

## **EVALUATION OF THE LECTURERS' PERFORMANCE IN SRIWIJAYA UNIVERSITY**

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### **ABSTRACT**

*The purpose of this research is to measure the performance of mentioned lecturers at Faculty of Economics, Sriwijaya University. In this research, the lecturers' performances measured based on what the students' perceived through the lecturers' pedagogic competence, professionalism, personal and social. This research uses quantitative method by taking data in primary and secondary results obtained from a list of questions (questionnaire), interview directly to sample, and research from the internet and journals. The size of the research population is the number of student at Sriwijaya University: 31.710 by 500 students as sampling. The results of the research which are processed through SPSS indicate that the average lecture performance rate of a lecturer in Sriwijaya University is good enough. The results of the research are processed through SPSS and shows that the average performance of lecturers are in satisfactory level based on the percentage on the questionnaire and research conducted. Based on the results, the writer concluded that the lecturers' performance at Sriwijaya University scored by the students are in satisfactory level, which is 70% to 100%.*

*Key Words: Performance Measurement, Lecture Performance, Employee, University*

### **1. INTRODUCTION**

The education development in adulthood happens so fast. Therefore, Indonesia needs to enhance the education system and renew the curriculum to be on a par on the global competition. Based on Preamble in 1945 Constitution of the Republic of Indonesia, the national goal is to protect Indonesian citizens and the entire homeland of Indonesia and to enhance the general prosperity, to develop the nation's intelligence, and to contribute to the world's order based on freedom, eternal peace, and social justice. In order to implement the national goal, it is undeniable that education is becoming one of the deciding factors. University is

one of the institutions which are responsible for the national education system. According to Indonesian Constitution art. 20 of 2003, on National Education System stated that:

- a. University is able to hold academic, professional, and vocational programs.
- b. Professional education; higher education after bachelor program to have a job with a special expertise as the qualification.
- c. Vocational education; higher education on a par as bachelor degree to have a job with a special practical expertise.

Higher Education in order to produce competent and qualified human resource

has a strategic position. Therefore, they hold the responsibility to prepare their needed qualifications to produce the next generation which has brighter future and is qualified to par globally. However, not only producing academically intelligent generation, Higher Education is expected to also produce a good generation in terms of ethics and attitudes. One of the main points to accomplish is the teaching resource. Lecturers are the professional educator and scientists who have the main responsibility to transform, develop, and transfer the science, technology, and art through education, research, and dedication to the citizens (Indonesian Constitution art. 1 sub art. 2 of 2005, on Teachers and Lecturers). Because of that, lecturers are obligated to have academic, competence, educator certificate, healthiness (physically and mentally), and meet other qualifications that are obliged by the Higher Education Institution they are working in, and have the capability to realize the National Education Goal (art. 45). The tasks and responsibility from the lecturer are not only as the educator and researchers, but also as the agent of change to produce competent generations. The tasks and responsibility as a lecturer stated in *Tridharma Perguruan Tinggi* which includes: educating and lecturing, research, and community service activities (Government Regulation Art. 60, 1999 on Higher Education), as stated below:

- a. Education and Lecturing, includes:
  - 1) Implementing working programs according to agenda.
  - 2) Preparing the class necessities.
  - 3) Giving lecture, response, assignment, exam, evaluation, and grading.
  - 4) Guiding, sponsoring in students' undergraduate thesis, thesis, and dissertation.
  - 5) Participating as a tester in thesis defense.

- 6) Guiding and helping practical activities.
  - 7) Making report on activity.
  - 8) Delivering scientific oration,
- b. Research and Writing Essay, includes:
    - 1) Doing scientific research.
    - 2) Producing research and essay.
    - 3) Writing a book for academic purpose.
    - 4) Guiding and assisting research in order to write undergraduate thesis, thesis, and dissertation.
    - 5) Actively leading/participating in seminar and research meeting.
    - 6) Assisting research to lead them to specialization and guiding the research report.
    - 7) Assisting research on undergraduate thesis preparation.
  - c. Community Service activities, includes:
    - 1) Institutional and scientific cadre coaching.
    - 2) Planning policy and academic master plan.
    - 3) Planning policy in the master plan (academic and physical)
    - 4) Holding the authority in the specialization.
    - 5) Planning and implementing coaching programs for cadre.
    - 6) Helping society by giving counsel and conducting the research's result.

Lecturer is one of the essential components in Higher Education System. As intended in the Indonesian Constitution art. 14, 2005 on Teacher and Lecturer, lecturer are mentioned as professional educator and scientist with the main task to transform, develop, and transfer science, technology, and art through education, research, and community service (Chapter 1 art. 1 sub art. 2). Lecturer's competence becomes the deciding factor on *Tridharma Perguruan Tinggi* implementation quality as the professional activities conducted by the lecturer. The lecturer

that competent to implement the tasks professionally is the one who has pedagogic skill, professionalism, character and social in the educational practice, research, and community service competence.

According to the data in *Biro Administrasi Perencanaan dan Sistem Informasi (BAPSI)*, Sriwijaya University has 1111 permanent lecturers in 10 Faculties (Faculty of Economics, Faculty of Law, Faculty of Agriculture, Faculty of Medicine, Faculty of Engineering, Faculty of Public Health, Faculty of Computer Science, Faculty of Social and Political Science, Faculty of Education, Faculty of Mathematics and Natural Sciences) by December 2016. To implement the main task of *Tridharma Perguruan Tinggi*, lecturers in this university are expected to fill 12 to 16 credits each semester depending on their academic qualification. However, in reality, there are some lecturers who were not conducting the given tasks, especially in the education field which can be resulted in the students' loss. Moreover, the reward that is given does not match the working load of the lecturers. Those lecturers as a professional educator spend most of their time outside the university. Even if they act as researchers, practitioners, expert staff in a company or governmental institution, and even contribute in the government. These points make the main task of a lecturer as stated in *Tridharma Perguruan Tinggi* appears to be neglected which resulted in the decreasing quality of the students.

The evaluation of lecturers' performance is needed to achieve *Tridharma Perguruan Tinggi* standard. This evaluation has three main goals: (1) Administrative purpose: to raise the lecturers' salary, promotion, to give the appreciation certificate, and lay-offs; (2) Development of the employees, in accordance to: counseling and advising,

and training and developing; and (3) Strategic purpose of the evaluation: to determine if the characteristics, actions, and working results of the employees are in accordance to the organization's goal, to diagnose the problems of the organization, also to legitimize the test that are used in the employees' selection. However, the evaluation of the performance is used only to achieve the administrative goal and development of the employees.

In the Higher Education Institution, the evaluation of lecturers' performance has the three purposes mentioned above. However, to be more specific, the purposes of the evaluation of lecturers' performance are: (1) to enhance the educating quality, (2) self-development, (3) to enhance the students' learning satisfaction, (4) to enhance the lecturers' working satisfaction, (5) to gain the department/faculty/university's programs purposes, and (6) to enhance the public appraisal on the faculty/university.

The lecturers' evaluation is an intrinsic analytical process for the better educating system. In other words, this evaluation is one of the processes of a good teaching process. The good teaching helps the students to achieve the high quality of learning. The Teaching Quality and Academic Standard are needed to be evaluated and enhanced because Higher Education is an expensive activity. (Chairy, 2005:1)

Students, co-workers and the superiors are able to assess the lecturers' competence mastery. This performance evaluation is called as perceptual evaluation because this evaluation is based on the perception during the lecturers' interaction with the appraiser. Academic and performance qualification and competence mastery as how other people and themselves see, also the contribution statement that are assessed based on the perception of the involved people, individually or simultaneously,

will decide the lecturers' professionalism.

The main heading of this research is the evaluation of the lecturers' performance in Sriwijaya University based on the students' perception by evaluating the pedagogic skill, professionalism, character, and social competence which are needed in the practice of education, research, and dedication to the society according to a relevant literature (*DirjenDikti*, 2010). Based on the statements above, the writer was interested in conducting a research entitled "The Evaluation of Lecturers' Performance in Sriwijaya University".

## **2. REVIEW OF RELATED THEORIES**

### **2.1 The Concept of Performance Evaluation**

Performance Evaluation is one of the management means that is used to be the decision maker and accountability in achieving goal and target of an organization (Witthaker; 1995).

In an organization, public or business organization, performance evaluation is essential. Performance evaluation is usually related to inputs, outputs, and outcomes. The comprehension of inputs is used as a source to produce service.

The Performance Evaluation Methods stated by Witthaker are: a) to set target/goal and the wanted result (Strategic Planning), b) set the performance indicator and evaluate the performance, c) evaluate the performance and utilize evaluation result to enhance performance. Those are related to the outcome result and the result that comes from the process, product and service that allows the evaluation and relative comparison to the goal, structure, previous result and other organization. Therefore, The Performance Evaluation is one of ways that government uses as a deciding

factor to provide better service quality with a relatively lower expense.

In Public Organization, The Performance Evaluation is usually seen from how effective and efficient it is. This becomes the limitation of the Public Organization in accessing information because performance hasn't been considered as important by the government. In the public bureaucracy performance, the benchmark is not only on how effective and efficient it is, but also on the indicator which is related to

the customer, such as the customer's satisfaction, accountability and responsibility. The benchmark for the performance in an organization is in accordance with how big is the organization.

In the meantime, organization tends to be attracted to The Performance Evaluation in so many combined aspects such as monetary, customers' satisfaction, employees' satisfaction, community and stakeholder's satisfaction and time. Those four aspects are the main aspects in public and business organization, especially public organization.

Evaluation on the public organization can also be conducted internally and externally. A Public Organization can be realized by Internal Evaluation because the responsibility of the employee is giving service to the public. This will affect the success of an organization. However, the external aspect can be seen from the public's satisfaction. With this, the organization is expected to observe the development of public's needs in general.

### **2.2 The Goals of Performance Evaluation**

Mahmudi (2010: 14) stated that the goals of the performance evaluation are:

1. Knowing the Organization's Goal Achievements.

The Performance Evaluation functions as the core that shows the goal achievement level and shows whether the organization has run according to the goals.

2. Providing learning facility for the employees.

The Performance Evaluation is a facility for the employees' learning facility on how they should act and give foundation on changing actions, attitude, skills or knowledge on work that needs to be owned by the employees to reach the best result. The process of The Performance Evaluation will be done through reflecting on the past performance, evaluating ongoing performance, identifying solution for the performance's problems and making decision to fix the performance in the future.

3. Fixing Performance in the next periods.

The application on The Performance Evaluation in long term aims to form Achievers' Culture in the organization by establishing a situation where each person in the organization is expected to be achiever. The performance in the meantime has to be better than before. The performance in the future has to be better than now.

4. Giving a systematic consideration in decision making for appreciation and penalty.

Organization with high performance is trying to create appreciation system such as raise, promotion, or penalty such as promotion delay or warning, which has a clear relation with knowledge, skill, and contribution to the organization's performance.

5. Motivating employees.

By having The Performance Evaluation which is related to the compensation management, the employees with high or good performance will receive appreciation.

6. Establishing public accountability.

The Performance Evaluation will show how big the achieved managerial performance which is becoming the core of accountability assessment. This Performance has to be measured and reported in Performance Report as a material to evaluate the organization's performance and will be useful for the internal and external members in the organization.

### **2.3 Benefits of The Performance Evaluation.**

Behn (2003) stated that The Performance Evaluation is used to:

1. Evaluating how well is the performance of a company.
2. Making sure that employees are working according to regulation.
3. Helping the management in making company's budget.
4. Motivating employees, manager, and stakeholders to do something that can enhance the performance.
5. Enhancing the stakeholders' trust.
6. Getting attention from public for the achievements that the company gains.
7. Getting to learn from what the company's ongoing achievements and the achievements that the company hasn't get yet.
8. Enhancing performance.

According to Lynch and Cross (1993) in Sony Yuwono, dkk (2004, p.29), the benefits on good Performance Evaluation is exploring performance on the customers' wish, motivating employees to do service, reducing bleeding, making one strategic goal, and developing consensus to make a change through reward.

The Performance Evaluation can be conducted once a year to enhance the public accountability and enhancing the retrieved policy's quality or to be done more often to enhance the management effectiveness and programs. (Wholey and Newcomer in Behn, 2003).

## **2.4 The Performance Evaluation by Monetary Measurement**

Financial report is a report that depicts the recent condition of a company and the business result's calculation from one business in a company in a period that is stated in that financial report, and other information that is needed according to the importance of the user.

There are a lot of companies that are still stressing their Performance Evaluations on the numbers in the financial report. This method measures the company's performance only based on the previous performance. Financial perspective tends to rely on financial measurements on short term as the performance standard in the company. As a result, there will be gap between the development of the strategy and the implementation.

The Performance Evaluation based on Finance is done by measuring financial ratio which is divided into three groups: performance measurement, operational efficiency measurement, and financial policy measurement (Weston and Copeland, 1995).

Niven (2005, p.4-6) describes some things on the financial measurements:

1. Financial measures are inconsistent with today's business realities.
2. Financial measures offer the same limited view of the future.
3. Financial measures tend to reinforce functional silos.
4. Focusing on short term financial numbers can frequently cloud our judgement as to what is going to truly distinguish our business from competitors in the long term.
5. Financial measures are not always relevant.

Meanwhile, The Performance Evaluation with financial ratio have limitations, they are (Weston and

Copeland, 1995):

1. This ratio is structured by accounting data and this data can be affected by different understanding and can be a result of manipulation.
2. If a company is using different fiscal year or if the seasonal factors are essential, they will affect the comparative ratio.
3. Analysis must be carefully conducted to find the good and the bad of a ratio to shape a comprehensive measurement from a company based on a series of financial ratio.
4. Ratio that is appropriate with the industrial average is not giving a certainty that the company is going well and has a good management.

## **2.5 The Performance Evaluation by Financial Measurement and Non-Financial Measurement**

Accounting measures of performance have been the traditional mainstay of quantitative approaches to organizational performance measurement. However, over the past two decades, a great deal of attention has been paid to the development and use of non-financial measures of performance, which can be used both to motivate and report on the performance of business (and other) organizations (Neely, 2004, p.3).

Ideally, the model of The Performance Evaluation of Financial Accounting has to be developed by inserting intangible company asset's assessment and intellectual company's asset, such as product and high-quality service, skilled and motivated employees, responsive and predictable internal processes, and satisfied and loyal customers (Kaplan and Norton, 1996).

## **3. RESEARCH METHODOLOGY**

The respondents of this research were active students of Accounting Departments in Sriwijaya University,

both in Indralaya Campus and Palembang Campus. Method that is used in this research was Random Sampling Method. According to Sugiyono (2012; p. 93) random sampling is choosing the sample members from the population that are done randomly without considering the class that exists in the population. If the population is big or the research subject is more than 100, the sample members can be done around 10 to 15% from the population as a subject. By this, the listed students in Sriwijaya University in 2016 were considered as a population is 31,710 students. (<http://bapsi.unsri.ac.id>)

### 3.1 Type and Source of Data

The type of data that can be used in this research is primary data. Primary data was collected through structured list of questions to collect answers from the questionnaires from the students of Accounting Department who are still active in Sriwijaya University as respondents in this research. The source of data in this research is the total score that is got from the questionnaires' answers that has been sent to the active students of Sriwijaya University.

### 3.2 Data Collecting Technique

The Data Collecting Technique in this research was done by using questionnaire, which can be described as listed written questions that are given to respondents (Sugiyono, 2009:142). By giving this questionnaire, the writer can evaluate the lecturers' performance in Sriwijaya University.

### 3.3 Data Analysis Method

This testing is done to test the questionnaire which later be used to measure Accounting Department's lecturers Performance Evaluation in Sriwijaya University. The writer was expected to have very objective results from this research, or more known as validity. In addition, it is needed to test

the consistency which is more known as reliability. Validity and reliability are two main components to decide the research's wellness.

Reliability test is a tool to measure the questionnaire as an indicator or construct. A questionnaire will be considered as reliable only if the answers from the sample are consistent or stable from time to time. SPSS gives the facility to measure the reliability by statistic testing *Cronbach Alfa* ( $\alpha$ ). A construct or variable will be considered a reliable if the score of *Cronbach Alfa*  $> 0.60$  (Nunnally, 1967 in Ghozali, 2006).

Quantitative analysis, quantitative method is a research method that is

1. based on positivism philosophy, it is used to conduct a research on a particular population or sample, the data collecting is using research instrument, quantitative/statistic data analysis, in purpose to test the stipulated hypothesis. (Sugiyono, 2012:8). This method is called quantitative method because the research data is numerical and using statistical analysis. (Sugiyono, 2012:7)
2. Qualitative analysis, qualitative analysis or more known as naturalistic research method is a method that is conducted in a natural condition. Qualitative analysis is more descriptive. Collected data is in a form of words or pictures, therefore it is not emphasizing on numbers. (Sugiyono, 2012:13). The data that is related to categorization, characteristics is in a form of questions or words. The data is usually collected from conducting an interview and subjective because the data is described from a different person (Riduan, 2003:5-7).

To count the answer's percentage that is given to the respondents, the writer is using a formula as mentioned by Hartono in John (2009):

$$P = \frac{F}{N} \times 100$$

Whereas:

P= Percentage

F= Frequency of the searched percentage (answer frequency)

N= The total of respondents

Interpretation method is used to interpret the data as mentioned by Supradi in John (2009). Data interpretation is using two numbers behind comma, as presented:

0,00%	= None.
0,01% - 24,99%	= Small.
25%-49,99%	= Almost Half.
50%	= Half.
50,01%-74,99%	= Big.
75%-99,99%	= In general.
100%	= Whole.

#### 4. RESULT AND DISCUSSION

The scoring result of the questionnaire shows that the lecturers' competence performance in Sriwijaya University is satisfactory. The percentage of each competence can be seen in Table 4.1 in a point to remember that this research is only limited to respondents which are students of Faculty of Economics in the total of 500 as the sample.

*Table 4.1 Performance Evaluation of Lecturers  
Source: Researchers' data*

No	Competence	Performance
A1	Physical facility and operational tools in the class is good.	88,5%
A2	Campus cleanliness is good.	86,1%
A3	Rooms to conduct classes are comfortable.	81,8%
A4	The lecturers' appearance and neatness are good.	75,3%
B1	The lecture is in accordance with the provided syllabus.	78,6%
B2	Lecturers acted objectively.	84,1%
B3	The lecturers' ability in teaching is understandable.	80,5%
C1	Lecturers are giving positive response for the students' critiques.	83,9%
C2	Lecturers give immediate help if the students find difficulties in class' material.	88,5%
C3	The lecturers' certainty in informing class' time.	94,1%
D1	Skillful and knowledgeable on how to teach well.	72,3%
D2	Having hospitable, polite, and friendly manner in campus.	82,7%
D3	Giving clear information to the students.	100%
D4	Security reassurance and comfort during the class.	75,4%
E1	Good communication skill with the students.	77,1%
E2	Giving information to the students if there are new things for the class' material.	76,4%
E3	Being convenient and keeping good relationship with students.	78,1%
E4	Understanding students' needs.	96,3%

Table 4.1 made it clear that the lecturer's performance in Sriwijaya University according to students in Faculty of Economic still has some notes to remember. Competences with notes that are concluded by the writer exist because it is still in a "Prone" percentage. As the competence in The lecturers' appearance and neatness in teaching 75.30%, competence in The lecture is in accordance with the provided syllabus 78.60%, competence in Skillful and knowledgeable on how to teach well 72.30%, competence in Security reassurance and comfort during the class 75.40%, competence in Good

communication skill with the students 77.10%, competence in Giving information to the students if there are new things for the class' material 76.40%, and competence in Being convenient and keeping good relationship with students 78.10%.

## 5. CONCLUSION

Based on the research, the writer can conclude that The Performance Evaluation of the lecturers in Sriwijaya University based on the students' perception is satisfactory by the scale of 70% to 100%.

By the conducted research, the writer can suggest several things for the next researches on the lecturers' Performance in Sriwijaya University. The writer suggests that the next research for this subject has to expand the research's sample. The writer also hopes that the institution will pay more attention to the lecturers that works there, especially the ones who has low percentage for the teaching skills. This matter can be solved by enhancing the skill by conducting education and training to make the lecturers' performance better.

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