compensation has a positive effect on lecturer performance

H₂ : The work environment has a positive effect on lecturer performance

H₃ : Organizational commitment has a positive effect on lecturer performance

3. METHODOLOGY

The research object is a lecturer from a private university accredited institution B from BAN PT LL-DIKTI 3 Jakarta in Indonesia. The respondents amounted to 80 people. The sampling method uses purposive sampling (Sugiyono, 2018) with a random sampling technique of 80 people. The reason for using this method is that this research does not generalize. That is, all lecturers at all universities are required to carry out tridarma activities of higher education (Law No. 14 of 2005 concerning Teachers and Lecturers).

Table 1. Definisi Variabel, Indicators, Scales

No.	Variables	Definitions	Indicators	Scales	Sources
1	Compensation	Represents the total income employees receive through money, incentives, and benefits from the company because employees have completed their work.	1. I receive a salary every month (K1). 2. I get incentives because I have completed the work according to the target (K2). 3. I get good facilities at work (K3).	Likert	(Suryantika & Wibawa, 2020)
2	Work environment	These are all available facilities around employees and can help employees carry out the tasks assigned by the company properly.	1. The lighting where I work is good, making work easier (LK1). 2. Spatial planning provides comfort in working (LK2). 3. The cleanliness of my work environment is very well maintained (LK3).	Likert	(Putra & Sriathi, 2019)
3	Organizational Commitment	It is done by every employee identifying with the company's values so that every employee becomes loyal	1. I am willing to be involved in every company activity (K01). 2. I will be at a loss if I leave the Company (K02).	Likert	(Priansa, 2018)





		and is willing to do work by company goals.	3. The company deserves my loyalty (K03). 4. I try to work professionally (K04).		
4	Lecturer Performance	The achievement of work results by company goals carried out by each employee.	1. Employees can work according to the duties of the company (KK1). 2. The quality of work produced by employees follows company standards (KK2). 3. The results of work carried out by employees follow the job description (KK3).	Likert	(Suryawan , 2022)

Source: Journal articles, 2018-2022

5. RESEARCH RESULTS

5.1 Outer model

Table 2. Composite Reliability (CR) & Average Variance Extracted (AVE)

Constructs	Composite Reliability	Average Variance Extracted
Compensation	0.914	0.781
Work Environment	0.893	0.735
Organizational Commitment	0.891	0.671
Lecturer Performance	0.929	0.815

Source : Data processing results, 2023

5.2 Average Variance Extracted (AVE)

Seen in table 2 for AVE compensation of 0.781, the work environment of 0.735, organizational commitment of 0.671 and lecturer performance of 0.815. (Hair et al, 2017) explains that the average AVE value is 0.50 or must be more than half of the indicator variance.

5.3 Composite Reliability (CR)

It can be seen in table 2 for compensation CR of 0.914, the work environment of 0.893, organizational commitment of 0.891 and lecturer performance of 0.929. CR values of 0.70





and 0.90 are considered satisfactory, while those below 0.60 indicate a lack of internal consistency (Hair et al., 2017).

Table 3. Convergent validity (loading factor)

Indicators	Compensation	Work Environment	Organizational Commitment	Lecturer Performance
K1	0.898			
K2	0.916			
K3	0.838			
LK1		0.831		
LK2		0.908		
LK3		0.832		
KO1			0.787	
KO2			0.802	
KO3			0.818	
KO4			0.868	
KD1				0.906
KD2				0.872
KD3				0.929

Source: Data processing results, 2023

5.4 Outer Loadings

Table 3 shows the outer loading K1 0.898, K2 0.916, K3 0.838, LK1 0.831, LK2 0.908, LK3 0.832, KO1 0.787, KO2 0.802, KO3 0.818, KO4 0.868, KD1 0.906, KD2 0.872, KD3 0.92. (Hair et al., 2017) explains that an outer loading greater than 0.70 can maintain a reflective indicator, but if the outer loading is greater than 0.40 but less than 0.70, it's consider to removal.

Table 4. Discriminant Validity (Fornell-Larcker Criterion)

	Compensation	Work Environment	Organizational Commitment	Lecturer Performance
Compensation	0.884			





Work Environment	0.667	0.858		
Organizational Commitment	0.739	0.642	0.819	
Lecturer Performance	0.760	0.598	0.721	0.903

Source : Data processing results, 2023

5.5 Discriminant Validity

Table 4 shows the discriminant validity of compensation 0.884, work environment 0.858, organizational commitment 0.819 and lecturer performance 0.903. (Hair et al., 2017) suggests that Fornell-Larcker compares the square root of the AVE value with the correlation of latent variables so that the square root of the AVE of each construct must be greater than its highest correlation with the other constructs.

5.6 Inner Model

Table 5. Size and significance of path coefficient

Path	Standardized Path Coefficient	ρ -value
Compensation -> Lecturer performance	0.463	0.001*
Work Environment -> Lecturer performance	0.099	0.182
Organizational Commitment -> Lecturer performance	0.304	0.002*

Note: *=significant (ρ -value < 0.05)

Source: Data processing results, 2023

Table 5 shows that the first hypothesis, namely compensation, has a significant positive effect on lecturer performance and the third hypothesis, organizational commitment, has a significant positive effect on lecturer performance. This can be seen because it has a ρ -value of less than 0.05. For the second hypothesis, the work environment





has a positive but insignificant effect on lecturer performance because it has a ρ -value of more than 0.05.

Table 6. Coefficient of Determination

Constructs	R-square (R^2)
Compensation	0.355
Work Environment	0.062
Organizational Commitment	0.223

Source: Data processing results, 2023

In table 6, the compensation variable has an influence on lecturer performance by 0.355 or 35.5%, the work environment variable influences lecturer performance by 0.062 or 6.2%, and the organizational commitment variable has an influence on lecturer performance by 0.223 or 22.3% so that a total of 0.64 or 64% on lecturer performance is having a strong influence, other factors influence the remaining 0.36 or 36%.

6. DISCUSSION

In the first hypothesis, compensation significantly positively affects lecturer performance. This hypothesis succeeded in proving research (Omotayo et.al., 2015) and (Sahlan et.al., 2015) that compensation has a positive and significant relationship with employee performance. In this case, good compensation can make lecturers work more enthusiastically to carry out good. Quality teaching and research in order to get prestigious research grants both from a local scale to an international scale and to publish the results of lecturers' research in national journals to international journals with high reputation and willing perform community service based on assignments at the university or outside the campus where he works.

In the second hypothesis, the work environment has an insignificant positive effect on lecturer performance. This hypothesis is inconsistent with the results of research conducted by (Tjiabrata, et.al. 2017) that the work environment has a positive and significant effect on employee performance, but this hypothesis is consistent with research conducted by (Sahlan et.al., 2015) that work environment has no significant effect on employee performance. In this case, the work environment is not a problem for lecturers, such as problems with lighting, comfort and cleanliness, because it has become the campus





standard. So lecturers remain productive in carrying out the tridarma of higher education even though the work environment is mediocre or good.

In the third hypothesis, organizational commitment significantly positively affects lecturer performance. This hypothesis succeeded in proving research (Kristine, 2017) and research from (Cahyani et.al., 2020) that organizational commitment has a positive and significant effect on performance. In this case, the lecturer has a good commitment, namely being willing to be involved in every campus activity in terms of effective teaching methods to improve campus quality, research with fellow lecturers, research grants on a local to an international scale, carrying out community service activities to educate the life of the nation, carry out the synergy between campuses and companies through the *Merdeka Belajar Kampus Merdeka (MBKM)* program. Lecturers feel lost if they leave the campus where they work because various facilities are available. In this case, the lecturers become loyal and loyal to work on their campuses, so it is proven to improve the performance of lecturers on their respective campuses.

7. CONCLUSIONS AND LIMITATIONS OF RESEARCH AND SUGGESTIONS FOR FURTHER RESEARCH

7.1. Conclusions

The first hypothesis is that compensation has a positive effect on lecturer performance. The first hypothesis is proven to have a significant positive relationship. Good compensation can make lecturers work more enthusiastically to carry out good and quality teaching and research in order to get prestigious research grants both from a local scale to an international scale and to publish the results of lecturers' research in national journals to international journals with high reputation and are willing to do service to community based on assignments at the university or outside the campus where they work.

The second hypothesis is that the work environment has a positive but insignificant effect on lecturer performance. The work environment is not a problem for the lecturers. So lecturers remain productive in carrying out the tridarma of higher education even though the work environment is mediocre or good.

The third hypothesis, organizational commitment, has a significant positive effect on lecturer performance. In this case, the lecturer has a good commitment that is willing to be involved in every campus activity.





3.2. Limitations of Research and Suggestions for Further Research

As much as 0.36 or 36% of the results of this study which are not proven from the results of this study must be investigated by other researchers, namely job satisfaction and loyalty which may also have a relationship with employee performance or lecturer performance and other researchers can re-examine the work environment relationship with employees performance or lecturer performance which has a positive but less significant influence on other private universities in the BAN PT LL-DIKTI area in Indonesia.

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