

# IMPLEMENTATION OF LABOR LAW: IMPROVING LECTURER PERFORMANCE THROUGH THE ROLE OF LEADERSHIP AND COMPENSATION

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**Abstract** - Lecturers, as intellectual workers, are required to have standardized and quality competencies. Lecturers have obligations in their profession. A quality learning process, forming outstanding graduates, and realizing quality research results will only be realized if the lecturers have good performance. Universities should direct lecturers to produce performance that helps organizational performance. This requires appropriate leadership direction. In addition, an effective compensation system is needed so that the reward for each lecturer's efforts is appropriately rewarded. This study intends to observe and determine the role of leadership and compensation in the formation of lecturer performance. This quantitative research with an explanatory approach involved 100 permanent lecturers at one of the private universities in Surabaya. The analytical tool used is multiple linear regression. The results obtained from this study show that leadership is an important thing that actually shapes lecturer performance. The right compensation system will contribute to producing lecturer performance as expected by the college.

**Keywords:** leadership, compensation, lecturer performance, lecturer quality, university performance.

## INTRODUCTION

The implementation of labor laws involves a series of measures and policies that must be implemented by a company or organization to ensure the fulfillment of employee rights, fair working conditions, and employee safety and welfare (Abdussalam, 2009; Ismail & Zainuddin, 2018). The implementation of labor laws in private universities in Indonesia has an important role in protecting the rights and welfare of employees and creating a fair and productive work environment. Applicable labor laws in Indonesia, such as Law Number 13 of 2003 concerning Manpower, provide a legal framework that regulates the working relationship between universities and employees. The implementation of labor laws in private universities in Indonesia aims to create a fair working climate, protect lecturers' and employees' rights, and improve the quality of the working environment. Through proper implementation, private universities can make a positive contribution to human resource development and improving the quality of education in Indonesia.

The implementation of higher education in Indonesia is the most effective means of creating human resources who are experts in various fields. Higher education provides an opportunity for universities to contribute strategically to developing the nation's competitiveness through a quality education process and forming qualified Indonesians who are able to compete globally.

There are many obstacles that become problems with the quality of education (Pramudya, 2021). Likewise in higher education. One of the obstacles is the quality of teachers, namely lecturers, as teaching and research personnel are so important for the progress of a university. The position of lecturers as professionals aims to implement the national education system and realize national education goals (Yuliana et al., 2016). The role of lecturers in higher education is very important. Lecturers are required to have competence in carrying out the Tridharma of higher education optimally.

Private universities, as higher education institutions, bear the responsibility of having quality human resources in teaching and service processes so that graduates become strong and qualified human beings. Lecturers, as one of the human resource components in higher education institutions, need to be directed to achieve educational goals and objectives. College leaders are required to be able to implement human resource management, especially with regard to how to improve the performance of lecturers. Efforts to improve employee performance are one of the central issues in the science of human resource management because, in essence, achieving the goals of an organization is largely determined by the existence of high-performing human resources (Karina et al., 2015; Ernawati et al., 2020; Anjarnarko & Arifin, 2022). According to Byars and Rue (2006), the performance of organizational members is influenced by leadership.

A leader is the driving force behind a job (Martocchio, 2013). Leaders must have the expertise to implement management functions (Robbins, 2007). Leadership power in the organization can influence the organization through policies and regulations that can facilitate the achievement of the organization's goals effectively and efficiently (Darmawan, 2008). Leadership is defined as an organized effort to manage and utilize human, material, and financial resources to achieve organizational goals (Oetomo, 2004; Putra & Sinambela, 2021). Leadership has an impact on employee performance (Mardikaningsih & Darmawan, 2012; Sinambela & Lestari, 2021; Irfan, 2022). In addition, leadership will strengthen the commitment of organizational members (Jahroni et al., 2021). The application of leadership styles to

lecturers must be effective because lecturers are a unique profession where they should have high intellect. The tough challenge faced by all leaders is how each leadership element can mobilize their subordinates so that they are consciously willing to behave together to achieve organizational goals (Mardikaningsih & Munir, 2021; Putra et al., 2022).

Compensation is one of the most important functions in human resource management (Asikin, 2004; Abdulkadir, 2010). Compensation is related to the employment relationship between workers and employers. This is between the lecturer and the university organizer. Compensation becomes a major expense for the organization (Syamsudin, 2004; Wijayanti, 2014). All revenues, especially from student fees, will be allocated mostly to wage expenses for lecturers and employees. All organizations expect the compensation paid to obtain greater work performance rewards from workers (Munir et al., 2022). The value of the work performance of the members of the organization must be greater than the compensation so that the organization makes a profit and continuity is guaranteed (Asyhadie, 2007). However, the level of welfare in higher education is really determined by the number of students they have as a source of income, especially in private universities.

In the compensation system, there are various aspects related to benefits, compensation increases, compensation structures, and compensation scales. Compensation is a reward for and contribution to the work of organizational members (Putra & Mardikaningsih, 2021). However, in this case, it also contains the understanding that workers have given all their work abilities to the organization so that their efforts are naturally rewarded with appropriate rewards (Werdati, 2020). In higher education, lecturers receive various income components, such as a teaching honorarium or a fixed monthly salary (Arifin et al., 2015). Lecturers are obliged to fulfill their workload in order to be eligible to receive compensation according to their profession. Likewise, education personnel The existence of compensation that satisfies workers will have an impact on their performance (Darmawan et al., 2021; Ernawati et al., 2022) and strengthen commitment (Widiyana, 2021; Hafidz, 2021). Likewise, it was observed in another study that the compensation received by lecturers will play an important role in their performance (Mardikaningsih & Darmawan, 2022).

Performance has a broader meaning than just the results of work; it also includes how the work process takes place (Lestari, 2014; Munir & Arifin, 2021). Performance is a work result that has a strong relationship with the organization's strategic goals (Sinambela & Mardikaningsih, 2022). Performance can be defined as the achievement of a person in carrying out his duties in a certain period according to standards and criteria that have been determined and agreed upon (Khasanah et al., 2010; Hutomo, 2011). Every organization expects its members to give their best effort and carry out work as expected (Mahyanalia et al., 2017). In practice, sometimes there are still workers who are unable to carry out work in accordance with standards and targets (Darmawan et al., 2020). Not all lecturers understand the scope of their obligations. Lecturers are not only tasked with teaching but also conducting other elements of the tridarma of higher education, such as research and community service (Mardikaningsih, 2013). However, lecturers' performance can be monitored through subjective leadership assessments. This causes lecturers to lack the awareness to behave professionally. This study aims to determine the role of leadership and compensation in lecturer performance.

## RESEARCH METHODS

The type of research is quantitative research with an explanatory approach, which is a quantitative research approach that explains the effect of leadership and compensation on lecturer performance. This study was conducted at one of the private universities in Surabaya. There are more than 100 lecturers who are permanent lecturers at the college, but only 100 lecturers were involved in this study.

To measure leadership variables based on leadership indicators developed from a study by Mardikaningsih (2016), namely (a) achievement-oriented; (b) ability to communicate well; (c) intellectually encouraging; (d) developing a climate of mutual trust; (e) respecting lecturers' ideas; (f) taking into account the feelings of lecturers; (g) attention to lecturers' work comfort; (h) attention to lecturers' welfare; (i) recognition of the status of lecturers appropriately and proportionally. Measurement of compensation is based on the opinion of Robbins (2007), which consists of (a) salary; (b) incentives and rewards; and (c) indirect compensation and benefits. While the indicators of performance variables according to Darmawan (2013) are (a) work quality; (b) work quantity; (c) knowledge; (d) efficiency; (e) creativity; and (f) reliability.

The data collection technique used is the distribution of questionnaires with an attitude rating scale. The statistical analysis used is multiple linear regression analysis, which aims to determine whether there is a real role for variables X.1 (leadership) and X.2 (compensation) with Y (lecturer performance), where the three variables are leadership and compensation as independent variables and employee performance as the dependent variable.

## RESULTS AND DISCUSSIONS

This research data is the result of respondents' answers to the questions on the research instrument distributed. In the research analysis, it is described based on the operationalization of research variables. Data were collected using an attitude scale measuring instrument that had been tested for validity and reliability. Validity test on 24 question items. Only two items have a corrected total correlation value lower than 0.3. After being eliminated, proceed to the reliability

test. The leadership variable obtained a Cronbach alpha value of 0.638; the compensation variable was 0.847; and the lecturer performance value was 0.755. All statement items from each variable have been declared reliable.

To detect normality, it is observed from the normal probability plot display. In Figure 1, it is known that the data spreads around the diagonal line and follows the direction of the diagonal line, so it can be stated that the regression model fulfills the assumption of normality.

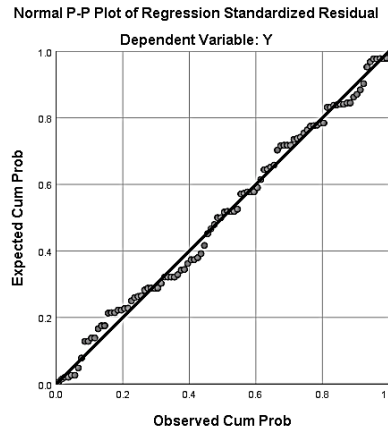


Figure 1. Normality Test  
Source: SPSS Output

The t test as a result of data processing in the regression process is shown in Table 1. This is the result of regression by looking at the p value, and the p value obtained is smaller than 0.05, so the effect between the variables is significant.

Table 1  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.943	4.123		8.233	.000
	X.1	4.818	.782	.457	6.160	.000
	X.2	4.956	.825	.445	6.005	.000

Source: SPSS Output

The regression model formed is  $Y = 33.943 + 4.818 X.1 + 4.956 X.2$ . In the whole model, two direct effects of independent variables are significant. The interpretation of the table is that leadership has a positive and significant influence on lecturer performance, with  $P = 0.000 < 0.05$  and a coefficient value of 4.818. This coefficient indicates that leadership has an impact on improving lecturers' performance. Compensation has a significant positive effect on lecturer performance, with  $P = 0.000 < 0.05$  and a coefficient value of 4.956. This coefficient indicates that the better the compensation received by lecturers, the more their performance will increase.

Table 2  
ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12675.140	2	6337.570	85.495	.000 <sup>b</sup>
	Residual	7190.420	97	74.128		
	Total	19865.560	99			

Source: SPSS Output

The F test obtained a calculated F value of 85.495 with a significant level of 0.000. The F test is declared significant with a level  $< 0.05$ . This means that the model built describes the conditions at the research site or the results of this study can be generalized to the object of observation.

Table 3  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.799 <sup>a</sup>	.638	.631	8.610	1.516

Source: SPSS Output

R Square produces a value of 0.638, meaning that the model built describes the conditions in the research site by 63.8%, and the remaining 36.2% is a fact beyond the ability of researchers, or there are still things that researchers do not include as indicators of each research variable.

Leadership has a role in shaping lecturer performance. Previous studies have shown the role of leadership in shaping the performance of organizational members (Santosa, 2002; Razali, 2006; Hariani et al., 2016; Lestari & Mardikaningsih, 2020; Al Hakim & Hariani, 2021; Kurniawan et al., 2021; Djazilan, 2022; Ernawati et al., 2022; Handayani & Khairi, 2022; Munir et al., 2022; Putra & Mardikaningsih, 2022; Radjawane, 2022; Retnowati et al. Leadership abilities and skills in direction are important factors in the effectiveness of leadership success (Hariani & Irfan, 2022). If organizations can identify the qualities associated with leadership, their ability to select effective leaders will increase. Organizational managers who can identify effective leadership behaviors and techniques will achieve the development of personnel effectiveness and efficiency of operations in the organization (Darmawan & Mardikaningsih, 2021). Lecturers must be smart leaders and have great managerial skills. Lecturer performance will improve with effective leadership.

Compensation shapes the lecturer's performance. This is in accordance with the findings of Darmawan et al. (2021); Anjanarko & Jahroni (2022); Djazilan (2022); Ernawati et al. (2022); Mardikaningsih and Darmawan (2012; 2022). The compensation system helps to reinforce the organization's key values and facilitate the achievement of organizational goals (Djazilan, 2020). If wages or salaries are given as a contract of achievement for the standard performance of workers, then incentives are additional compensation for performance above the specified standards (Putra, 2021). Compensation as a form of acceptance for lecturers is a manifestation of the results of their work. The existence of a fair compensation system is expected to be a driving factor in improving work performance. Lecturers are intellectual-based workers, so it is appropriate that there are rewards that exceed those for physical-based workers.

## CONCLUSIONS

This study proves that leadership and compensation play a role in shaping the performance of lecturers. From the findings, several suggestions were made related to the research variables. Leaders must have aspirational power, strength of spirit, and creative moral power, which are able to influence lecturers to change their attitudes so that they conform to the wishes of the leader. Leaders who do not have this will only lead the organization into organizational decline. This will then have an impact on the quality of the lecturers' work. There is no real organizational progress when led by someone who does not have a leadership figure. Therefore, the management of higher education institutions should make comprehensive considerations to determine a leader figure who is worthy of leading a group of intellectual workers. Compensation is important for lecturers as individuals because the amount of compensation reflects the value of their work among the lecturers themselves, their families, and the community. Therefore, if lecturers perceive their compensation to be inadequate, their job performance, motivation, and job satisfaction can drop dramatically. Compensation (in the form of wages and other benefits) is often the largest and most important cost component. With an eye on appropriateness, the college sets compensation elements that are likely to have an impact on lecturers' performance.

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