

Analysis of The Lag in Work Performance of Private Higher Education Lecturer Compared to State Higher Education Lecturer in Indonesia

¹ Sri Wahyuningsih, ¹ Abdul Shukor Shamsudin, ² Aswin Naldi Sahim

¹Universiti Utara Malaysia, ²Universitas Mitra Bangsa, Indonesia

Email: sriwahyuningsih.uum@gmail.com, shukor@uum.edu.my, aswinnaldi@yahoo.com

Article Info	ABSTRACT
Keywords: Lecturer's Work Performance, Individual Characteristicistic, Organizational Culture, Motivation, Competency And Structural Equation Modeling (SEM) PLS	<p>The State and the private universities in Indonesia are categorized as one of the national instruments to improve the quality of life in the community, nation and state. Meanwhile, the work performance of private university lecturers is quite lagging compared to lecturers in state universities. Although improving the quality of higher education cannot be separated from the improvement of the quality of its main resources, namely lecturers, with the main task of Tri Dharma; teaching, research and service to the community. This study examines the influence of organizational culture factors, individual characteristicistics, and lecturer competence on the achievement motivation and work performance of lecturers at private higher educations in Indonesia, in which achievement motivation and individual characteristic as mediator variables for the relationship between organizational culture and work performance. A total of 100 questionnaires were distributed to the research locations, and all of them were returned completely filled in, and could be processed using PLS Smart4 Structural Equation Modeling statistics. The results of the study show that organizational culture factors, individual characteristic and achievement motivation have direct, positive and significant influence on the work performance of lecturers at private higher educations in Indonesia. In particular, organizational culture also has direct and significant influence on competence, individual characteristic and achievement motivation. However, achievement motivation is partial mediator for the relationship between organizational culture and lecturer work performance. Meanwhile, individual characteristic are partial mediators of the relationship between organizational culture and work performance. Meanwhile, lecturer competency is partial mediator for the relationship between organizational culture and lecturer achievement motivation. With this, it can be understood why there is lag in the achievements of lecturers at private higher educations compared to lecturers at state higher educations in Indonesia. It is hoped that this research can contribute to government policy and academic literature to improve the work performance of lecturers at private higher educations in Indonesia.</p>
This is an open access article under the CC BY license	Corresponding Author: Sri Wahyuningsih E-mail: sriwahyuningsih.uum@gmail.com



INTRODUCTION

Public and private higher education in Indonesia are categorized as one of the national instruments for improving the quality of life in society, nation and state. (Permendikbud no. 53, 2023).

In accordance with UURI No. 12 of 2012 that improving the quality of higher education cannot be separated from improving the quality of its main resources, namely lecturers, with the main tasks of Tri Dharma, namely, teaching, research and community service (Istijanto, I. 2021). The work performance of lecturers at private higher educations is somewhat lagging behind compared to state higher educations. Likewise, the main choice for outstanding candidates to continue their studies to higher level is state universities, so that private universities are more second-class universities (Jatmiko, 2020).

There is not much research related to the development of private higher educations in Indonesia, including regarding the work performance of lecturers. So, it is relevant to carry out this research to find out and study what factors can actually build the performance of private higher education lecturers in Indonesia, so that they can be on par with state higher education lecturers.

To ensure the birth of graduates who excel and have special qualities, higher educations can implement good programs and curricula, have good and qualified lecturers. (Permendikbud 53 of 2023). If supported by quality lecturers, then the quality of the higher education will be good, and the educational programs launched will come out with satisfactory results (Istijanto, I, 2021).

However, the facts state that the work performance of lecturers at private higher education is somewhat behind that of state higher education. In Table 1.1 below, it can be seen that in state higher educations, the percentage of higher ranks has greater number of people, namely Head Lectors (68%) and Professors (77%) compared to private universities which are much less, namely Head Lectors (32%) and Expert Assistants (23%).

METHOD

The Theoretical Model of Research

Employee perceptions about fairness in their treatment and rewards influence motivation and work performance (Equity Theory J. Stacy Adams, 1965). then lecturer work performance (PK) is the dependent variable, while individual characteristic (KI), organizational culture (BO), and achievement motivation (MB) are independent variables. Apart from that, achievement motivation (MB) and individual characteristic (KI) are mediator variables between organizational culture (BO) and lecturer work performance (PK). Furthermore, the lecturer competency variable (KD) is the mediator for the relationship between organizational culture (BO) and achievement motivation (MB). Theoretically, the model is presented in Figure 1 below.

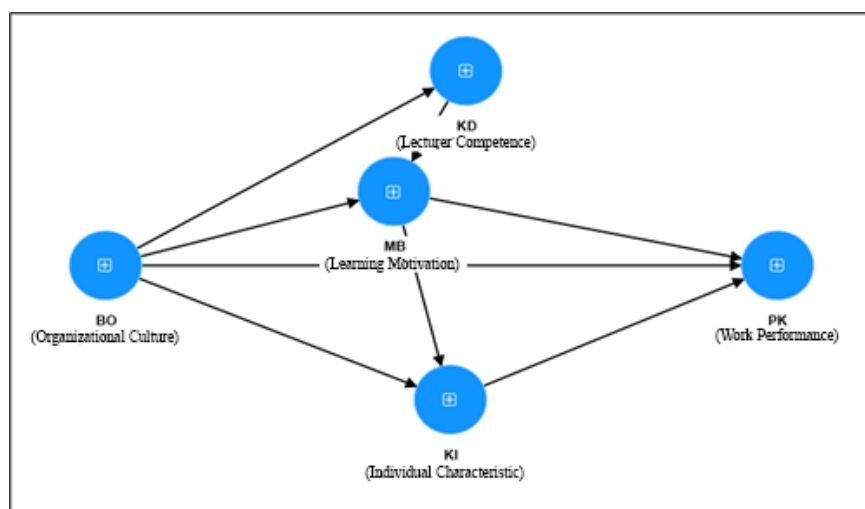


Figure 1: *The theoretical research model*

Research Hypothesis

Based on the theoretical model, main research hypotheses are proposed:

- H1: Organizational Culture has positive and significant effect on Lecturer Competency
- H2: Organizational Culture has positive and significant effect on Individual Characteristic
- H3: Organizational Culture has positive and significant effect on Achievement Motivation
- H4: Organizational Culture has positive and significant effect on Work Performance
- H5: Lecturer Competency has positive and significant effect on Achievement Motivation
- H6: Individual Characteristic has positive and significant effect on Work Performance
- H7: Achievement Motivation has positive and significant effect on Individual Characteristic
- H8: Achievement Motivation has positive and significant effect on work performance

H9: Achievement Motivation is the mediator of the relationship between Organizational Culture and Lecturer Work Performance

H10: Individual Characteristic is mediator of the relationship between Organizational Culture and Lecturer Work Performance

H11: Lecturer Competency is the mediator of the relationship between Organizational Culture and Lecturer Achievement Motivation.

Sampling

In this study, the sample was set at 100 respondents, because according to Ghozali (2020) the recommended sample size for the PLS Smart SEM model is between 30 and 100, with up to five variables and each variable is explained by three or more indicators.

Sampling was carried out in two stages. First, selecting provincial areas using the stratified random sampling method, namely from 33 provinces in Indonesia, 10 provinces were selected. Second, the selection of the sample size in each province was carried out using systematic random sample of 100 (Sekaran U, 2000).

Distribution of Questionnaire

Of the one hundred (100) questionnaires distributed to respondents, all were returned and can be used for analysis.

Measurement of the dependent variable and independent variables uses Likert scale; 1 = strongly disagree and 5 = strongly agree (Sugiono, 2013).

Data Processing

Data processing uses PLS Smart SEM (Structural Equation Model) statistical analysis, consisting of two stages, namely; the measurement model test, and the structural model test (Ghozali, 2021).

R Squares

Based on the results of the R Squares above, the endogenous latent variable is lecturer competence 0.215, individual characteristic 0.590, achievement motivation 0.629 and lecturer work performance 0.603. Therefore, according to Chin (2010) and Hair et al. (2014) the R Squares value is moderate to close to strong, except that competence is somewhat weak.

With the R Square value for Lecturer Work Performance of 0.603, this means that the percentage contribution from competence, individual characteristic and achievement motivation of lecturers in building lecturer work performance is 60.3% while the remaining 29.7% is due to other factors. This means that these three variables play the major role in shaping lecturer work performance.

RESULTS AND DISCUSSION

The work performance of lecturers at private higher educations in Indonesia is directly and significantly influenced by the organizational culture of higher education, individual characteristicistic and achievement motivation of lecturers. Higher education organizational culture factors and lecturers' achievement motivation have greater power to improve lecturers' work performance. This is in line with what was conveyed by Djadmiko (2023) that the work performance of lecturers at private higher educations in Indonesia is lagging behind compared to state higher educations, and this is influenced by organizational culture and lecturers' achievement motivation.

Furthermore, the achievement motivation variable is the partial mediator variable between organizational culture and lecturer performance. This is in line with Dewi & Sukarno's (2021) research on Motivation as A Mediation of Relationship Between Organizational Culture and Work Environment, Impact on Employee Performance at Bank BJB Surabaya Branch Office. The role of the lecturer achievement motivation variable as the partial mediator can be understood because organizational culture also shapes lecturers' achievement motivation. Therefore, motivation is variable that plays a big role in lecturer work performance.

Likewise, the lecturer's individual characteristicistic variable is a mediator variable in the relationship between organizational culture and lecturer work performance. This is in line with research by Zulkarnain et al., (2020) regarding The Effect of Individual and Organizational Characteristicistics on Work Motivation and Employee Performance. The Case of Regional Development Bank in South Sulawesi. This variable of individual lecturer characteristicistic as a partial mediator can also be understood because organizational culture also shapes the individual characteristic of lecturers, so it plays a big role in lecturer work performance.

The influence of organizational culture on the work performance of lecturers at private higher educations is very possible because some internal policies at private higher educations cannot be as flexible and good as at state higher educations, including in terms of promotions, performance appraisals and career development. Some private higher educations may have

greater focus on teaching than research, especially if they are under pressure to meet the immediate needs of the job market. At state higher educations there are often policies that support research and scientific publications as an important part of lecturer performance.

There are two things that need to be considered in the organizational culture of private higher educations to improve lecturers' work performance. First, the higher education's commitment to achieving high academic achievement and a culture of quality (BO2). The academic achievement improvement program and activities related to quality culture will involve lecturers in various academic activities. The existence of norms and standards of behavior, organizational climate and regulations that will guide lecturers as well as providing sanctions and rewards for achievement will have an impact on increasing lecturer work performance. Second, the university's commitment to creating friendly environment for all students (BO3), will establish good coordination in the teaching and learning process by each lecturer to improve the achievements of the university, students and lecturers.

The achievement motivation factor for lecturers in higher education also has great power to improve lecturers' work performance. This is especially the case with leadership support in providing encouragement and responsiveness to lecturers' needs (MB5), and providing adequate compensation and allowances that can motivate lecturers to achieve optimally (MB1).

Experience shows that with limited government budgets will arise two situations; First, many private higher educations face limited financial resources. This can limit the ability of private higher educations to provide competitive incentives to lecturers, to provide research facilities, and to provide quality teaching staff. Meanwhile, state higher education often receive funding from the government and have greater access to financial resources, so they can provide greater support for research and academic development. Second, public higher educations generally have better reputation and higher prestige than many private higher educations. This reputation may influence public perception, and lecturers at public higher educations may be more recognized in the academic community. Faculty at public higher educations often have more access to academic networks and research collaborations, which can increase opportunities for joint projects, exchange of ideas, and joint publications. This will influence lecturers' achievement motivation, and in turn have an impact on lecturers' work performance.

CONCLUSION

The findings of this study highlight that the work performance of lecturers at private higher education institutions in Indonesia is significantly influenced by organizational culture, individual characteristics, and achievement motivation. Among these factors, organizational culture and achievement motivation play a more substantial role in enhancing lecturer performance. Achievement motivation acts as a partial mediator between organizational culture and lecturer performance, emphasizing its critical role in shaping lecturer outcomes. Similarly, individual characteristics of lecturers serve as a mediator in the relationship between organizational culture and work performance, reinforcing the importance of organizational culture in shaping these characteristics.

The study also suggests that the impact of organizational culture on lecturer performance is influenced by the differences in internal policies between private and state higher education institutions. Private institutions may face challenges related to promotions, performance appraisals, and career development, particularly in balancing teaching and research demands. To improve lecturer performance, private higher education institutions should focus on fostering a commitment to academic excellence and a quality culture, as well as creating a supportive environment for students and faculty.

Additionally, achievement motivation, supported by responsive leadership and adequate compensation, is identified as a powerful driver of lecturer performance. The study also points out the challenges private institutions face due to limited financial resources, which can impact their ability to provide competitive incentives and support for research. In contrast, state institutions often have better financial resources and reputations, providing more opportunities for research and academic development. This disparity further influences the motivation and performance of lecturers, underlining the need for strategic improvements in private higher education institutions to enhance lecturer performance.

REFERENCE

- Anggarini, L., Maarif, M.S., & Amanah, S. (2021). Pengaruh Karakteristik Individu Dan Insentif Kehadiran Terhadap Motivasi, Kepuasan Kerja Dan Kinerja Tenaga Kependidikan IPB University. *Jurnal Aplikasi Bisnis Dan Manajemen (JABM)*, 7(1), 44
- Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human resource development quarterly*, 22(2), 127-152.
- Chandra, & Qomariah, N. (2021). Impact of Organizational Citizenship Behavior, Leadership, Individual Characteristic and Competence on Teacher Performance. *Jurnal Manajemen Dan Bisnis Indonesia*, 6(2), 244–257. <https://doi.org/10.32528/jmbi.v6i2.4091>
- Dewi, I. P., & Sukarno, G. (2021). Motivation as A Mediation of Relationship Between Organizational Culture and Work Environment, Impact on Employee Performance at Bank BJB Surabaya Branch Office. *IJEBD (International Journal of Entrepreneurship and Business Development)*, 4(4), 587–595. <https://doi.org/10.29138/ijebd.v4i4.1468>
- Dubrin, A. J. 2001. *Leadership: Research Findings, Practices, and Skills*, Third Edition. Boston: Houghton Mifflin Company.
- Djadmiko Budi, (2023). *Assosiasi Perguruan Tinggi Swasta Indonesia*, APTISI Pusat, Jakarta
- Fidelis O. Ogwen, Samuel N. Onyuma (2014) "The Relationship between Organizational Culture and Employee Performance: Case Study of Nigeria Commercial Bank" Publikasi: *International Journal of Business and Management*, Vol. 9, No. 9, 2014.
- Frambach, J. M., Driessen, E. W., Beh, P., & Van der Vleuten, C. P. (2014). Quiet or questioning? Students' discussion behaviors in student-centered education across cultures. *Studies in Higher Education*, 39(6), 1001-1021
- Ghozali Imam (2021). *Partial Least Squares Konsep, Teknik Dan Aplikasi Menggunakan Program SmartPLS 3.2.9 Untuk Penelitian Empiris Edisi 3*. Semarang : Universitas Diponegoro.
- Ghozali Imam, (2020). *Struktural Equation Modeling Metode Alternatif Dengan Partial Least Square (PLS) Dilengkapi Software Smartpls 3.0. Xistat 2014 dan WarpPLS 4.0 Edisi 4*. Semarang: Undip
- Hair et al (2020) "Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results" Penerbit: SAGE Publications.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Factor analysis. Multivariate data analysis*. NJ Prentice-Hall, 3, 98-99.
- Hasibuan, M. S., & Hasibuan, H. M. S. (2016). *Manajemen sumber daya manusia*. Bumi Aksara.
- Herzberg, F., Snyderman, B. B., & Mausner, B. (1966). *The Motivation to Work*: 2d Ed. J. Wiley.

- Herzberg, M. C., & Meyer, M. W. (1998). Dental plaque, platelets, and cardiovascular diseases. *Annals of periodontology*, 3(1), 151-160.
- Hia, R. P., Wiyono, G., & Kirana, K. C. (2021). Analysis Of The Impact Of Leadership Style And Organizational Culture On Employee Performance Through Organizational Citizenship Behavior As An Intervening Variables Moderated Work Motivation In Griya Mahardhika General Hospital Yogyakarta. *JIM UPB (Jurnal Ilmiah Manajemen Universitas Putera Batam)*, 9(2), 128–135. <https://doi.org/10.33884/jimupb.v9i2.3723>
- Istijanto, I. (2020, August). Kampus Merdeka: Peluang dan Tantangannya. In *Forum Manajemen (Vol. 34, No. 1, pp. 12-16)*.
- J. Stacy Adams (1965), "Equity Theory in Social Justice and the Employee"
- Kementerian Pendidikan, Kebudayaan, Riset, Dan Teknologi, Direktorat jenderal pendidikan Tinggi, Riset, Dan Teknologi kementerian Pendidikan, Kebudayaan, Riset, Dan Teknologi September 2023, Faq (Soal Sering Ditanya) Transformasi Standarnasional Dan Akreditasi pendidikan Tinggi,
- Kementerian Pendidikan, Kebudayaan, Riset, Dan Teknologi, Direktorat jenderal pendidikan Tinggi, Riset, Dan Teknologi kementerian Pendidikan, Kebudayaan, Riset, Dan Teknologi,(2020) Statistik Perguruan Tinggi Kemendikbud
- Mangkunegara, A. P. (2006). *Evaluasi Kinerja SDM*, Cetakan Kedua Bandung: PT. Refika Aditama.
- NAALA, M. N. I. (2016). Moderating And Mediating Roles Of Human Capital And Competitive Advantage On Entrepri. Aeneur4al Orientation, Social Network, And Peworimance Of Smes In Nigeria.
- Nabawi, D., Zunaidah, Z., & Zen, K. (2018). The Influence Of Compensation And Motivation On Employee Performance In Pt Arwana Anugerah Keramik Tbk. *Jembatan*, 15(1), 1–8. <https://doi.org/10.29259/jmbt.v15i1.5879>
- Nabawi, Zunaidah, dan Zen (2018)
- Pardee, R. L. (1990). *Motivation Theories of Maslow, Herzberg, McGregor & McClelland. A Literature Review of Selected Theories Dealing with Job Satisfaction and Motivation.*
- Peraturan Menteri Pendidikan, Kebudayaan, Riset, Dan Teknologi Republik Indonesia Nomor 53 Tahun 2023 Tentang Penjaminan Mutu Pendidikan Tinggi
- Prasiani, N. K., Yuesti, A., & Sudja, N. (2021). The Effect Of The Utilization Of Information Technology And Organizational Culture On Employee Motivation And Performance. *Journal Of Accounting, Entrepreneurship And Financial Technology (Jaef)*, 2(1), 73–92. <https://doi.org/10.37715/Jaef.V2i1.1865>
- Prof. Dr., Sugiono. (2013). *Metode Penelitian Manajemen*. Bandung : ALFABETA

- Prof. Dr.H. Imam Ghozali, M.Com, Ph.D, Ak., Hengky Latan, SE. (2020). Partial Least Squares Konsep, Teknik dan Aplikasi menggunakan Program SmartPLS 3.0 Edisi 2. Semarang : Undip.
- Purwanto, A., Asbari, M., & Santoso, T. I. (2021). Analisis Data Penelitian Sosial dan Manajemen: Perbandingan Hasil antara Amos, SmartPLS, WarpPLS, dan SPSS Untuk Jumlah Sampel Medium. *International Journal of Social and Management Studies*, 2(4), 43-53.
- Robbins, S. P., & Judge, T. (2009). *Organizational behavior*. Pearson South Africa (2009).
- Sekaran Uma,(2000) . *Penelitian untuk Manajemen*, Penerbit Alfabet, Bandung (2000)
- Setiawan, M. H. (2020). effect of individual characteristicistics on organizational citizenship behavior (OCB) with intrinsic motivation as an intervening variable in BUMDES. *Journal of Business Studies and Mangement Review*, 3(2), 26–31. <https://doi.org/10.22437/jbsmr.v3i2.9707>
- Sugiono, (2020). *Metodologi Penelitian untuk Manajemen*, Penerbit Alfabet, Bandung
- Syatoto, I. (2020). The Effect of Work Discipline and Motivation on Employee Performance at PT. Pos Indonesia Pondokaren Branch. *PINISI Discretion Review*, 1(2), 47. <https://doi.org/10.26858/pdr.v1i2.13044>
- Tarigan, F. I. B., Rini, E. S., & Dalimunthe, R. F. (2022). Analysis of Individual Characteristicistics and Infrastructure of Employee Performance through Job Satisfaction at Tax Management Agency and Regional Retribution (BP2RD) UPT Samsat Medan Utara. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(3).
- Taulman, J. F., & Robbins, L. W. (2014). Range expansion and distributional limits of the nine-banded armadillo in the United States: an update of Taulman & Robbins (1996). *Journal of Biogeography*, 41(8), 1626-1630.
- Tom Kiboro, Anne Njoki King'ondou (2012) "Organizational Culture and Its Impact on Employee Motivation: A Case Study on British American Tobacco, Nairobi Kenya *International Journal of Business and Social Science*, Vol. 3, No. 13, 2012.
- Undang Undang RI, N. (2005). Th. 2005, tentang Guru dan Dosen.
- Undang-Undang, R. I. No. 12 tahun 2012. Pendidikan Tinggi. Undang-Undang Republik Indonesia. Jakarta.
- Usman, Dachlan. (2014). *Panduan Lengkap Structural Equation Modeling Tingkat Dasar*.
- Willy Abdillah, M.Sc, Prof. Jogiyanto HM, Ph.D., MBA., Akt. (2021). Partial Least Square (Pls) Alternatif Structural Equation Modeling (Sem) dalam Penelitian Bisnis. Yogyakarta : C.V Andi OFFSET
- Zulkarnian, D., Muis, M., & Kadir, N. (2022). The Effect of Individual and Organizational Characteristicistics on Work Motivation and Employee Performance. *Hasanuddin Journal of Business Strategy*, 4(2), 16–25.