The role of concerted goal commitment mediation in improving lecturer research performance

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Abstract

The purpose of this study was to analyse the mediating role of concerted goal commitment in improving a lecturer's research performance. In this study, the research sample data used amounted to 365. The research method used simple random sampling. The instruments used were a questionnaire and structural equation modelling with Lisrel 8.80 as statistical analysis. Based on the results of this study, it is proven that leadership, academic culture, and academic policies can improve a lecturer's research performance mediated by concerted goal commitment. The strength of the lecturer's intention in commitment to shared goals is characterised by value creation, namely increasing the perception of goals, trust in the institution and the perception of the future so that it can strengthen the organisation or institution. This research can be extended to a state university to strengthen the hypothesis and the structural model that is built.

Keywords: academic culture, concerted goal commitment, leadership, lecturers, policy academic, and research performance

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1. Introduction

1.1 Conceptual or Theoretical Framework

The role of higher education in the era of disruption is increasingly heavy and dynamic, especially in developing countries. Efforts to encourage the improvement of human resources are carried out by encouraging the development and improvement of knowledge through research. Lecturers play a role as one of the drivers in improving the ability of universities in carrying out their roles. Diem, A., & Wolter, S. C. (2013)

A number of articles in the Law on Higher Education concerning Technological Innovation and Competitiveness related to higher education and research to support the nation's competitiveness, support research for lecturers, such as: (a) Article 45 (1) Research in Higher Education is directed at developing Science and Technology, as well as improving the welfare of the people and the competitiveness of the nation. (2) The research as referred to in paragraph (1) is carried out by the Academic Civitas in accordance with scientific autonomy and academic culture. (3) The research as referred to in paragraph (2) is carried out based on the competency and competition pathways; (b) Article 46 (1) Research results are useful for: Enrichment of Science and Technology and learning; improving the quality of higher education and the progress of the nation's civilization; increasing the independence, progress, and competitiveness of the nation; (c) Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform (PAN RB), Number 17 of 2013, and Regulation of the Minister of Education and Culture Number 92 of 2014, an increase in the academic level of lecturers requires publication in accredited national scientific journals and reputable international journals in his field. This policy provides a direction so that scientific publications of Lecturer functional positions in Indonesia continue to be improved.

Although efforts to encourage, improve, and facilitate research activities have been carried out, the research performance of private university lecturers in the ex-residency of Pekalongan, Central Java province is still low. The number of private universities in ex-residency of Pekalongan in 2021 is around 31 private universities. However, the quality of lecturers at various universities for academic positions is still low. Based on data from the Higher Education Service Institute (LLDikti) Region VI Central Java, until February 25, 2021, the number of lecturers based on functional positions at private universities in Central Java consisted of 97 professors (professors), 973 head lectors, 2,955 lectors, and 4,207 assistant experts. Based on these data, it can be concluded that the quality of private universities lecturers at the academic level in Central Java is still low. The low quality of lecturers at private universities for academic positions in Central Java is mainly due to low research and publications. There are several problems faced by lecturers of private universities in Central Java related to research performance, including: (1) Many lecturers do not have professional certificates and lecturer functional positions. This proves that there are still many lecturers who are not yet professional; (2) The limited number of lecturers and the heavy workload have the potential to reduce lecturers' productivity in conducting research and publications; (3) The administrative system is not yet good; (4) Lack of interest or motivation of lecturers to produce knowledge. This is because in Indonesia, individual achievements in the political sphere are more valued than academic achievements such as research production; (5) There is no standardized policy system for researchers in universities; (6) The career of a researcher is often considered unattractive, it is very rare to find a full-time researcher at a private university in the ex- residency of Pekalongan; (7) There are no private universities in Central

Java that hold postgraduate programs at the doctoral level; and (10) Fundamental issues supporting research, such as national economic policies, educational culture, lack of funding, lack of demand for long-term results-driven research and lack of career incentives. The performance of lecturers which then becomes the performance of departments, faculties and universities is strongly influenced by the extent and quality of the research and publications of the permanent lecturers.

According to Meyer et al., (1996) suggests that research is a systematic way for the purpose of improving, modifying and developing knowledge that can be conveyed and tested by other researchers. With this assumption, research is an activity to build knowledge, which is carried out through procedures and using certain methods, which are carried out systematically. The systematic procedures refer to the philosophy of science, while certain systematic methods refer to the methodology. Thus, to be able to understand and carry out research, in addition to mastering the methodology, one must also master the philosophy of science. Because of that, research methodology is usually inseparable from the Philosophy of Science. Robbin (2007) suggests that organizational culture affects performance directly. Organizational culture which consists of six indicators, namely innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, stability directly affects performance. Denison & Misra (2005). The stronger the organizational culture, the higher a person's performance. Meanwhile, Colquitt (2009) suggests that organizational culture does not directly affect performance, but motivation has a direct effect on performance.

This concept is an integration between the goal setting theory proposed by Locke (1968) which is based on the motivation theory and the service dominant logic theory promoted by Vargo & Lush (2004) which is a derivative of Human Capital Theory. Locke argued that goal setting is a cognitive process of practical necessity. Locke's view is that the individual's underlying intentions and goals are the main determinants of behavior. This theory is used in individuals setting personal goals for the motivation to be achieved. Personal goals have different valence values. The issue of gaps in research results on goal setting opens space for further exploration of the essential contribution of an estuary in the form of this new concept of integrated goal commitment. To overcome this gap, the theory of goal setting is integrated with the theory of service dominant logic which was first proposed by Vargo & Lush (2004). Service-Dominant Logic (SDL) is part of the interaction theory that prioritizes services in the exchange process. It started with a shift in interaction perspective that focuses on invisible resources, creating shared and relational values. Vargo & Lusch (2004) deliberately use the word service in the singular.

When the commitment to the goals begins to not focus on the goals set, the integrated service will strengthen back to the goals that have been set. The mechanism for developing concerted goal commitment is as follows: (1) setting goals; (2) commitment to goals; (3) provide services for integrated purposes. Studies on the factors that influence research performance, especially in the context of universities in Indonesia, are still relatively minimal. This small number does not only show the low interest in understanding research as one of the key performance indicators in higher education institutions. This research is intended as an academic effort to improve performance, especially lecturer research and the factors that influence it.

1.2 Related Research

Sukirno (2020) policymakers and education leaders must continue to pay attention to providing better administrative and supervisory systems, colleagues, future careers, university identification, financial support, and working conditions for lecturers. Third, loyal lecturers will feel happy to live in an organization and strongly believe in the values of the organization and they will perform better for the organization.

According to Abramo (2011), the research performance of each scientist is evaluated through a pure bibliometric approach, especially through the use of indicators of the number of publications and their relative impact (citations). From the analysis of the division of scientists by academic rank at each university disciplinary areas (UDA), we observe that the distribution is not pyramidal, but almost uniform, although it shifts slightly towards full professors. While Broström's (2019) research states that from a research policy perspective, these findings suggest a reduction in returns to fund additional Ph.D. student positions allocated to professors who are already retaining larger research cohorts. Second, Ph.D. students trained in groups with funding for Ph.D. research conditioned by the influence of the funder on the thesis research topic are more likely to stay in academia. Controlling for career goals, however, PhDs from the cohort had lower-than-average scientific productivity and citation impact. These results suggest that Ph.D. study funders face a trade-off between two different "get what they want" funding goals in terms of research content and fostering successful scholars.

According to Diem, A., & Wolter, S. C. (2013). This study investigates fit-for-purpose and health bibliometric parameters to measure and explain the research performance of individual researchers in the field of science education in Switzerland. To take into account the specificity of the researchers' publication practice in science education, the analysis was based on two separate databases: Web of Science and Google Scholar. Both databases show a very unequal distribution of individual research results, and the indicators used to measure research performance (quantity of publication and impact of citations) from the two data sources are highly positively correlated.

1.3 Purpose of the Study

This study aims to examine the effect of concerted goal commitment mediation to improve the research performance of private university lecturers in the ex- residency of Pekalongan, Central Java province.

2. Methods and Materials

2.1 Research Model

This study uses a quantitative approach. The quantitative data is then described to describe the effect of concerted goal commitment mediation on lecturer's research performance. To be precise, 365 private university lecturers in the former Pekalongan residency, Central Java province, Indonesia were randomly selected as the sample for this study. Table 1 describes the demographic data of research participants.

2.2. Participants

The technique of collecting data is using probability sampling method with simple random sampling technique, namely taking samples from the population randomly without regard to the strata in the population and each member of the population has the same opportunity to be sampled. The total population used is 7555. The results of the sample calculation using the Krejcie and Morgan formula for a population of 7555, the required sample of 365 lecturers. To determine the proportion, the number of samples in each private university is determined by determining the proportion according to the number of lecturers who have functional positions at the private universities under study.

2.3. Data Collection Tools

Data collection tools in this study was carried out using an instrument in the form of a questionnaire that was tested statistically. The type of interval scale used in this study is a Likert scale. Secondary data in this study were obtained or collected through books, journals, examples of previous research related to this research and articles and information pages obtained from websites related to this research.

2.4. Data Collection Process

Questionnaire data was distributed and collected in person and online. The invitation to fill out the questionnaire was sent via social media containing the website address (https://forms.gle/L9GfiXdBKKnGMVFdA) for filling out the questionnaire. The questionnaires were distributed to 23 private universities (PTS) in Central Java in the ex-residence of Pekalongan, consisting of 6 private universities in the form of universities, 1 private universities in the form of institutes, 4 private universities in the form of high schools, 7 private universities in the form of polytechnics, and 5 private universities in the form of academies.

2.5. Data Analysis

In this study, there are five variables, namely leadership, academic culture, policy, concerted goal commitment, and lecturer research performance. The validity test used is the construct validity test which shows how well the results obtained from the use of the measure match the theory underlying the test design, the results are said to be valid if significant (α) < 5% or < 0.05 (Sekaran, 2011). The software used by researchers to test the validity of the instrument is Lisrel 8.80 to know the instrument to be used for research is declared valid or not. The research design that is used as a guide in this study is a quantitative study with a structural equation model design step.

3. Results

This research was conducted from December 2020 to April 4, 2021. Of the 31 private universities, 8 private universities do not meet the criteria, namely having permanent lecturers of foundations who have functional positions, so that only 23 private universities in the ex- residency of Pekalongan meet the criteria in this study. Description of the characteristics of respondents in this study consisted of

age and functional position. From the questionnaires that have been distributed, the data obtained are descriptions of the characteristics of the respondents which will be described below.

Table 1. Demographic Characteristics of the Respondents

No	Functional Position	Gender		Qty	%
		M	F		
1	Assistant experts	109	112	221	61%
2	Lectors	63	70	133	36%
3	Associate Prof.	6	3	9	2%
4	Professor	1	1	2	1%
Total		179	186	365	100%

The structural equation test was carried out after the validity and reliability test with confirmatory factor analysis. This test is carried out to obtain a structural model that meets the goodness of fit rule. The following are the results of the structural equation test.

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KTT = 0.12*KT + 0.30*BO + 0.32*P, Errorvar.= 0.33  , R² = 0.67
      0.043)   (0.067)   (0.072)               (0.083)
       2.82      4.53      4.47                  3.92

KPD = 1.21*KTT + 0.043*KT − 0.049*BO − 0.072*P, Errorvar.= −0.32  , R² = 1.32
      (0.21)     (0.050)   (0.078)    (0.085)               (0.091)
       5.90        0.87     −0.62      −0.86                 −3.55
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Based on the results above, the output consists of two structural equations. To test the significance of the coefficient of influence between latent variables has a score of 1.96 which is designated as a critical value for significance testing.

This study uses the goodness of fit criteria by reporting chi square, Goodness-of-fit index (GFI), Tucker-Lewis Index (TLI), Incremental Fit Index (IFI), Root mean square error of approximation (RMSEA) The following table of criteria of Goodness of fit.

Table 2. Criteria of Goodness of fit

No.	GoF Size	Estimated Results	Criteria	Conclusion
1	Chi-square	144,23	Expected small $(\chi^2, 0.05,98)=122,108$	Not Fit
2	RMSEA	0.027	≤ 0.08	Fit
3	NFI	0.98	> 0.90	Fit
4	TLI atau NNFI	0.99	> 0.90	Fit
5	CFI	1.00	> 0.97	Fit

| 6 | IFI | 1.00 | > 0.90 | Fit |
| 7 | GFI | 0.96 | > 0.90 | Fit |

According to Ghozali (2008), overall goodness of fit can be assessed based on a minimum of 5 criteria.

The results of hypothesis testing in this study used path analysis techniqu es as a result of model respecification from the Structural Equation Model.
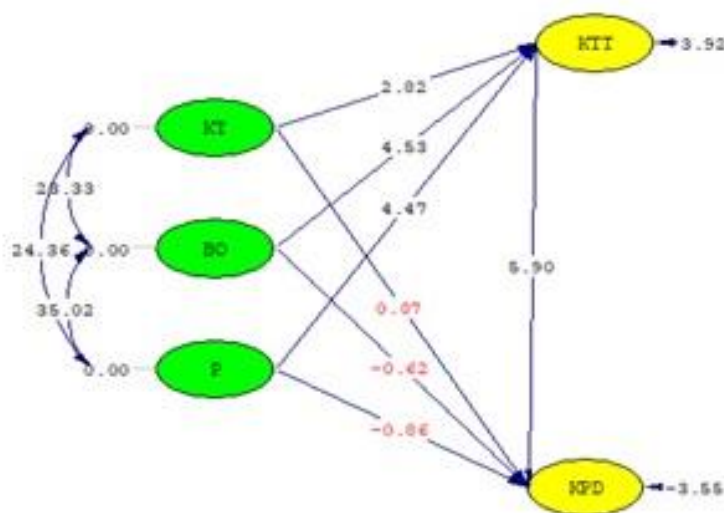

Figure1. Hypothesis testing

Mac Kinnon, (2008) states that a variable is said to be intervening or mediator if the independent variable affects the mediator and the mediator affects the dependent. From the results on figure 2, the following hypotheses are drawn:

H1. Leadership has a positive effect on Concerted Goal Commitment. This is because t value 2.82 > 1.96.

H2. Academic culture has a positive effect on Concerted Goal Commitment. This is because t value 4.35 > 1.96

H3. Policies have a positive effect on Concerted Goal Commitment. This is because t value 4.47 > 1.96

H4. Concerted Goal Commitment has a positive effect on Lecturer Research Performance. This is because t value 5.90 > 1.96

H5. Leadership has no effect on Lecturer Research Performance. This is because t value 0.87 < 1.96

H6. Academic Culture has no effect on Lecturer Research Performance. This is because t value - 0.87 < 1.96

H7. Policies have no effect on Lecturer Research Performance. This is because t value - 0.87 < 1.96.

To find out whether the indirect effect of the independent variable on the dependent through the mediating variable is significant or not, it can be done by detecting the effect of direct mediation.

H8. Leadership has an effect on Lecturer Research Performance through Concerted Goal Commitment. This is because Transformational Leadership has an effect on Concerted Goal Commitment (2.82 > 1.96) and Concerted Goal Commitment has an effect on Lecturer Research Performance (t value 5.90 > 1.96)

H9. Academic Culture influences Lecturer Research Performance through Concerted Goal Commitment. This is because Academic Culture has an effect on Concerted Goal Commitment (t value 4.35 > 1.96) and Concerted Goal Commitment has an effect on Lecturer Research Performance (t value 5.90 > 1.96).

H10. Policies affect Lecturer Research Performance through Concerted Goal Commitment. This is because the award has an effect on Concerted Goal Commitment (t value 4.47 > 1.96) and Concerted Goal Commitment has an effect on Lecturer Research Performance (t value 5.90 > 1.96).

4. Discussion

The problem raised in this study is the difference in views of research results between the theory of organizational commitment, goal setting, service there is no clear commitment, goals and services can improve performance. The existence of issues and gaps in the study is a space that has been discussed in this study. This study develops the concept of concerted goal commitment, as a justification for solving the problem. The concept offered is to explore more deeply the essence of developing value to improve performance. The results show that academic culture, policy and leadership have a significant effect on concerted goal commitment and concerted goal commitment have a significant effect on lecturer research performance. The results of this study strengthen the opinion of experts who state that leadership can bring about more fundamental changes such as values, goals and needs of subordinates Avolio et al (1998). Based on the results of this study, it is proven that leadership and academic culture can improve lecturer's research performance by mediated concerted goal commitment at private universities in Central Java. Therefore, if lecturers want to produce quality work, they must have a strong work culture accompanied by the right work process. The results of the study are also in accordance with the opinion of Dr. Mappamiring P. M.Si. (2015), which states that work culture is an organizational glue that binds organizational members through the values adopted, tools, symbols and social goals to be achieved. The strength of the lecturer's intention in concerted goal commitment is characterized by value creation, namely increasing perceptions of goals, increasing trust in institutions, increasing perceptions of the future so that it can strengthen the organization or institution. This concerted goal commitment ultimately improves performance, especially in lecturer research, and the emergence of reliable lecturers in good performance. Loyalty and responsiveness which are the values of the concerted goal commitment built by lecturers are the answer to the dynamic internal and external environmental conditions of the organization. The dynamics of growth include the increasing number of problems that must be solved in lecturer research and the increasingly stringent requirements in submitting lecturers' functional positions that require research results. Lecturers must be able to conduct appropriate, current and effective research in solving existing problems.

5. Conclusion

The results of this study indicate that concerted goal commitment is able to play a role in filling the gap in the relationship between higher education policies, leadership, academic culture and lecturer

research performance. The results of this study produce three alternatives that can be used to improve lecturer's research performance. This first alternative path provides the first largest value in providing the value of the indirect effect of the independent, mediating and dependent variables. Academic culture which is reflected through hard work, discipline, productive, responsible, motivated, creative, innovative, responsive, and independent, is the color of academic culture. Ramseden, P., (1994). This second alternative path provides the second largest value in providing the value of the indirect effect of the independent, mediating and dependent variables. Policies that are reflected through policies from the government, policies from foundations and policies from institutions are dimensions of policy. Ramesh, B.A., & Singh, Y.P., (1998). This third alternative path provides the second largest value in providing the value of the indirect effect of the independent, mediating and dependent variables. Leadership focuses on the mentoring process with a personal approach between leaders and subordinates so that various work problems can be resolved properly.

6. Recommendation

- Future research needs to consider the object of research in various types of institutions. Such studies are needed to generalize the research findings.
- This research can be extended to state universities to strengthen the hypotheses and structural models built.
- This research model needs to be further developed with additional variables or other relevant variables from the antecedents of lecturer performance.

Acknowledgements

Abbreviations

UDA   : university disciplinary areas

GFI   : Goodness-of-fit Index

TLI   : Tucker-Lewis Index

IFI   : Incremental Fit

RMSEA : IndexRoot mean square error of approximation

GoF   : Goodness-of-fit

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