



The determinants of Lecturer's Performance In Higher Vocational Institution Indonesia

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Abstract– This study discusses or analyzes the level of performance of lecturers at the Samarinda State Polytechnic. The variables used are service quality as the independent variable, job satisfaction as the intervening variable, and lecturer performance as the dependent variable. This research was conducted at the Politeknik Negeri Samarinda focused on Business Administration Study Program, using as samples of 39 lecturers as respondents of this research in 2022. This research uses SEM (Structural Equation Model) analysis tools and is assisted by using PLS software. The results of this study indicated that service quality has a significant positive effect on job satisfaction. Service Quality has no significant positive effect on Lecturer Performance, and Job Satisfaction has no significant positive effect on Lecturer Performance

Keywords: - Service Quality, Lecturer Job Satisfaction, Lecturer Performance

I. INTRODUCTION

Higher education as an organization operating in the education sector cannot be separated from improving the quality and increasing the competence of the resources it has, especially teaching staff or what are often called lecturers. Lecturers not only play a role in transferring knowledge and attitude transfer, but can also act as agents of change who are able to bring the university to growth and development. The role of the lecturer is also expected to be able to build an intelligent society from an educational process that is produced. An important implementing element in a higher education institution is the role of lecturers in carrying out higher education tridharma activities, especially the first dharma, namely education. Universities as organizations that utilize lecturers are required to be able to provide various work facilities and services that can support the implementation of work. This is necessary so that lecturers can carry out their work well and in the end they feel satisfaction at work. Job satisfaction is an individual thing because it involves a person's "feelings". Each individual will have a different level of satisfaction according to the values that apply to each individual. The more aspects of the job that suit the individual's wishes, the higher the level of satisfaction felt by the individual.

The level of job satisfaction reflects a person's feelings of enjoyment at work, where if a person feels satisfaction in carrying out their work it will have an impact on good performance as well. Therefore, organizational leaders must try to provide various aspects of the facilities needed to carry out work well in order to achieve high job satisfaction. Research conducted by Mursinah et al. (2012) showed that financial factors have a significant effect on job satisfaction. On the other hand, research conducted by Nunung Yuliastuti and Pandoe Bimowati (<http://www.es.scribd.com>, accessed 23 December 2016) also shows

It is noted that salary, job, leadership, co-workers and working conditions have a significant effect on employee job satisfaction. Meanwhile, the results of research conducted by Siti Aminah (2015) showed that there were variables that did not significantly influence job satisfaction, namely work activity, supervision, career promotion, relationships within work groups and working conditions. (Nurhayati and Jannah 2016). Even though mostly all the higher education in Indonesia concern on its service quality and it is regularly improved by each institution, but some of them have poor of lecturer performance.

A. The Problem Statements

It could be mentoned several problems as follows.:

1. Does Service Quality (X) have a significant effect on job satisfaction (Y1)
2. Does Service Quality (X) have a significant effect on Lecturer Performance (Y2)
3. Does Job Satisfaction (Y1) have a significant effect on Lecturer Performance (Y2)

B. *The Aims of Study*

The aims of this study is to identify as follows:

1. Service Quality (X) has significant effect on job satisfaction (Y1)
2. Service Quality (X) has significant effect on Lecturer Performance (Y2)
3. Job Satisfaction (Y1) has significant effect on Lecturer Performance (Y2).

II. LITERATURE REVIEWS

A. *Service Quality*

Service quality is something needs to be presented to the customers or workers in improving companies or institution value such Ali found that service quality has been revealed as a key factor in search for sustainable competitive advantage. ([Ali et al., 2021](#)), while Alshamsi etc, found and indicated that service quality-related factors is the most common factor, flowed by customer satisfaction, trust, commitment, and loyalty. ([Alshamsi, Alshurideh, Kurdi, & Salloum, 2021](#))

It is also noted by Borishade that service quality of service had a significant impact on customer satisfaction. ([Borishade, Ogunnaike, Salau, Motilewa, & Dirisu, 2021](#))

B. *Satisfaction*

Consumer satisfaction is the result of comparing the expectations and the experience; in other words, the consumer is pleased when the delivery meets or exceeds their expectations ([Vasić, Kilibarda, & Kaurin, 2019](#)). That is why strategy needs to be designed for achieving customer satisfaction such as Customer focus strategy has shifted the way the businesses shape their customer satisfaction ([Alzoubi, Alshurideh, Kurdi, & Inairat, 2020](#)).

C. *Job Satisfaction*

Job satisfaction is related to a variety of individually and organizationally relevant behaviors, including task performance, absenteeism, turnover, organizational citizenship behavior, counterproductive work behavior, and organizationally profitability ([Judge, Zhang, & Glerum, 2020](#)) and Amin stated that job satisfaction reflects a positive feeling towards the task performed. Through this value of job satisfaction, an individual will feel confident and enthusiastic in every job undertaken ([Amin, 2021](#))

Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, quality, and recognition service. ([Ali & Anwar, 2021](#)), while Basalamah etc stated that motivation from a financial perspective can encourage someone to do work. This factor has a more significant influence than the influence of motivation on lecturer job satisfaction. ([Basalamah & As'ad, 2021](#))

D. *Performance*

Performance is defined as outcomes adjusted for the impact of environmental factors. Performance can then be measured in several manners which are subject to comparison ([Guillaumont & Chauvet, 2019](#)), and continuous performance is the objective of any firm. This is because it is only through performance that companies are able to experience development and make progress. ([Taouab & Issor, 2019](#))

E. *Relationship Service Quality and Job Satisfaction*

Abdullah etc revealed that ISQ directly effects employees' satisfaction, commitment, well-being of the nursing employees. ([Abdullah, Huang, Sarfraz, Ivascu, & Riaz, 2021](#)) and service quality has a positive and significant effect on employee job satisfaction. ([Purwanto, 2020](#)), while Mosimanegape etc found that service quality dimensions of tangibility, empathy, assurance, and responsiveness impact customer satisfaction positively. ([Mosimanegape, Jaiyeoba, Iwu, & Chekula-Mahama, 2020](#))

F. *Relationship Service Quality and Job Performance*

Human resource practices and management styles adopted in this context help to develop job competence, which is then related to service-recovery performance and job satisfaction ([Hewagama, Boxall, Cheung, & Hutchison, 2019](#)) and Afthanorhan etc found that among the service quality dimensions, library environment and general service were viewed as high importance and strong performance index. ([Afthanorhan, Awang, Rashid, Foziah, & Ghazali, 2019](#))

G. *Relationship Job Satisfaction and Performance*

Bin Abdullah stated that the variable work environment and job satisfaction bring a positive and significant effect on employee performance partially and simultaneously. ([bin Abdullah, 2021](#)) and Loan. found that job satisfaction had a positive impact on job

performance when organizational commitment was controlled (Loan, 2020). Omar etc also found that job satisfaction significantly and positively influenced employee performance (Omar, Rafie, & Selo, 2020)

H. Hypothesis

Based on the theoretical foundation, the hypothesis can be developed as follows:

1. Service Quality (X) has significant effect on job satisfaction (Y1)
2. Service Quality (X) has significant effect on Lecturer Performance (Y2)
3. Job Satisfaction (Y1) has significant effect on Lecturer Performance (Y2).

III. METHODOLOGY

This research is quantitative research and consist of exogenous variables, mediating variable and endogenous variable. It is also case of Tarakan District Government in 2022 where located in Border Zone Indonesia Malaysia North Kalimantan.

A. Research Scope

Research scope is specifically in Business Administration Study Program Politeknik Negeri Samarinda, 2022

B. Equations

The research consist of exogenous (X) is Service Quality , mediating (Y1) is Job Satisfaction, while endogenous (Y2) variables is Lecturer Performance as follows:

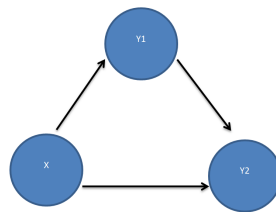


Figure 1 : Structural Equation Model

The equations will be used in this research is structural equation model as follows:

$$Y_1 = \alpha_1 X + E_1 \quad (1)$$

$$Y_2 = \beta_1 X + \beta_2 Y_1 + E_2 \quad (2)$$

X = Service Quality

Y₁ = Job Satisfaction

Y₂ = Lecturer Performance

C. Instrument Analysis

Instrument analysis will be used for analyzing the data is Structural Equation Model (SEM) SmartPLS 3.20 version. It is consist of extracting Outer and Inner Loading.

D. Data Analysis

Data analysis will consist of several steps as follows:

1. Constructing Path Diagram
2. Calculating the data
3. Extracting the Loading Factors (Outer and Inner)
4. Bootstrapping Process
5. Examining the hypothesis
6. Concluding the results

IV. RESULTS AND DISCUSSIONS

By using SmartPLS 3.20 version the structured can be developed or constructing path diagram as follows:

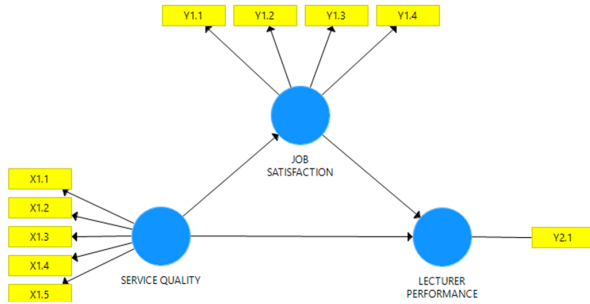


Figure 2 : Path Diagram

After designing the structural model, it need to be calculated, the path coefficients as follows:

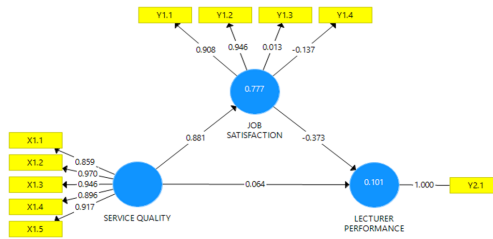


Figure 3 : Structural Model

Based on Figure 3, it can be explored to path coefficients as follows:

Path Coefficients			
Matrix	Path Coefficients		
	JOB SATISFAC...	LECTURER PER...	SERVICE QUAL...
JOB SATISFACTION			-0.373
LECTURER PERFORMANCE			
SERVICE QUALITY	0.881	0.064	

Figure 4 : Path Coefficient

Based on Figure 4, the equation can be seen as follows:

$$Y_1 = 0,881X_1$$

The service quality has positive effect on program job satisfaction.

$$Y_2 = 0,064X - 0,373Y_1$$

The service quality has positive effect on lecturer performance, while job satisfaction has negative effect on lecturer performance.

R Square			
Matrix	R Square	R Square Adjusted	
	R Square	R Square Adjus...	
JOB SATISFACT...	0.777	0.770	
LECTURER PER...	0.101	0.050	

Figure 5 : R Square Adjusted Result

Based on Figure 5, it is identified that the service quality has 77,0 percent on job satisfaction, while job satisfaction has 5 percent contribution on lecturer performance.

Path Coefficients					
	Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias C...	Samples	Copy to Clipboard: Excel Forr
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (Q...	P Values
JOB SATISFACTION -> LECTURER PERFORMANCE	-0.373	-0.173	0.614	0.608	0.547
SERVICE QUALITY -> JOB SATISFACTION	0.881	0.866	0.037	23.545	0.000
SERVICE QUALITY -> LECTURER PERFORMANCE	0.064	-0.069	0.467	0.136	0.892

Figure 6 : Hypothesis Examining

Based on Figure 6, It is already examined that service quality has significant effect on job satisfaction because the lecturers are mostly more than 20 years experiencing in teaching and some of them are doctorate degree and do they aware regarding to the service quality, moreover it is the most sensitive issue and the main priority.

Mostly all of the lecturer aware regarding to tangible dimension such as teaching aid and teaching facilities. They also aware on reliability such as staff communication, responsiveness such as spontaneously answering when they asking for something, assurance such the academic system operational procedures, empathy showed when they have some difficulties in teaching, that why service quality the only factor has significant effect on job satisfaction. It is confirmed by Purwanto and Mosimanegape etc that service quality has a positive and significant effect on employee job satisfaction. (Purwanto, 2020), while Mosimanegape etc found that service quality dimensions of tangibility, empathy, assurance, and responsiveness impact customer satisfaction positively. (Mosimanegape, Jaiyeoba, Iwu, & Chekula-Mahama, 2020)

V. CONCLUSION

Based on the results and discussion, it can be concluded as follows:

1. Service Quality has positive significant effect on Job Satisfaction
2. Service Quality has no significant effect on Lecturer Performance
3. Job Satisfaction has no significant effect on Lecturer Performance

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