

The Development of Lecturers' Performance on Private University

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Abstract—This research aims to describe the quality and quantity on lecturers' performance in running *tri dharma* of higher education, analyzing lecturers' performance programs which have been done to understand the effect of those programs, and plan performance programs to enhance lecturers' performance. The approach which is used in this research is Research and Development that was proposed by Borg and Gall. Development models in this research are through the stage of conceptual model, theoretic model, hypothetic model and final model. However, this article will discuss until theoretic model only. Findings in this research show that there is a low number of professors, most private universities are still under the higher education standard, the competencies of lecturers are not optimum yet in running *tri dharma* of higher education, particularly in the field of research in which in this context it shows the low number of lecturers' capacity in publishing scientific articles, there are lecturers who have not still had functional positions yet, and there are stakeholders demands which are stronger to private university doing the changes in order to improving the management quality of higher education, so it can produce qualified graduates. The result of this research is the Integrated Lecturer Performance Development Program which is hoped to be able to improve lecturers' performance in running *tri dharma* of higher education. It is especially in scientific publication which will affect in enhancing lecturer productivities in the end, so it can contribute on the development of private university to good university governance.

Keywords—*integrated; lecturer performance; development program*

I. INTRODUCTION

Private university is a higher education institution according to society which operates based on academic mandate given by government and authority delegation of resource management from a foundation. It, therefore, runs a qualified education and professional, open and democratic management. Professional, open and democratic principles are the part of administration system and educational management aiming to enhance the quality of educational service which is oriented on grade. Those suit with base principle of educational administration, *i.e.* facilitating the investment of human resources through qualified learning services [1].

Based on data from Ministry of Research, Technology and Higher Education, it is just found 5,300 of people who have achieved a title as a professor. This number is still not enough

to the program in higher education which has around 22 thousand in number. Besides, the number of collegiate students in Indonesia is about 6.3 million. In this context, a professor should serve more than thousands of collegiate students in Indonesia. These data next become the important note for assessor team of The Higher Education National Accreditation Board (BAND-PT). Moreover, repairing of educational workforce can also be seen from the management of Information and Documentation Management Officer (PPID) in higher education. Repairing information system by PPID also needs to be done, so the information can be given in terms of more open and complete. Repairing this management system can be done until placing carefully a representative in unit of faculty and department.

Current private universities in Indonesia are facing greater risks than before for they nowadays have to protect their reputation to still have competitive ability. On the other hand, the demand and hope of stakeholder which are strong enough force private universities to do the changes in managing academic activities perceived as old-fashion, including reviewing strategic plan process and its operation. All those dynamic factors are a background why then it is needed a certain kind of fresh approach in managing higher education, *i.e.* by integrating risk management on all activities and decision-making process. The chiefs of private universities who do not have 'sense of urgency' toward changes, so the organizations which are leaded by them are not be able to adapt with the environment and in the end will face the failure in managing their organizations. This is similarly with what has been said by Kotter and Heskett that if 'sense of urgency' is ignored in the changes, so they will be fail, *e.g.* too quick fells satisfied with what has been done [2].

One of important components on the higher education is lecturer. This makes the quality and grade of lecturer in running the task important to be maintained and enhanced. As mentioned by Ramli and Jalinus, that the existence of qualified educator is absolute requirement of the present of competent education system and practice [3].

The development of organization is the process where the organization develops its internal capacity to become more effective as the form of working value which suits with organization mission to be able to defend and keep improving for a long time [4].

The development of organization is a need and becomes a special challenge, particularly in completely competitive era. Forming that competitive spirit through innovation of organizational development needs knowledge and strategic and effective concept as a part of change essence. The improving and strengthening strategy, structure and process are which direct on the effectiveness of organization. That is based on the result of first survey at Universitas Putra Indonesia (UNPI) in Cianjur. As private university, UNPI should still pursue the standard and repair the management of university especially in term of educational workforce. UNPI still has not had professor yet, and has a low number of educational workforces who have lecturer functional position. From 62 lecturers in total, it is only 15 people who have had lecturer functional position, but it is just as expert assistant and lector.

After those have been analyzed, the problems are caused that most lecturers in UNPI are still not optimum yet running *tri dharma* of higher education, especially in the field of research. From the number of lecturers which is in UNPI, it is just small part which is productive in research and scientific publication.

In addition, enhancing universities based on research still becomes difficulty for universities which are still perceived as small ones. They keep struggling to fill the demand of faculty, school and department. Those make its management inefficient and useless, also make university unready to have research base. Therefore, they need more attentions from Private University Coordination (Kopertis) and Ministry of Research, Technology and Higher Education (Kemendiknas). Meanwhile, the greater universities, especially which have been in the status of state-owned universities are more ready to be directed becoming the universities based on research. They can be directed to hold big industry and collaboration.

Those are strengthened by the research result which was done by Peleyeju and Ojebiyi showing that the management of higher education should guarantee the assessment of lecturers' performance done comprehensively and continuously in enhancing quality of lecturers and quality of management for whole in higher education [5]. While according to Bai *et. al.*, the evaluation of lecturers' performance is serious challenge for organizer of higher education [6]. Besides, Langen also said that the evaluation of lecturers' performance aims to develop understanding about evaluation practice, so organizers of higher education can ensure that learning process which is applied can run well [7].

From several reasons above, researchers, therefore, are motivated to do research about university management with the focus on enhancing private university lecturers' performance, primarily in the field of research and scientific publication.

II. METHOD

A. Approach and Research Model

An approach which is used in this research is Research and Development (R&D) and followed by experiment [8]. The development of model in this research includes preliminary investigation, determining the plan and development direction (define), creating development design (design), doing

demonstration (demonstrate), realization of design trial, evaluation and revision (test, evaluation and revision), doing development (development), and serving development result (delivery).

The procedure of development is simply shown in this following figure.

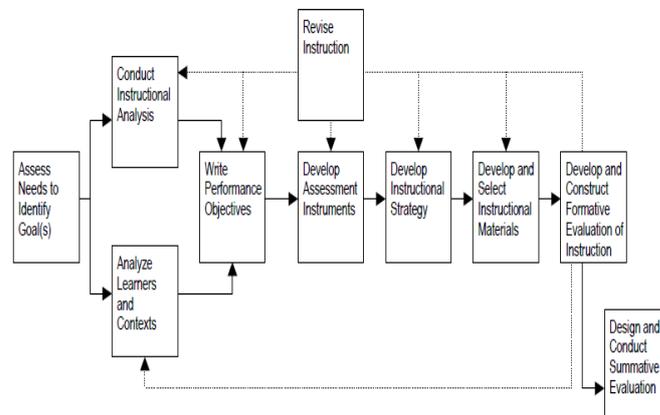


Fig. 1. The procedure of model development.

B. Location and Research Subject

This research is done at Universitas Putra Indonesia (UNPI) in Cianjur, located in Jl. Dr. Muwardi No. 66 by Pass Cianjur. The subjects of this research are permanent lecturers at UNPI.

C. Collecting Data

In qualitative research a researcher of data-collecting process can be helped by some instruments of collecting data, such as interview direction, observation direction and documentation study.

The stage of this research and development includes preliminary investigation, determining the direction and creating development design (design), next doing demonstration (demonstrate), realization of design trial, evaluation and revision (test, evaluation and revision), doing development (development), and serving development result (delivery).

D. Analyzing Data

Analyzing data is done with the following stages: (1) data collection, collecting data is done by interview, observation and documentation study, (2) data reduction, it is re-noting in the form of detail report while re-correcting the completeness of data, (3) data display, it is effort to view a whole description or specific part of research data, it is usually made in the form of graph, matric and others, (4) data conclusion, concluding data or verify data is the effort to seek understanding from data which have been collected for the next analysis [9].

III. RESULT AND DISCUSSION

A. Result

1) *The result of model development:* This research and development aims to result model or design of performance development program for lecturers to be able to run tri dharma which can be done integrally and simultaneously. Additionally, by applying this model, lecturers can improve their ability in the technology of information and professional commitment in the environment of UNPI.

Program design which is developed is revealed worthy in use based on validation by material expert, curriculum validation expert and trial result by lecturers and chiefs, also lecturers' response. This research and development refers to development model from Borg and Gall which is limited on few stages. Those stages include: a) information-collecting stage, b) plan stage, c) product development stage and d) validation and trial stage. Based on those stages, they are:

a) *The stage of collecting information:* In this stage it is done by collecting information about implementing the program of improving quality in which the goal is improving lecturers' quality at private university in Cianjur. Also, it does study of literature, curriculum or competency, result research, practice in several places to capture implementation of tri dharma of higher education. Collecting data is done via direct observation at UNPI located in Cianjur. Then it investigates practical model in that private university. Collecting data is so as to gain empirical data about the implementation of tri dharma of higher education. Data is utilized to arrange the design of implementation model which will be developed. Empirical data is collected from lecturers of UNPI in Cianjur.

Based on survey result in the beginning at UNPI, as private university UNPI should still pursue the standard and repair the management of university primarily in term of educators. UNPI has not had yet professor and has a low number of educational workforces who have lecturer functional position. From 62 lecturers in total, it is only 15 people who have had lecturer functional position, but it is just as expert assistant and lector. The problems are caused that most lecturers in UNPI are still not optimum yet running *tri dharma* of higher education, especially in the field of research. From the number of lecturers in UNPI, it is just a small part which can be categorized as productive ones in research and scientific publication.

b) *Planning stage:* This second stage consists of making lecturer performance development model. Instruments which are used are validation sheet, observation sheet and interview direction. Validation sheet is used to know worthiness of lecturer performance model which can enhance implementation of lecturers' tri dharma, and lecturers' ability in information technology and professional commitment in UNPI's environment. Based on assessment from linguist and curriculum expert, material expert assesses based on linguistic, material aspect and suitability of indicator while curriculum expert assesses based on programming and display aspect. Observation sheet and interview direction are used to know response and reaction of lecturers about utilization of

performance development model including education, research and dedication. Validating instruments is used by lecturers who are expert in the field of curriculum and administration management.

c) *Product design:* In this stage it is done creating the lecturer performance development model products or designs. They are: (1) quality and quantity of lecturer performance, (2) program planning of lecturer performance, (3) implementing program, (4) lecturer performance development model planning.

d) *Validation and trial stage:* Design validation is a proses of model setting which is developed whether or not it suits. If it has a lack and not yet achieved ideal and applicable design, the model needs revision. This is trial result which is gained from interview and observation.

In examining model it also observes about model output toward the changes of lecturers' behavior. From this it will be done analyzing about tendency of behavior changing of lecturers. If model which is developed is revealed effective in examining at the field, that model is the final model. Next, it can be taken the following stage that is dissemination toward model or delivering model massively.

Observation is done for getting data related to lecturers and collegiate students' response on lecturers' performance. In whole, collegiate students who get involved in this research are 118 people consisted of 68 students (56.9%) from Engineering Faculty (FT), and the rest number is from other faculties (Economics and English Faculty). In the aspect of lecture preparation, there are 41 students (62.1%) assessing the performance of lecturers of Engineering Faculty into 'moderate' category, 23 students (34.8%) assessing 'low', and 4 students (3%) assessing 'very low'.

For the process aspect or lecture implementation, there are 31 students (47.0%) assessing lecturers' performance into 'high' category, 18 students (24.3%) assessing 'moderate', 10 students (13.2%) assessing 'very low', and 7 students (15.6%) assessing 'low'.

Based on interview result it can be shown that (a) time discipline is harmoniously with lecture schedule or workload, (b) educational and teaching work produce learning models, (c) scientific works are in local level (university), national or international, (d) dedication work on society is in the form of creating technology, improving skills, resulting model which can be developed by society.

2) *Applicable model design:* Model design which is developed for improving the quality of lecturers' performance is Quality Improvement Program (QIP). The implementation target of this QIP is improving the quality of lecturers' performance in running tri dharma of higher education. Implementing QIP as learning process consists of knowledge/competency dimension, professional attitude, readiness of working mental and independence.

B. Discussion

The implementation target of this QIP is improving the quality of lecturers' performance in running *tri dharma* of

higher education. Implementing QIP as learning process consists of knowledge/competency dimension, professional attitude, readiness of working mental and independence. QIP development model is as following this:

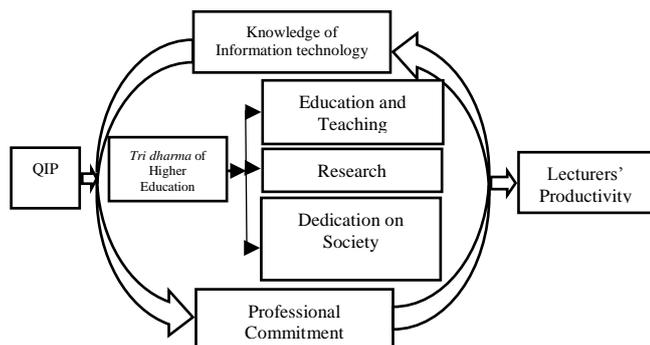


Fig. 2. QIP development model.

IV. CONCLUSION

Development program of lecturers' performance quality can be reached if lecturers run *tri dharma* of higher education in which running education and teaching, research and dedication on society is implemented integrally supported with the knowledge of information technology and professional commitment of lecturers. Lecturers' productivity in this context not only implements education and teaching, but also should run those three *dharma*. In running *tri dharma* of education it will not be reached optimally if lecturers do not have capability

of information technology and commitment on their profession as lecturer.

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