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ANALYSIS OF FACTORS AFFECTING THE PERFORMANCE OF MEDICAL LECTURERS CASE STUDY AT PRIVATE “X” UNIVERSITY INDONESIA

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Abstract: Indonesia launched a program to improve the quality of human resources (HR) as a driving factor for competitiveness. Universities have an important role in producing quality human resources and for this to occur, good lecturer performance is also needed. In fact, the performance of human resources educators in Indonesia has not been as expected. Performance is the result of work both in quantity, quality, and the influence is multifactorial. Therefore, this research aims to obtain these factors, so that it can help educational institutions, especially medical study programs, in taking policies that can improve lecturer performance. This research was conducted by interviewing 20 medical lecturers with three stages, namely the first stage: identification of variables, the second stage: identification of variable relationships and the third stage of analysis of the results of the first and second stages with MICMAC analysis. There are 22 variables that affect the performance of medical lecturers and divided into independent variables, dependent variables, linkage variables, and autonomous variables. The variables that have the most direct influence on other variables are leadership, commitment and credit point. The variables that are strongly influenced indirectly are motivation, namely by credit point, and commitment. The linkage variables that strongly problematic for direct relationships are internal regulations, leadership, ability, work environment and workload; and for indirect relationship is commitment. It can be concluded that the variables that affect the performance of medical lecturers are numerous, and the relationship is very complex between one variable to another.

Keywords: Lecturer, Performance, Medical, Variables

INTRODUCTION

Human resources (HR) are one of the fundamental factors for the advancement of an organization, institution, company and in a wider scope is the State. Other important resources are natural resources, infrastructure, socio-cultural, capital and political stability. Among these resources human resources is the first factor that must be developed, because humans who will manage the other resources. If the human resources in a country are

superior, then that country is more likely be an advanced country compared to others (Tung., 2007).

According to the law of Indonesia 1968 number 22 concerning higher education, university is a scientific institution that has responsibility to provide scientific education in cooperation with Indonesian culture. Through universities, a professional human resources will be made. Build a person that can act according to scientific principles for solving a problem. (Marlianti., 2019).

Higher education has three parts to produce superior graduates, namely input, process and output. Input is the quality of prospective students, lecturers, money, infrastructure. Meanwhile the process is represented by the performance of lecturers, and the curriculum. The last is output, which is the quality of graduates from a university. Of the three parts, the most important and we should be focus on is the process, that is reflected by the performance of lecturers (Baharuddin., 2019), (Kurniawan et al., 2016). So, the quality of a nation human resources depends on their education institution and the quality of this institution depends on the performance of their lecturer. (Indriyanti., 2017).

The main task of a Indonesia lecturer is the *tridharma* of higher education, which consists of education, research and community service. *Tridharma* as the main task of the lecturer can reflect the lecturer's performance. Government can monitor the performance of lecturers through functional positions where each assessment item corresponds to the *tridharma* (Herawati & Rinofah., 2019).

Regarding of functional positions, there is 5 stages of functional positions: (1) teaching staff, (2) expert assistants, (3) lectors, (4) head lectors, (5) professors. According to data from Indonesia State Minister for Research and Technology in 2019 the percentage of all functional positions are teaching staff (40%), expert assistants (25%), lectors (22%), head lectors (11%), professors (2%). These functional positions especially head lectors and professors (13%) when viewed from the accreditation standard of Indonesia is still low compared to the standard minimum of 30%.

Functional positions for X university teaching staff (45%), expert assistants (25%), lectors (20%), head lectors (8%), and professors (2%). As for medical faculty: 66% teaching staff, 15% expert assistants, lectors 15%, head lectors 3%, professors 1%. These results show that X university and especially their medical faculty is still below the standard (Dikti Region III., 2020).

The implication low lectures performance also affects this medical faculty accreditation. Poor accreditation will reduce the competitiveness of this medical faculty (Kasih., 2021).

According to the explanation above, there is a gap between functional position in X medical faculty and the standard applied. A low lecturer performance has to be overcome, and to do it, the factors that affect the performance of a medical lecturers must be known and to be intervene. Because of this reason, this study is carried out.

LITERATURE REVIEW

Based on the literature review that has been carried out, lecturer performance is influenced by leadership, organizational culture, job satisfaction, and motivation (Sary & Saud., 2018); other factors are ability, knowledge, work design, personality, work environment, loyalty, commitment and work discipline (Widyaningrum., 2019).

Performance is the performance of an employee both in terms of quantity and in terms of quality in terms of the work provided by the organization. (Mangkunegara & Anwar., 2012). The tasks given to lecturers are tasks within the scope of the *tridharma*: teaching, research and community service. The workload given to lecturers is a minimum of 12

credits/semester and a maximum of 16 credits/semester (Law. Law of the Republic of Indonesia Number 14 concerning Teachers and Lecturers., 2005).

Leadership is a complex process in which a subordinate can be influenced by a leader in order to achieve the vision, mission and goals of the organization. Leaders carry out this process by applying leadership traits, such as beliefs, values, ethics, character, knowledge and skills, so that subordinates can consciously do their jobs well to achieve the goals that have been set (Syahril., 2019). Leadership can be divided into authoritarian leadership, democratic leadership and free-control leadership. (Hanafi et al., 2018).

Organizational Culture, organizational culture is a system of meaning shared by members of the organization and which separates one institution from another (Fidowaty & Kurniati., 2015). The development of organizational culture is very important in universities, because everyone will work based on norms or values that have been set together, with a good organizational culture, the performance of universities will also increase (Muhammad., 2017).

Job satisfaction is the condition of employees whether they feel positive or negative emotionally on tasks, physical and social conditions at work (Susanto et al., 2013). Job satisfaction is influenced by the challenges of the task, the appreciation given, workplace conditions and also support from coworkers (Kholik., 2016).

Motivation is a desire in employees to try to do the job as much as possible in order to get the highest performance. Motivation can be divided into internal motivation and external motivation. Internal motivation is encouragement from one's self while external motivation are factors from outside that give rise to motivation from oneself (Rahayu., 2013).

Ability is something that is inherent in employees to carry out their duties which is obtained from genetics, the learning process, and from experience (Yossa & Zunaidah., 2013). If someone has the ability, then all the tasks given will be completed properly and correctly (Widyaningrum., 2019).

Knowledge is the facts that individuals have for a particular skill. Employees who have good knowledge about their field of work will have high performance and vice versa (Suhartini., 2015), (Widyaningrum., 2019). Knowledge can be divided into declarative knowledge, namely knowledge that is contained in our memory; procedural knowledge, namely knowledge related to the way information is collected and applied to things that are already known; Strategic knowledge is knowledge about how, when, and why information is useful and can be used (Suhartini., 2015).

A work plan is a form of design that is made by considering all factors in order to make it easier for employees to do work, so that work can be completed properly and on time (Widyaningrum., 2019).

Personality is a combination of uniqueness, tendencies and a person's character that is formed through environmental, social and cultural factors. Personality determines a person in adjusting to his environment (Putra., 2015). Personality consists of five components or dimensions, namely neuroticism, extraversion, openness, agreeableness, and conscientiousness. A good personality and appropriate personality dimensions can improve employee performance (Wikansari & Nasyroh., 2016) (Zhaviery et al., 2019).

The work environment is the surroundings in which employees work. The work environment in question is the workplace, layout, infrastructure and relationships with coworkers (Widyaningrum., 2019). A good work environment can have a positive effect on employee performance (Suwondo & Sutanto., 2015).

Loyalty is trust, devotion and loyalty to employees given to the workplace and shown by giving the best to the company. There are five indicators of loyalty, namely obedience, responsibility, devotion and honesty (Letsoin & Ratnasari., 2020). Loyalty has a positive effect on employee performance (Ariyani., 2016).

Commitment is the obedience of employees to carry out work in accordance with company regulations or policies. This obedience is not only limited to company regulations or policies but also to the promises made by the employee (Widyaningrum., 2019). Employees who are committed will have good performance (Girsang., 2019).

Work discipline is an employee's effort to carry out his work seriously by complying with applicable regulations. Discipline produces good employee performance. Discipline is influenced by several factors, namely: compensation, exemplary leaders, clear rules, performance evaluations, attention to employees, and other habits that support the creation of discipline (Indriyani et al., 2021).

RESEARCH METHODS

This research is qualitative research and was conducted from March 9, 2021 to August 6, 2021. The data collection technique used Forum Group Discussion (FGD) with 20 medical lecturers. The analysis in this study uses MICMAC analysis (Godet., 1994). MICMAC analysis consists of three stages, namely: (1) identification of variables, (2) identification of relationships between variables, and (3) mapping and relationships of variables. The first and second stages are through forum group discussion (FGD), and the third stage is using the MICMAC software (Godet & Roubelat., 1996).

In the first stage we conducted FGD with participants. Every participant given same opportunity for input about variables that might contribute to lecturers' performance. At second stage, participants define the relationship between variables with scales: 0 = no influence, 1 = weak influence, 2 = moderate influence, 3 = strong influence, P = has the potential to have an effect in the future. The results of the identification of these variables will get three types of relationships, namely direct influence, indirect influence, and potential influence. Third stage we use MICMAC to define the stability of the matrix, direct influence map, indirect influence map, Interaction of direct influence between variables, Interaction of indirect influence between variables (Ariyani & Fauzi., 2019), changes in variables ranking from MDI to MII based on level of influence, changes in variables ranking from MDI to MII based on level of influence based on level of dependence, and displacement map (Megawanto et al., 2020).

Variables in MICMAC can be divided into four quadrants, which are independent, dependent, linkage, and autonomous. Independent variable is a variable with low dependence but has a high driving force. Dependent variable is a variable with high dependence and low driving force. Linkage variable is a variable with high dependence and high driving force. Autonomous variable is a variable with low dependence and low driving force (Yadav et al., 2021).

The relationship between variables can be seen in the form of a graph, which shows the relationship between one variable and another with the following levels of influence:

- Weakest influences
- Weak influences
- Moderate influences
- Relatively strong influences
- Strongest influences

FINDINGS AND DISCUSSION

Variables that affect lecturer performance

The performance variables of medical lecturers were obtained from FGD 1 is 22 variables. These variables are divided into seven categories, namely human resources (HR), economics, institutional, health, policy, infrastructure, and systems.

Table 1. Variables That Play a Role in the Performance of Medical Lecturers

No	Variable	Short Label	Dimension
1.	Leadership/ Kepemimpinan	KP	Human Resources
2.	Organizational culture/Budaya Organisasi	BO	Institutional
3.	Job satisfaction/Kepuasan Kerja	KK	Human Resources
4.	Motivation/Motivasi	MV	Human Resources
5.	Ability/Kemampuan	KM	Human Resources
6.	Knowledge/Pengetahuan	PG	Human Resources
7.	Work plans/Rancangan Kerja	RK	Human Resources
8.	Personality/Kepribadian	KR	Human Resources
9.	Work environment/Lingkungan Kerja	LK	Human Resources
10.	Loyalty/Loyalitas	LO	Human Resources
11.	Commitment/Komitmen	KO	Human Resources
12.	Work discipline/Disiplin Kerja	DK	Human Resources
13.	IT infrastructure/Infrastruktur IT	IT	Infrastructure
14.	Workload/Beban Kerja	BK	Human Resources
15.	Work Unit/Unit Khusus	UK	Institutional
16.	Journals /Wadah publikasi dosen	WP	Infrastructure
17.	Credit point/Sistem penilaian angka kredit	PAK	Policy
18.	Pandemic/Pandemi	PAN	Health
19.	Internal regulations /Peraturan internal	PI	Policy
20.	Money/Alokasi Dana	AD	Economics
21.	Performance management/Membangun sistem	MS	System
22.	Reward/Imbalan	IM	Economics

Matrix Stability

In table 2 it can be seen that after 2 iterations, the results obtained stability of 101% for the influence variable, and 100% for the dependent variable. These results indicate that the matrix has good stability (Megawanto et al., 2020).

Table 2. Matrix Stability

Iteration	Influence	Dependence
1.	93%	100%
2.	101%	100%

Direct Matrix Effect

Based on Figure 1, these variables can be grouped into four groups, namely: 1) Independent variables: credit point, pandemic; 2) Dependent variable: organizational culture, rewards, job satisfaction, journals; 3) Linkage variables: leadership, motivation, ability, knowledge, work plans, personality, work environment, loyalty, commitment, work discipline, IT infrastructure, internal regulations, money, work unit, performance management, workload; 4) Autonomous variables: none.

In the vertical line (Fig. 1), the commitment variable is found to be in the highest position, meaning that this variable has the greatest influence on the performance of medical lecturers. This is understandable because most of the medical lecturers have other jobs that are considered as their main job, namely as doctors. Without a strong commitment from medical lecturers, it will be difficult to achieve the performance expected by the faculty. Commitment is very much needed for private university lecturers in Indonesia and should be considered by the leaders (Gustari & Widodo., 2020). The organizational culture variable occupies the lowest place, and this shows that the existing organizational culture does not pervade all components in medical faculty. Organizational culture at private universities if

implemented properly it will increase commitment which in turn will improve organizational performance (Brady et al.,2017).

In the horizontal line (Fig. 1) motivation is the variable that has the highest dependence, this means that other factors can easily change a person's motivation in order to perform well. Variables that have a low dependence are regulations from Directorate General of Higher Education regarding credit numbers, workload, etc. These systems and regulations, which are external factors, are not influenced by other internal factors, on the contrary, these variables can affect internal factors in medical faculty.

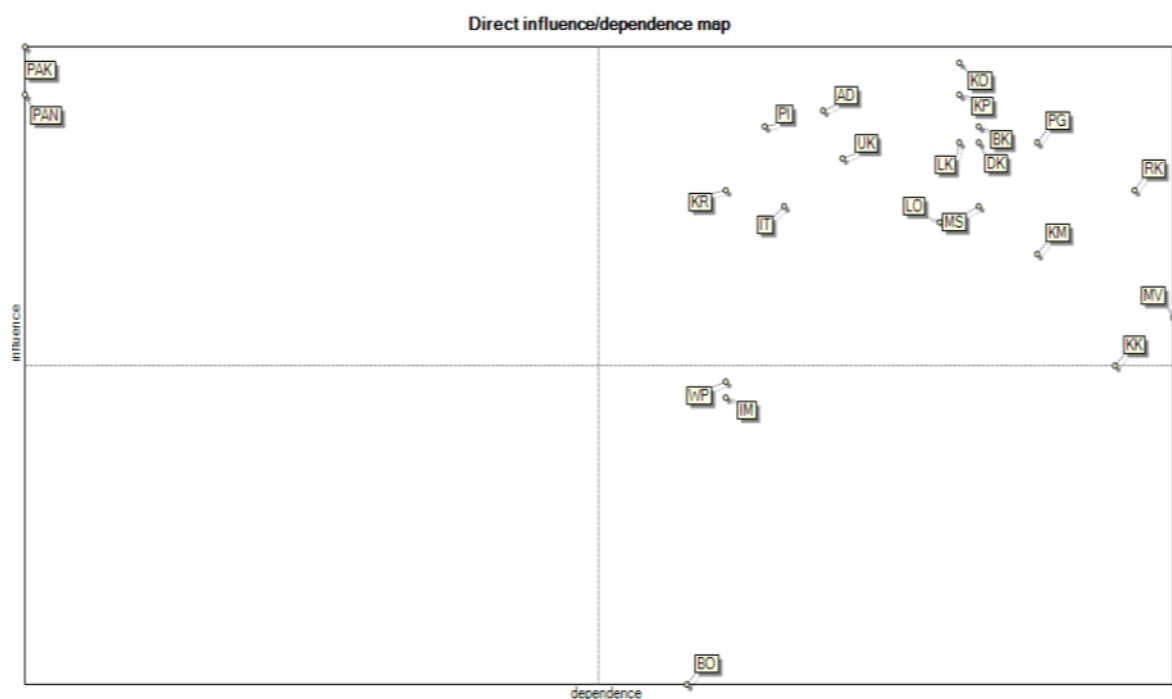


Figure 1. Position of Variables in Direct Influence Map

Relationship Between Direct Effect Matrix Variables

The results of the MICMAC analysis (Fig. 2) provide a very complex picture of the interaction between variables, it can be seen that there are a lot of relationships between one variable to another, with the red line towards the variable indicating a strong direct influence on that variable. there are 13 arrows, namely the variables of leadership, commitment, credit score guidelines.

Leadership affects organizational culture, job satisfaction, motivation, work design, work environment, loyalty, commitment, work discipline, lecturer publications, internal regulations, allocation of funds, building systems and rewards. The leadership in this institution is more of a free-control leadership but with less supervision. Looking at the performance that has not been achieved, it is possible that this type of leadership does not match the existing lecturers in the institution, and can be considered to adopt authoritarian leadership or democratic leadership or a combination of both (Kleefstra., 2019).

Commitment affects leadership, organizational culture, job satisfaction, motivation, ability, knowledge, work design, personality, work environment, loyalty, work discipline, workload, special unit. From Figure 1, implies that commitment has the greatest influence, and also affects many other variables (Fig. 2). This should be a special concern for this institution to improve the performance of its lecturers. Commitment can arise when there is a sense of belonging, and responsibility for their work. To increase the commitment of

lecturers, they must improve the three pillars that affect commitment to work, which are: sense of belonging, morale, and self-confidence (Utari & Marina., 2018).

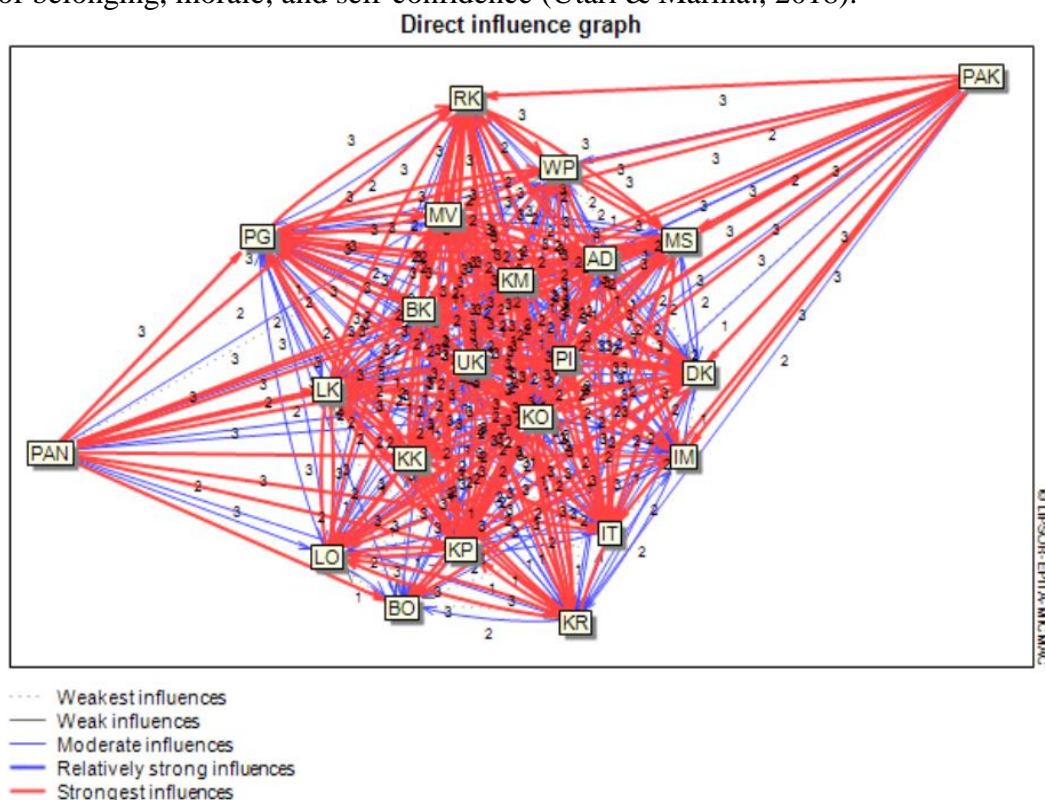


Figure 2. Intensity of Direct Effects Between Variables

The operational guideline for lecturer credit scores (PAK) is a credit score scoring system issued by the directorate general of science and technology resources and the ministry of research and technology and higher education for the *tridharma* activities of lecturers. This guideline aims to improve the quality of university lecturers in Indonesia (PAK, 2019). PAK is an external factor that affects internal factors, namely job satisfaction, motivation, ability, knowledge, work design, commitment, work discipline, IT infrastructure, workload, special units, internal regulations, building systems and rewards. PAK dependence on other variables is very low, the influence of this variable to other variables is very high. Because it's an external factor, therefore we can't change or influence it. What should be done is to increase the internal variables to meet the requirements of the PAK (Fuertes et al., 2020).

The motivation variable has the most dependence with 18 red lines leading to this variable, namely leadership, job satisfaction, ability, knowledge, work design, personality, work environment, loyalty, commitment, work discipline, workload, special unit, lecturer publication forum, PAK, internal regulations, allocation of funds, building systems and rewards. Any changes on other variables can easily change lecturer motivation so motivation is not a vital issue in short term.

Relationship Between Direct Effect Matrix Variables With 10% Magnification

We used 10% magnification to find out which variables that are very important and affect the whole system. As we can see in figure 3, these variables are internal regulations, leadership, ability, work environment and workload.

Internal regulations are very important for institutions and for employees. Internal regulations regulate the rights and obligations of employers and workers (Zulkarnaen., 2017). Therefore, to stabilize the system, institutions must make good internal regulations.

Leadership affects employee performance with the appropriate leadership style, then employee performance will increase (Prahesti et al, 2017). A leader must have a leadership strategy for achieving the vision and mission, and must be able to communicate it. In addition, the leader must ensure that the change is for improvement, so that employees understand and want to work optimally and work together with the leader (Fardiana & Haryani, 2017). This institution applies a leadership style that is not suitable for its employees, so they must change their leadership style.

The lecturers work ability greatly affects their performance (Taufik, 2017). So far, the work ability of lecturers is considered to be less good than the number of lecturers who reach their published credits. To control this variable, it is very important to manage human resources such as appropriate education, previous work experience, special skills, and interests (Widodo, 2015). This can be overcome by a good recruitment process, trainings and further studies for lecturers. What must also be noted is that work ability is not a single factor when it comes to performance, without morale and job satisfaction, there will be no increase in performance. Leaders must continue to motivate employees, increase morale and increase employee satisfaction if you want maximum results (Pratama & Wardani, 2017).

The work environment that is considered less than optimal is a non-physical work environment such as research groups, community service groups, interdisciplinary teaching groups. In order to perform well, these things must be considered by the institution. The work environment is very influential on the performance of lecturers both in the physical environment and in the non-physical environment. The environment in the form of research groups and community service is something that cannot be ignored. With a supportive work environment, the performance of lecturers will also increase (Zulkifli, 2016).

Excessive workloads can increase employee stress, which will then reduce employee performance (Anam et al, 2018). The workload of lecturers has not been evenly distributed, although on average it has reached 12 credits, efforts are still needed so that the workload is fully fulfilled in each aspect of the *tridharma*. Lecturers are also given other administrative tasks, so that it adds to the lecturer's workload. The workload of lecturers who are too much in teaching, and administrative can reduce lecturer performance, especially in research activity (Hosain, 2016). Lecturers will be too tired from day to day, and will damage lecturers' research abilities and also their ability to deal with everyday problems (Hosain, 2016).

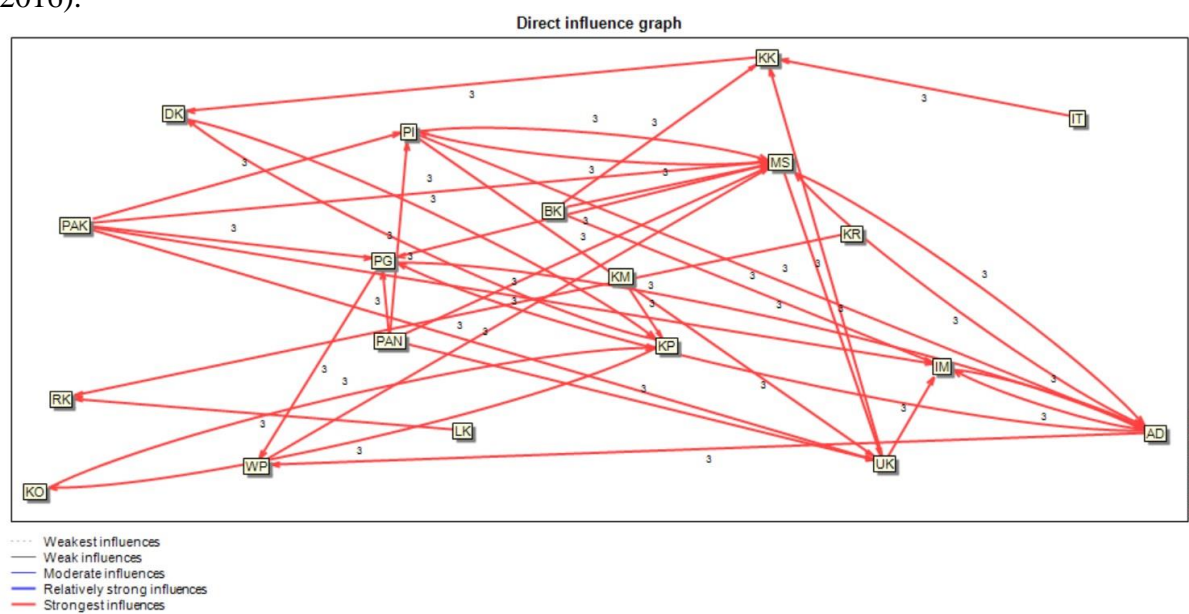


Figure 3. Intensity of Direct Influence Between Variables (10%)

Indirect Influence Matrix

The variables were re-ordered by indirect classification, and included in the indirect influence map (Fig. 4). Compared to the position of the variables on the direct influence map (Fig. 1), the position of the variables did not change much, except for job satisfaction from the dependent variable into the linkage variable, this means that in the long run job satisfaction will be a variable with high dependence and high driving force.

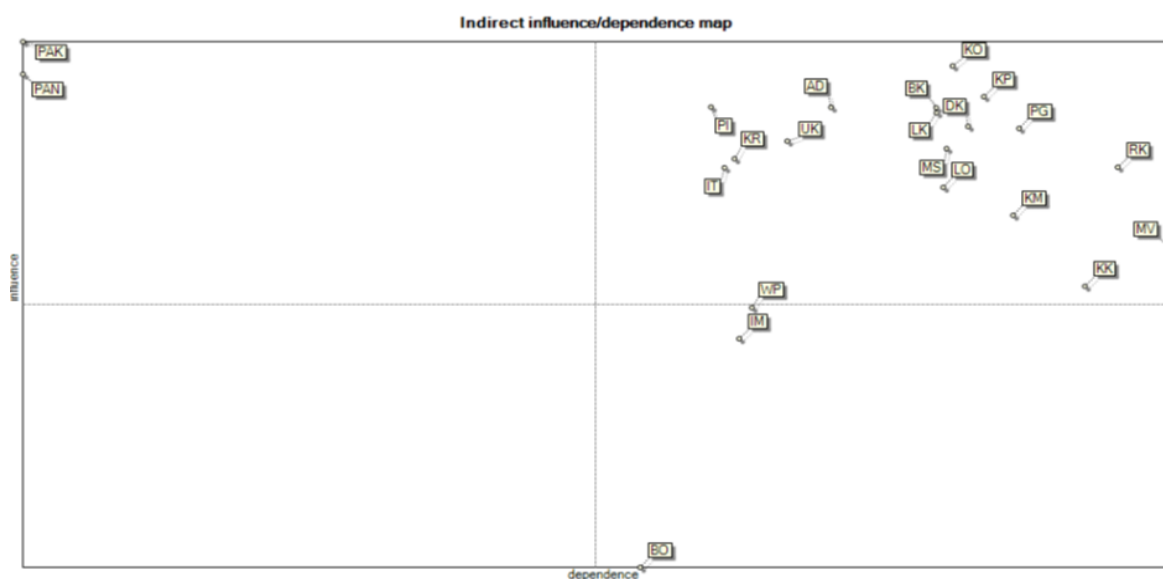


Figure 4. Position of Variables in Indirect Influence Map

Relationship Between Indirect Influence Matrix Variables

Figure 5 shows the visualization of complex interactions between variables with the level of influence and indirect dependence between one variable and another. There are two variables that have a red line with a high level of indirect influence, namely the guidelines for credit scores and commitments. Guidelines for credit scores and commitments both indirectly affect the motivational variable strongly, this means that in the long term these two variables will greatly affect the motivation of lecturers in carrying out their duties.

In relation to performance, motivation is a very crucial internal factor. Motivation provides encouragement in a person to carry out work in accordance with organizational goals. A person with high motivation will always try to give the best, never give up in the face of obstacles he experiences (Cholis & Wijono., 2014). The motivation of an employee must always be maintained, so that employees can always perform well (Nasution., 2014). Motivation with commitment can both affect performance, but the motivational factor is more dominant than commitment (Utari & Marina., 2018). In relation to the teaching staff, motivation is a mediating factor on the performance of the teaching staff (Santris., 2019).

Regulations such as PAK also affect a person's performance. Inflexible rules or targets that are more difficult in every revision of this rules will reduce one's work motivation if it is not balanced with the rewards (Yuniati & Purwatmini., 2017). It was revealed during FGD-1 that PAK had a high influential factor, because from PAK 2014 to 2019, there was a change in terms of targets dan rules that must be met. Examples of the changes are: in PAK 2014 to achieve 150 expert assistants, one's just needed an unaccredited national journal, while in PAK 2019 it should an accredited national journal; additional provisions in the 2019 PAK, namely for professors: must have received competitive research grants, or have mentored doctoral students, or have tested at least three doctoral program students, or have been reviewers of at least two reputable journals; in PAK 2019 there is also a provision for

jumping the position of expert assistant to head lector and lector to professor must meet certain impact factor values; etc (PAK., 2014), (PAK., 2019).

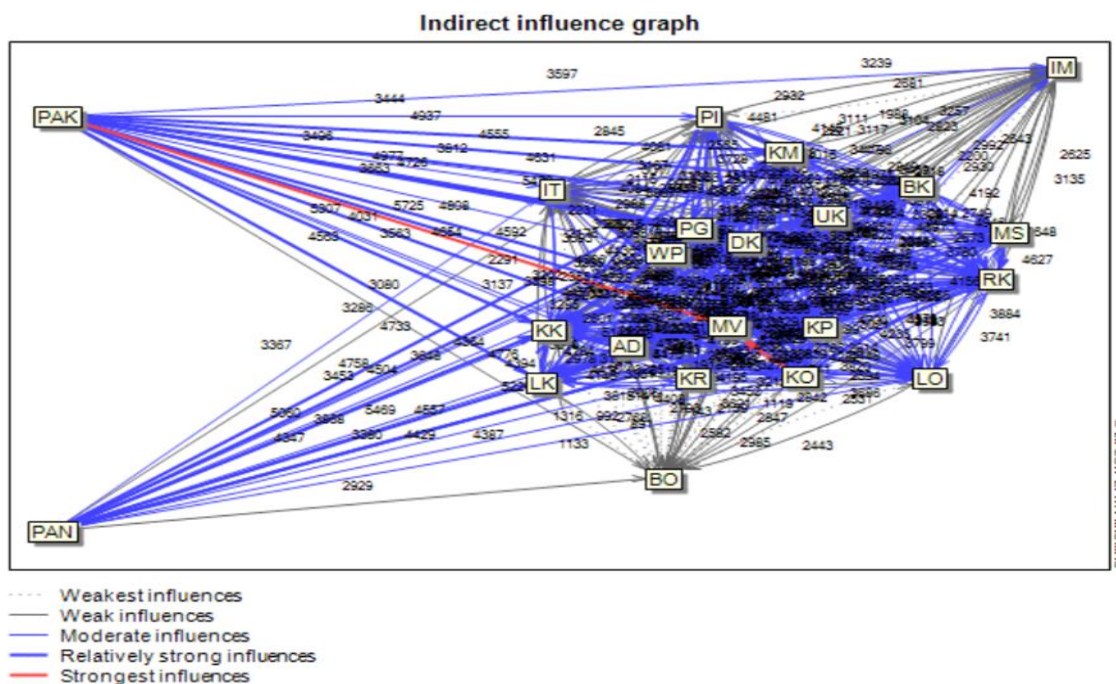


Figure 5. Intensity of Indirect Effects Between Variables

Relationship Between Indirect Effect Matrix Variables 10% Magnification

Magnification of 10% is used to determine which variables are important for indirect or long-term effects on other variables. In Figure 6 it can be seen that the ones that have the strongest indirect effect are the PAK variables and commitment to motivation, the same as at 100% magnification. The thing that must be considered is the commitment and motivation of lecturers. Commitment influence motivation in long term. Commitment, motivation, emotional intelligence can improve the performance of a lecturer (Ali et al, 2018). Commitment does not directly improve lecturer performance, but through indirect effects on lecturer motivation which will ultimately improve lecturer performance (Ali et al, 2018).

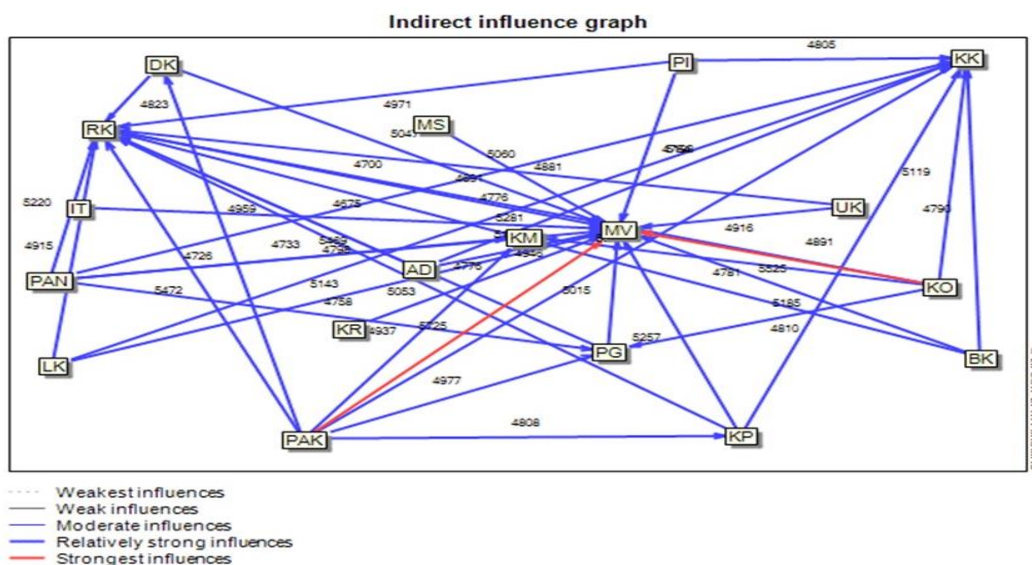


Figure 6. Intensity of Indirect Effect Between Variables Magnification of 10%

Reordering Variables Based on Their Effect

The variables that have been set are then reordered based on their effects so that it can be seen the change in the order of the variables from MDI to MII (Fig. 7). The changes in the order of these variables are as follows: the leadership variable dropped one rank from position three to position four, the pandemic variable rose one rank from position four to position three, the variable allocation of funds dropped one rank from position five to position six, the workload variable dropped one rank from position six to position seven, internal regulatory variables rose two ranks from position seven to position five, knowledge dropped two ranks from position eight to position 10th, work environment rose one rank from position nine to position eight, work discipline increased by one ranking from 10th to nine position, work design dropped by two ranks from 12th to 14th position, IT infrastructure dropped one rank from 14th to 15th position, and building systems rose three ranks from 15th to 12th position.

The variable that experienced the highest increase in ranking was building a performance management system in the sense that this variable in the long term would have a greater influence on the performance of lecturers. The performance management system is a leadership effort to improve employee performance through the management process, namely planning, organizing, implementing and monitoring for the realization of the organization's long-term goals (Indriyati., 2016). The performance management system takes place continuously and is not a short process, and the results can be quickly seen (Rahardja et al., 2018), therefore in the results of this study the effect of the performance management system in the long term will increase over time.

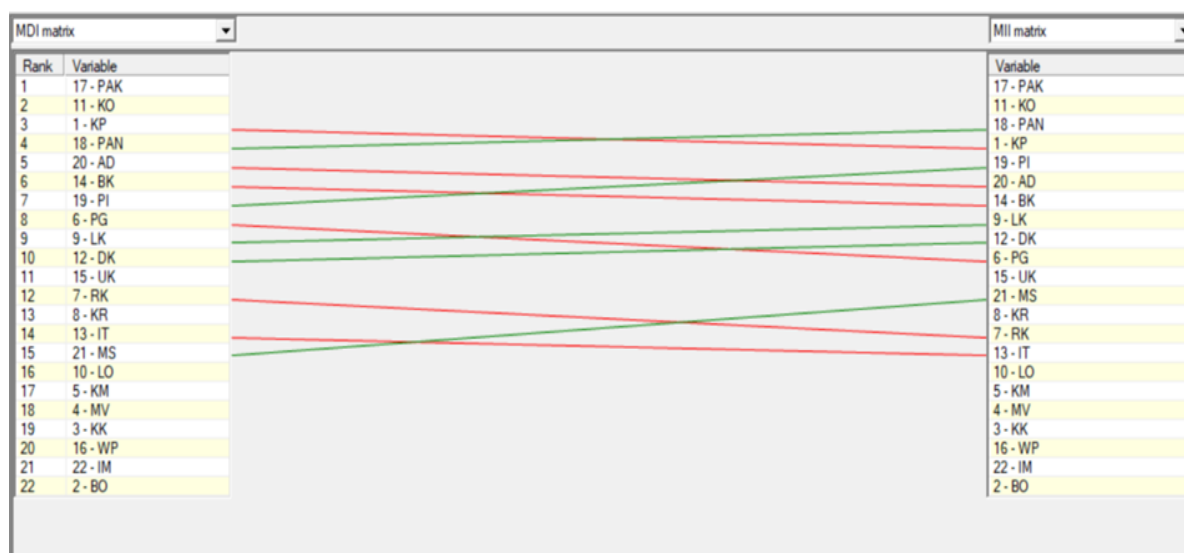


Figure 7. Changes in the Order of Variables Based on Their Effects Reordering the

Variables by Dependency

The variables that have been set are then reordered based on their dependencies so that it can be seen the change in the order of the variables from MDI to MII (Fig. 8). The changes in the order of these variables were as follows: the ability variable dropped one rank from four to five, the knowledge variable rose one rank from five to four, the work discipline variable fell one rank from six to seven, the leadership variable rose three ranks from nine to six. The workload variable fell by five ranks from seven to 12th, building system variable dropped one rank from eight to nine, the work environment dropped one rank from 10th to 11th, the commitment variable rose three ranks from 11 to eight, the loyalty variable rose two ranks from 12th to 10th, the special unit variable dropped one rank from 13th to 14th, the

fund allocation variable rose one rank from 14th to 13th, the IT infrastructure variable fell three ranks from 15th to 18th, the internal regulation variable fell three ranks from 16th to 19th, the variable of the lecturer publication container rose three ranks from 18th to 15th, and the reward variable rose three ranks from 19th to 16th. The variables that rose the highest were leadership, commitment, lecturer publication forum and rewards. These factors mean that in the long term it will increase its dependence on other variables.

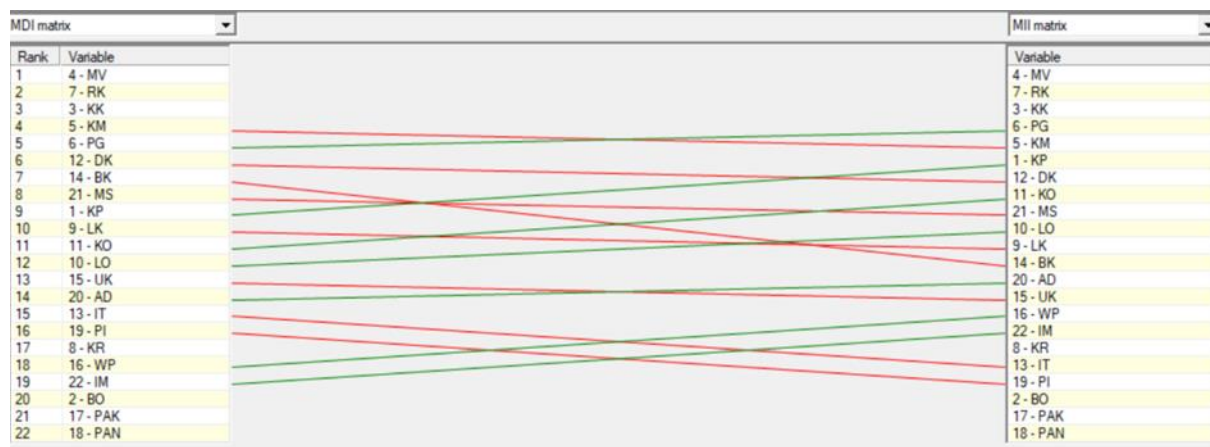


Figure 8. Changes in the Order of Variables Based on Their Dependence

Position Changes on the Map of Direct and Indirect Effects

On the map of changes in position of direct and indirect influence (Fig. 9) can be seen the displacement of the variables that affect the performance of lecturers. This displacement occurs because the direct influence between variables is converted into an indirect effect. This shift allows us to know what happened to the variable over a long period of time. On the map (Fig. 9) it can be seen that all moving variables are still in the quadrant, except for the job satisfaction variable which moves from dependent to linkage. This means that in the long term the job satisfaction variable will be less dependent and the greater its influence on other variables.

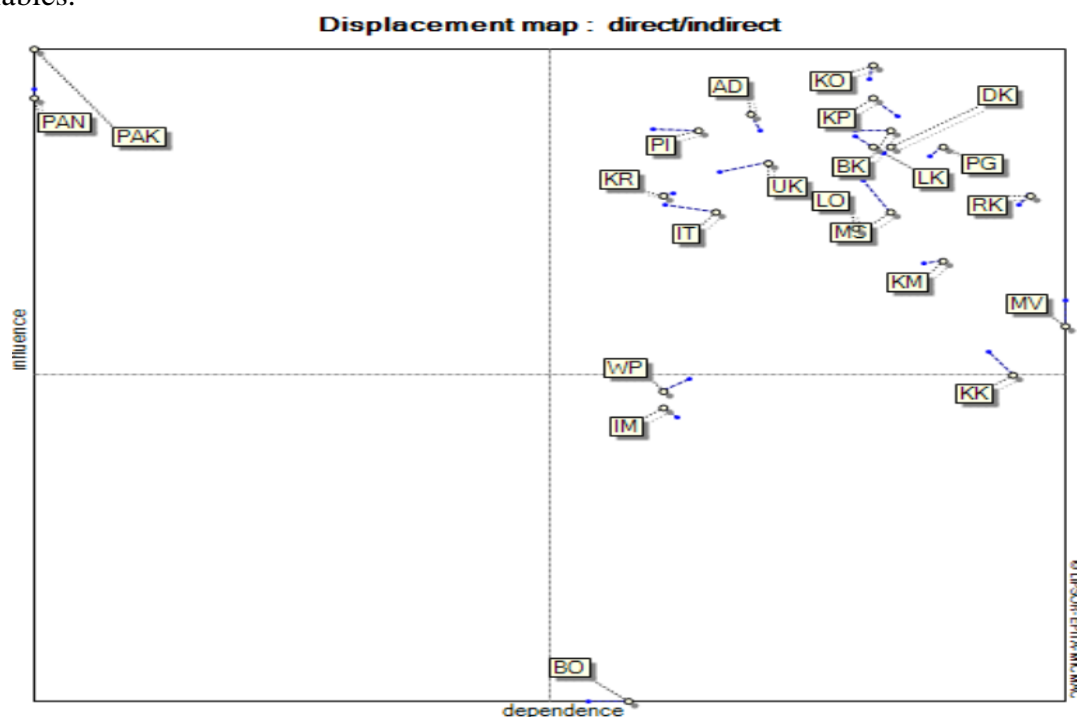


Figure 9. Displacement of Variables on the Direct and Indirect Effect Map

CONCLUSIONS AND SUGGESTIONS

Based on the results and analysis of the data obtained, it can be concluded that the performance of lecturers is influenced by many variables, namely there are up to 22 variables. Of the 22 variables, there are 16 variables with high influence and dependence/linkage variables. This linkage variable can be modified to get good lecturer performance. Based on the interaction between variables according to their effect on other variables, the variables that have a strong influence and can be modified are the variables of leadership and commitment. This institution needs to change its leadership style and increase the commitment of its lecturers. Based on the indirect effect, the most strongly influenced variable is motivation, namely by the PAK variable and the commitment variable. This indirect effect is important to rule out other interactions that can mask variables that play a role in the long run. The most problematic variables based on their direct influence are: internal regulations, leadership, employee abilities, and work environment, as well as workload. The most problematic variable based on its indirect effect is commitment.

According to the change in the order from direct influence to indirect effect, the performance management system got the highest order increase, in the sense that this variable also plays a major role in the long term. So, if this institution wants to get good performance, it must prioritize the short-term variables, such as the leadership variable, and the commitment variable, the internal regulations, employee abilities, work environment, and workload. For the long term, the institution must maintain or increase the commitment of the lecturers, increase the motivation of the lecturers, and build a performance management system.

Suggestions that can be given to improve lecturers' performance are to change the leadership style to an authoritarian/democratic/mixed leadership style, the free-control leadership style is clearly not suitable for this institution. Increase lecturer commitment by conveying vision and mission values to lecturers in simple language, explaining what the organization wants to achieve so that lecturers feel they belong to this institution, giving appropriate awards for outstanding lecturers, creating a comfortable work environment. Motivation is also important, employees must continue to be motivated by paying attention to the workload of each lecturer, routine evaluation of lecturer's performance, openness between subordinates to superiors, providing appropriate rewards, etc. Last but not least, superiors must create a comprehensive performance management system that is easy for lecturers to comply.

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