The Effect of Work Behavior and Work Target on Lecturers Performance

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Abstract—**Other component that affects the quality and carrying capacity of a higher education institution such as a university is the performance of lecturers. This research conducted in an effort to measure the work behavior and Work targets toward the performance of lecturers to support the sustainability of the university. An assessment model of the effect of university performance was developed to see whether lecturer work behavior and work target affect the performance of lecturers, both individually as well as jointly towards the Lecturer performance. The results of the study stated that the contribution of the effect of work behavior on lecturers' performance was 52.7%. The contribution of the Work target on lecturers' performance was 33.6%. The contribution of the effect of work behavior and the Work target on lecturer work performance jointly is 66.4% with a correlation coefficient of 0.8.**

Keywords—work-behavior, work-target, performance-work, lecturer, regression

I. INTRODUCTION

The 1945 Constitution has mandated that the state must serve every citizen and population to fulfill their basic needs in the framework of public services and improve the welfare of the community. However, the public services carried out by the state apparatus in various service sectors, especially those concerning the fulfillment of civil rights and the basic needs of the community, are still not as expected. In addition, although the development of the state apparatus during the period 2010-2015 has shown progress and development, it turns out that the quality of the Indonesian bureaucracy is still very low and lagging compared to countries in the ASEAN region (Singapore, Malaysia, Thailand) and BRIC countries (Brasilia, Russia, India, and China) [1].

Demands for improvement in the performance of public officials are even greater if linked to government efforts to increase the competitiveness of the state in global competition [2]. Competitiveness of a country is determined by economic performance, the level of government efficiency, business efficiency and the quality of infrastructure available in the country. Based on the 2018 World Competitiveness Scoreboard published by the Institute for Management Development (IMD), Indonesia's competitiveness rating decelerates from 42 in 2017 to 43rd in 2018 [3]. Whereas in the global competitiveness report released by the 2018 World Economic Forum, Indonesia sits 36th or rises three points

from the position at the end of last year at a 41st place [4]. And with the value of Indonesia's Human Capital Index (Human Capital Index) is ranked 65 [4].

Related to this, the problems that arise are how to see and measure the transparency, accountability, and performance of all Government Employees and the ranks of the bureaucracy that support them. For this reason, it is clear that performance measures are needed that will be used to determine the performance achievements of each organization and how the community can find out the commitments held by the Government's organizers.

The government regulation in Indonesia, concerning the Assessment of Work Implementation of Civil Servants (PNS) is substantially incompatible with current conditions [5]. The list of Appraisal of Employee Work Implementation (DP3) is not in accordance with the path of bureaucratic reform that emphasizes performance. Therefore, Government Regulation [6] was issued concerning the Civil Servants' Work Performance Assessment as a revision of [5]. The new regulation is expected to provide an objective and measurable assessment for each employee. Seeing the demands of the strategic environment, many old regulations are irrelevant.

The current development of civil servants is emphasized on work performance based on provision 12 and provision 20 in [7] concerning the Principles of Employment. In the ASN Act [8], it is explained that related to civil servant achievement guidance, provision 20 confirms that the work performance assessment is related to the promotion. The provision underlying the SKP was made as a substitute for the List of Work Implementation Assessments (DP3). Assessment of work performance of civil servants based on the principles: Objective, Measured, Accountable, Participatory, involvement in the preparation is based on transparency, so anyone who assesses it will have the same answer, for example, if the civil servant performance target to be achieved in one year is 10, but only achieved 5, then everyone will be able to conclude that the civil servant only works 50%. Assessment of the implementation of employee work is a process of activities carried out to evaluate the level of execution of work or performance appraisal of a civil servant.

The DP3 system in the regulation [5], empirical reality shows that the process of evaluating the implementation of civil servant Works tends to trapped in the process of

formality. DP3 PNS is deemed to have lost substantive meaning and meaning, not directly related to what PNS has done. Substantially DP3 cannot be used as an assessment and measurement of the extent of productivity and contribution of civil servants to the organization. How much success and or failure of civil servants in carrying out their work duties. Evaluation of DP3-PNS, more oriented to the assessment of personality and behavior focused on the formation of individual characters using behavioral criteria, has not focused on performance, improved results, productivity (end result) and the development of potential utilization.

Assessment in SKP includes aspects of quantity, quality, time, or cost. While the assessment of work behavior includes elements i.e. Service Orientation, Integrity, Commitment, Discipline, Cooperation, and Leadership. SKP is set every year in January and use as a basis for work performance assessment. In addition to carrying out work assignments, which have become tasks and functions, if a civil servant has additional duties. Related to the position, assessed and assigned as an additional assignment. The civil servants who carry out additional tasks provided by the leadership or appraisal officials related to the main Work title, the results assessed as part of the achievement of SKP. In addition to additional assignments, civil servants who have demonstrated creativity that is beneficial to the organization in carrying out the main tasks, the results also assessed as part of the achievement of SKP.

The role of Mulawarman University in improving the competence of human resources in East Kalimantan is very important. Because not all human resources in East Kalimantan completed the study outside East Kalimantan, there were economic limitations on parents, so that some of those who graduated from high school were equal and could not choose higher education outside East Kalimantan. Therefore, Mulawarman University as the oldest and most advanced state university in East Kalimantan holds control in forming quality human resources. To achieve this goal, Mulawarman University really needs to pay attention to HR as a top priority. Management of human resources (HR) is a business agenda for the organization, as an asset that must be managed according to the needs of universities. In other words, there must be a match between the trend of global movements and the management of human resources (HR). In order to improve the competitiveness of graduates, maximum service needed, so a component of an organization needed to improve its performance in service and the lecturers as a component in the organization at Mulawarman University determine the quality of graduates.

This study is to determine the effect of lecturer behavior and lecturers' performance goals (teaching, research and dedication) to the work performance of lecturers. Will reveal about how effective the lecturer SKP as an assessment instrument in measuring the performance of civil servants, becomes the material for evaluation of policy implementation Government Regulation on Appraisal of Civil Servant Work Performance Civil.

A. Civil Servant Work Target

The term performance is a translation of a performance that is often interpreted by scholars as appearance, performance or achievement. In [9] this term shows "the execution of fulfillment of a duty" (the implementation or achievement of results of a task), or a personal achievement under test condition etc. (achieving results from someone when tested,). In the literature on human resource management, performance according to [10] is defined as "the record of the results produced on a specified Work function of activities during a specified time period".

Performance is defined as a record of outcomes or final results obtained after a Work or activity is carried out for a certain period of time. This definition shows that performance refers only to a series of results obtained by employees over a certain period of time, not including the personal characteristics that are assessed. So performance is a degree of accomplishment.

From some definitions that have been explained by experts, there is a conclusion drawn by the author is that what is meant by performance is a description of the level of achievement of the implementation of tasks performed by all civil servants in a Government agency. Improving performance in a government organization or agency is the goal or target to be achieved by government organizations and agencies in maximizing an activity. The definition of civil servant performance appraisal based on Government Regulation [6] is a systematic assessment process carried out by appraisal officials on civil servant work targets and civil servant work behavior.

The Lecturer performance based on [11] states that lecturers are professional and scientific educators, whose main task is to transform their knowledge, through teaching and developing their knowledge through research, and disseminating knowledge, technology, and art through education, research, and community service. This performance is the spearhead of all lecturers' performance, this is related to the Tri Dharma of Universities throughout Indonesia. In addition to SKP, the performance of civil servants is also measured through indicators of work behavior. The parameters used are service orientation, integrity, commitment, discipline, cooperation, and specifically for structural officials plus one dimension, namely leadership. The operational definition of these indicators is as described in [6] i.e. Service Orientation, Integrity, Commitment, Discipline, Cooperation, leadership.

B. *Related Research*

Research on the performance of civil servants has been done as in the study [12]. L. Hakim [13], Hamzah, et al. [14], Miao, Q. et al. [15], this paper found that public service motivation (PSM) results in higher levels of organizational identification and leads to higher levels of work performance because civil servants perceive the organization's fate and results as their own.

II. METHODS

A. Research Methods

This type of research is categorized as survey research with correlational methods, because this study aims to reveal the relationship between independent variables and dependent variables, in addition to this research attempts to explain the influence of several factors on these variables. Whereas when viewed in terms of the approach is quantitative research with survey methods.

B. Variables, Conceptual and Operational Definitions

This research variable consists of three variables, i.e. work behavior (X1), Work Target (X2), as an independent variable, while the lecturer work performance variable (Y) is bound. The relationship between the research variables can be described as follows:
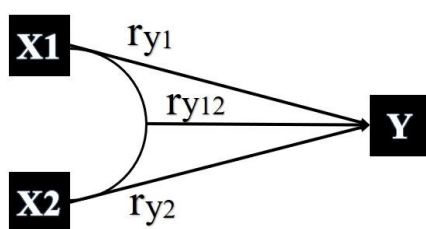

Fig. 1. Relationship between variables

The instrument used is the format of the lecturer SKP which contains data in the "Fig.1" about: (X1) Work behavior, (X2) Work target and (Y) lecturer work performance.

- The instrument of work behavior variable (X1), the conceptual definition of Work Behavior is any behavior, attitude or action taken by the lecturer or not doing something that should be done in accordance with the provisions of the law. The work behavior in question is covering aspects; service orientation, integrity, commitment, discipline, cooperation, and leadership. Operational Definition is the value given by a direct supervisor related to the behavior of lecturers in carrying out their activities on campus in carrying out the tri dharma of higher education

- The instrument of Work target variable (X2), Conceptual definition of Work target is a lecturer work plan that is prepared based on the annual work plan of the study program and the target to be achieved from each Work assignment by a lecturer. That is the Tri-DARMA performance of Higher Education, which includes education/teaching, research and community service. Operational definition is the result obtained in the SKP format in carrying out the university's tri dharma duties. Lecturer perceptions in responding to the atmosphere in the workplace, includes Tri-DARMA performance of Higher Education includes education/teaching, research and community service, and support.

- The instrument of lecturer work performance variable (Y), The conceptual definition of lecturer work Performance is the work of lecturers in carrying out their duties, both in terms of work quality and quantity of work. Operationally the work performance of the lecturer is the total score obtained by the lecturer in each SKP document.

C. Population, Sample and Data Collection Techniques

The population in this study were all civil servant lecturers in the Teaching and Education Faculty which amounted to 173 people. Sampling uses the Yamane formula to obtain 63 lecturers. Data collection techniques using secondary data that is using the lecturer SKP format.
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D. Data Analysis Techniques

- The statistical analysis used is descriptive statistics to find the average price, standard deviation, frequency distribution, median, mode and creation of a circle of lecturer work performance, work behavior and employee work objectives.

- Inferential statistics are used to test hypotheses, then from the results of the hypothesis test analysis conclusions are drawn. Statistical analysis in this study includes test analysis requirements and hypothesis testing techniques.

- Test requirements for analysis, Assumptions that must be met are: (1). Residual (error) is normally distributed, (2). The variance of the residual (error) is constant or homogeneous (heteroskedastic), (3). There is no multi-collinearity in the independent variable, (4). On residual (error) autocorrelation does not occur, (5). The regression model is linear in parameters.

- Hypothesis testing techniques, for testing purposes the three hypotheses used the following techniques: (1) Simple linear regression technique, (2) multiple linear regression techniques, and (3) partial correlation techniques.

III. RESULT AND DISCUSSION

In general, the purpose of this study is to see whether or not the effect of work behavior and Work target toward lecturer work performance. To achieve these objectives, in this section discusses data descriptions, testing requirements assumptions, testing hypotheses, and discussing results.

A. Data Description

Data description provides a general description of the distribution of data obtained in the field. The raw data obtained is processed using descriptive statistical techniques which include a description of the distribution of data in the frequency distribution, the average acquisition score of respondents, the range of scores obtained by respondents, standard deviation, median, mode or score that often appears, minimum and maximum

data for each - each variable. Furthermore, the description of the data will be grouped based on the variables studied including variables of lecturer work performance (Y), work behavior variables (X1) and Work target variables (X2). Based on the results of a study of 63 respondents obtained data from descriptive analysis processed with IBM SPSS version 24.0 for windows presented in Table 1

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TABLE 1. DESCRIPTIVE DATA ANALYSIS RESULTS VARIABLE LECTURER WORK PERFORMANCE (Y)

Statistics	X1 Value	X2 Value	Y Value
N	63	63	63
Mean	89.19	86.35	86.46
Median	90	86	86
Mode	90	85	83
Std. Deviation	3.75	4.68	4.37
Variance	14.12	21.90	19.15
Range	17	18	21
Minimum	80	77	78
Maximun	97	95	99

Source: data descriptive analysis of variables Y, X1, X2

Variable lecturer work performance (Y), the results of data analysis of 63 research samples can be explained that the variable scores of lecturers' work performance ranged from 80 to 97. The mean score of lecturer work performance is 89.19 with a standard deviation of 3.76. The mode score is 90, while the median is 90.

Working behavior variable (X1), the results of the description of the data analysis of 63 research samples can be explained that the scores obtained from work behavior variables ranged from 77 to 95. The mean work behavior score was 86.36 with a standard deviation of 4.68. The mode score is 85, while the median is 86.

Work Target Variables (X2), the results of the data description analysis of 63 research samples can be explained that the Work target variable scores range from 78 to 99. With a score range of 21. The mean score is 86.46 with a deviation of the standard is 4.38.

B. Testing of Analysis Requirements

To find out the relationship between variables, first test the data requirements as follows:

Test the Error Normality Assumption

The purpose of this test is to find out whether the residual data in this study is normally distributed or not. Based on the results of the analysis of the residual normality of the data obtained from the results presented in TABLE 2.

TABLE 2. ONE-SAMPLE KOLMOGOROV-SMIRNOV TEST

Statistics	Value
Kolmogorov-Smirnov Z	0.890
Probability	0.406

Based on the table above, the probability value p = 0.406> $\square$ = 0.05. This means that the assumption of residual data is normally distributed.

Assumption Test for Homogeneity Error or Heteroscedasticity test

For testing the homogeneity of the data is done with the intention of knowing whether the distribution of data for each variable has a homogeneous nature. Homogeneity test results can be seen in TABLE 3.

TABLE 3. TEST RESULTS FOR DATA HOMOGENEITY

Model	Number of Square	Degree of Freedom	Avg. Number of Square	F Count	Prob.
Regression	172,03	2	86,01		
Residual	3380,35	106	31,89	2,69	0,072
Total	3552,39	108			

Based on the TABLE 3, the probability of p = 0.072 > $\square$ = 0.05 is obtained. This means that the assumption of residual data has a homogeneous variance.

Multi-collinearity Assumption Test.

Multi-collinearity is the occurrence of a linear relationship between the independent variables both perfect relationships and imperfect relationships. Multi-collinearity test obtained output on TABLE 4.

TABLE 4. MULTI-COLLINEARITY TEST

Variable	Collinearity Statistics	
	Tolerance	*VIF*
Work behavior	0,603	1,658
Work target	0,603	1,658

The data multi-collinearity assumption test TABLE 4 shows that the VIF value for each independent variable is less than 10, i.e. the work behavior variable (X1) is 1.658 and the Work target variable (X2) is 1.658. This shows that the regression model does not occur multi-collinearity

Autocorrelation Assumption Test.

To detect autocorrelation in the multiple linear regression model, the Durbin-Watson test presented in Table 5.

TABLE 5. AUTOCORRELATION TEST

R	R Square	Adjusted R Square	Std. Error of the Estimate	DurbinWatson
0,745	0,555	0,547	8,86	1,796

The data autocorrelation assumption TABLE 5 shows that the Durbin-Watson value (d) = 1,796. This value is located between intervals (-2 ≤ d ≤ 2). This shows that the regression model does not occur autocorrelation.

C. Hypothesis Testing

1) Hypothesis of the effect of work behavior (X1) on the work performance of lecturers (Y).

TABLE 6. CORRELATION BETWEEN VARIABLES X1 AND Y

Correlation / Variable	r hitung	r²	Sig. (1-tailed)	α
X1 with Y	0,726	0,527	0,000	0,05

TABLE 6, the significance value $0,000 < \square = 0,05$ r is obtained, so Ho is rejected, meaning that there is an effect of work behavior (X1) on the performance of lecturer work (Y) of 0.726, which means that it has a strong effect. Then to obtain the regression equation and predict the equation, F test, and t-test are used.

Linearity test of Equation $\hat{Y} = 38,852 + 0,583 X1$ with ANOVA test or F test is seen in TABLE 7 that the probability value (p) = $0,000 < \alpha = 5\%$, then Ho is rejected means that the regression equation is linear. From the F test, it can be stated that there is an effect on work behavior on lecturer work performance. The value of R Square (coefficient of determination) 0.527 or 52.7% can be explained that the variance in the value of lecturer work performance is affected by work behavior is 52.7% while 47.3% is affected by other factors.

TABLE 7. ANALYSIS OF TEST VARIANCE SIGNIFICANT LINEARITY REGRESSION EQUATION

Variances Source	Number of Square	Degree of Freedom	Avg. Number of Square	F Count	Prob.
Regression	461.497	1	461.497		
Residual	414.218	61	6.790	67.963	0,000
Total	875.714	62			

TABLE 8. SIGNIFICANCE TEST OF LINEAR REGRESSION COEFFICIENTS

Model	Constanta	Work Behavior
Unstandardized Coefficients	38,852	0,583
T count	6,354	8,244
Probability	0,000	0,000

Then to find out whether in terms of constants and regression coefficients means or not the t test is used. The result of the T test analysis above shows that the probability value at the constant and regression coefficient is p = $0,000 < \alpha = 5\%$, so Ho is rejected meaning that in terms of constant 38,852 and regression coefficient of 0,583 is meaningful. This result means that the regression model is indeed valid to predict the dependent variable. In other words, work behavior can really predict lecturer work performance. The conclusion of the regression model is:

- If X1 = 0 then Y = 38,852

- Every increase in work behavior by 1 point, the work performance of lecturers will increase by 0.583 provided that other variables are ignored.

2) Hypothesis on the effect of work targets (X2) on the work performance of lecturers (Y)

TABLE 9. CORRELATION BETWEEN VARIABLES X2 AND Y

Correlation / Variable	r hitung	r²	Sig. (1-tailed)	α
X2 with Y	0,580	0,336	0,000	0,05

Table 9 obtained a significant value of $0.000 < \alpha = 0.05$, so Ho is rejected, meaning that there is an effect of work target (X2) with the performance of lecturer work (Y) of 0.580, which means having a moderate relationship. Then to obtain the regression equation and predict the equation, F-test, and T-test are used.

TABLE 10. ANALYSIS OF TEST VARIANCE SIGNIFICANT LINEARITY REGRESSION EQUATION

Variances Source	Number of Square	Degree of Freedom	Avg. Number of Square	F Count	Prob.
Regression	294.568	1	294.568		
Residual	581.146	61	9.527	294.568	0,000
Total	875.714	62			

TABLE 11. SIGNIFICANCE TEST OF LINEAR REGRESSION COEFFICIENTS

Model	Constanta	Work Behavior
Unstandardized Coefficients	46.131	0.498
T count	5.950	5.561
Probability	0,000	0,000

Linearity test of Equation $\hat{Y} = 46.131 + 0.498 X2$ with ANOVA or F test is shown in table 4.15 that the probability value (p) = $0,000 < \alpha = 5\%$, then Ho is rejected, meaning the regression equation is linear. From the F test, it can be stated that there is an effect of the work target on the work performance of the lecturer. The determination coefficient of 0.336 or 40.9% can be explained that the variance of the value of lecturer work performance is affected by the work target of 33.6% while 66.4% is influenced by other factors. Then to find out whether in terms of constants and regression coefficients means or not the T-test is used. The results of the T-test analysis above show that the probability value at the constant and regression coefficient is p = $0,000 < \alpha = 5\%$, so Ho is rejected meaning that in terms of constants 46,131 and regression coefficient of 0,498 is meaningful. This result means that the regression model is indeed valid to predict the dependent variable. In other words, the work target can really predict the work performance of the lecturer. The conclusion of the regression model is:

- If X2 = 0 then Y = 46,131

- Every increase in work targets by 1 point, the work performance of lecturers will increase by 0.498 provided that other variables are ignored.

3) Hypothesis of the influence of work behavior (X1) and employee work objectives (X2) on the work performance of lecturers (Y)

TABLE 12. CORRELATION BETWEEN VARIABLES X1 AND VARIABLE X2 TOGETHER WITH VARIABLE Y

Correlation Variable	r hitung	r^2	Sig. (1-tailed)	α
X1, X2 with Y	0,815	0,664	0,000	0,05

From the value of P = 0,000 < α = 5%, Ho is rejected, meaning that there is an effect of work behavior (X1) and work target (X2) together with the lecturer work performance (Y) which means having a strong relationship. Then to obtain the regression equation and predict the equation, F-test and T-test are used.

TABLE 13. VARIANCE ANALYSIS OF LINEARITY TEST FOR MULTIPLE REGRESSION EQUATIONS.

Variances Source	Number of Square	Degree of Freedom	Avg. Number of Square	F Count	Prob.
Regression	581.618	2	290.809		
Residual	294.096	60	4.902	59.329	0,000
Total	875.714	62			

TABLE 14. SIGNIFICANCE TEST OF LINEAR REGRESSION COEFFICIENTS

Variable	Coefficients	T count	Probability	Coefficients Correlation Partial
Constanta	18.397	2.771	0,007	
Work Behavior	0,484	7.653	0,000	0,703
Work Target	0,335	4.950	0,000	0,539

Linearity test of multiple regression equations: $\hat{Y}$ = 18,397 + 0,484 X1 + 0,335 X2 with ANOVA test or F test seen in TABLE XIV that the probability value (p) = 0,000 <α = 5%, then Ho is rejected means that the regression equation is linear. From the results of the F test, it can be concluded that work behavior and work target together effect the work performance of lecturers. The value of R Square (coefficient of determination) 0.653 or 65.3% is the closeness of the relationship between independent variables with the dependent variable, this can be explained that the variance in the value of lecturer work performance is affected by work behavior and work target together by 65.3%. While 34.7% be affected by other factors. Then to find out whether in terms of constants and regression coefficients means or not the t test is used.

The results of the T test analysis above show that the probability value at the constant, regression coefficient X1 and regression coefficient X2 is p = 0,000 <α = 5%, then Ho is rejected meaning in terms of constants 18,397 and regression coefficient X1 = 0,484 and regression coefficient X2 = 0,335 is meaningful. This result means that the regression model is indeed valid to predict the

dependent variable. In other words, work behavior and work goals together can really predict the work performance of lecturers. The conclusion of the regression model is:

- If X1 = X2 = 0, then Y = 18,397, it means that if there is no contribution from work behavior and work target, then the value of lecturer work performance is 18,397, this value is in a very bad category.

- Regression coefficient X1 of 0.484 states that every increase in work behavior is 1 point, so the work performance of lecturers will increase by 0.493 provided that other variables are ignored.

- Regression coefficient X2 of 0.335 states that every increase in work target by 1 point, the work performance of lecturers will increase by 0.335 provided that other variables are ignored.

TABLE 15. CORRELATION COEFFICIENT RATING AND DETERMINATION COEFFICIENT

Variable Relationship	Coefficients Correlation (r)	Coefficients Determination (r^2)	Rating
Work behavior with work performance	0,726	0,527	Second
Work target with work performance	0,580	0,336	Third
Work behavior and Work target with work performance	0,815	0,664	First

Whereas if we look at the partial relationship between X1 and Y, and the relationship between X2 and Y then the work behavior has a closer relationship when compared with the work target variable, this can be seen from the partial correlation coefficient between X1 and Y equal to r hit is 0.726. While the correlation coefficient X2 with Y is r hit is 0.580. Of the three tests above, if the ranking table is made, the sequence of relationship closeness is as following TABLE 15.

IV. CONCLUSION

The data obtained from the variables of the work performance of the lecturers are 89.19, work behavior is 86.36, and the employee work target is 137.25. If the performance variable categorized into five categories, which are very bad, bad, medium, good and very good, then the average work performance of the lecturer stated to be very good, with an average performance score of 89.19. The employee work target stated to be good, which is 159.3684. The average work behavior stated to be very good at 86.36.

The results of testing the first hypothesis shows that there is a positive and significant relationship between work behavior and lecturer work performance (strong or high), which has a contribution to improve lecturer work performance by 49% while 51% is determined by other factors.

Testing the second hypothesis shows that there is a positive and significant relationship between work objectives and lecturer work performance (strong or high).

The contribution of the work target to the improvement of the work performance of lecturers is 40.9% while the remaining 59.1% is determined by other factors.

The testing of the third hypothesis shows that there is a positive and significant relationship between work behavior and employee work goals together with lecturer work performance (strong or high). The contribution of work behavior and work goals together to increase lecturer work performance is 55.5% while the remaining 44.5% is determined by other factors such as motivation, education and training, supervision, work ethic, work discipline, lecturer attitudes, and others.

The results of this discovery strengthen previous theories that work behavior has an effect on the work performance of lecturers. Ohio study leadership theory [16], Michigan study and R. Likert [17] explained that behavior considered effective if he is able to influence work performance so that they become motivated to work and they feel satisfied and proud of their work. One of the needs raised by McClelland [18], is the need for achievement, the need for achievement is an encouragement to excel, achieving in relation to a set of standards, wrestling for success. Organizational performance reflected by employee performance or in other words, performance is a concrete work that can observed and can be measured. Performance appraisal can refer to a formal and structured system that using to measure, assess and influence characteristics related to work, behavior and outcomes including absence rates. While the performance of the lecturer is measured by using the lecturer SKP performance indicator.

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