The Effect of Organizational Governance on the Performance and Commitment of the Lecturers

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Abstract
Improved in performance requires high quality of commitment from every individual in the organization. Increased in commitment can improved worker's performance and reduce their desire to walk out from the organization. Increased in commitment can be done with corporate governance that include transparency, accountability, fairness and social responsibility. This research was conducted in two private universities in Jakarta with a sample of 120 lecturers. The results showed that, variables in transparency, accountability, and fairness have a positive effect on lecturers' commitment, meanwhile variables in social responsibility, transparency, and accountability have a positive effect on their performance. To improve Indonesian worker's performance in the future, the aspects of transparency and accountability from the individual are needed, and also the social aspect in the form of social responsibility.
Keywords: governance, transparency, accountability, fairness, social responsibility, commitment and performance

1. Introduction

Globalization and free trade which also include educational aspect require competitiveness and high organizational performance (Zhang and Shen, 2011). Rajasa (2013) said that ASEAN free trade in 2015 (ASEAN Free Trade Area, AFTA) may result the acceleration of economic growth. The need of engineers to meet the economic growth in Indonesia has reached 90,500 people. The total availability of engineers or graduates in engineering reached 75,000 people, so it is concluded that there is a shortage of about 15,500 people. In order to meet the needs of graduates in engineering should be done by increasing the number of students or GER (gross enrollment ratio) and increasing the interest in both courses and students in the fields of engineering as well as sciences (Basri, 2013).

The number of GER in Indonesia is still relatively low compared to other ASEAN countries. GER in Indonesia in 2011 reached 17.28%, while Malaysia has a GER of 23%, Singapore has a GER of 46% (World Bank, 2012). Rusliana (2013) states that the GER level shows there are still many Indonesian children who have not been able to enroll their education or training into higher education. This may affect to the Indonesian workers that they will not be ready to compete with foreign labors. Another problem is the quality of institutions including the quality of graduates, research quality, professionalism and work readiness. Nuh (2012) says there are three scenarios to improve GER in Indonesia, namely: (a) the capacity expansion, where each state universities increase capacity of 10% per year. Increased capacity is accompanied by the development of infrastructures, increasing the number of lecturers, as well as operational costs; (b) establishment of a new state universities in the areas with low GER and border area; and (3) conversion from private universities to state universities.

The issues related to college performance and the organizational governance is that there is not synchronization between the educational institutions which provide manpowers to the industry as a place to work (Suharyadi, 2013). Data from National Accreditation Body of Higher Education (BAN-PT) in 2013 showed about the available courses at state universities, of which 54% were social sciences and 42% were engineering. Similar number was the available courses at private universities which are namely 52% for social sciences and 48% for social science engineering. That condition showed that the number of courses in engineering field were smaller than the of social science studies. When it is examined from the proportion of the number of students, it was even much more worrying where 78% of students were studying social sciences, 12% in engineering, and only 10% of them were studying in science. These conditions led to the increasing number of graduate unemployment in Indonesia as there was not synchronization between the number students who graduated from universities with the qualifications which were needed by industrial sector. Santoso (2013) stated that in order to increase interest in engineering field and sciences, the prospective lecturer recruitment policy and the opening of the course will be tailored to the needs of industry and may encourage economic growth acceleration plan with a focus on science, engineering, and agriculture.

The performance of the lecturers in relation to research and publication was also low; this problem also indicated the needs for better performance in the planning, implementation and evaluation of performance (Subekti, 2013). Data by Scimago (2013) for the publication of the journal in 2011, Indonesia reached 2,741 documents, while Singapore reached 14,511 documents, 18, 875 documents published by Malaysia and India reached 88,437 documents. The number of professors and universities in Indonesia is much larger than the number of professors and universities both in Singapore and Malaysia. This shows the low productivity or performance of lecturers in the field of research and publications.

Commitment to improve lecturers' performance and competitiveness of universities in Indonesia is very important, even it is really urgent as we see from the ranking of universities (Santoso, 2011). Data ranking of universities by QS in 2013 showed that Indonesia had only one university in the best 100 universities in Asia. This was lower than the Singapore which had two universities, Thailand reached three universities, Malaysia reached six universities, and India reached 7 universities (QS University Rankings, 2013). The ranking was conducted by QS with five indicator areas: Research Quality, Graduate Employability, Teaching Quality, infrastructure, and Internationalization. Indicators in the QS rankings are basically the same as the aspect Three Pillars of Tertiary Education (Tri Dharma Pendidikan) that include education, research, and community service. The low productivity of universities as mentioned above is due to the problems in the organizational governance of the universities (Good University Governance) and low lectrers' performance (Jalal 2009a, Kamanto 2008). The impact from the poor organizational governance and the performance shown by the faculty members is indicated from the the low level of conformity graduates with industry needs, lack of national and international publications as well as the low ranking universities in Indonesia. Therefore, governance factors need attention (Kamanto, 2008). The issue of organizational governance in higher education in Indonesia at this time is adopted to be part of the higher education HELTS and gradually governance issues are also included as a component of a variety of assessment including the accreditation of study programs (Ramli, 2012). The aspects mentioned above are the main research problems of this study that is how the influence of organizational governance on the performance improvement and lecturers' commitment to increase the organizational competitiveness.

2. Review of Literatures

Organizational governance has become a central issue in Indonesia since the Reformation and financial crisis in 1997 and 2008 (Jalal F., 2009a). Grindle (2010) stated that the organizational governance is attempting to regulate and improve all aspects of society that include economic and political interactions, decision-making, prioritization, resource allocation, administration and management system of service delivery of goods and services to the community. The purpose of the implementation of organizational governance as mentioned by Silveira and Saito (2009) are namely: (1) to have high awareness of the importance level of the organization; (2) build good and effective teamwork in order staff and management; (3) create and communicate a vision, mission, and the programs within the organizational individuals; (4) empower all employees with regard to the interests and talents; (5) provide effective delegation; (6) reduce unnecessary dependence; and (7) develop an adaptive organizational culture and the use of performance analysis for the improvement.

Definition of corporate governance according to the OECD (2004) is a system in which organizations are directed and controlled. In an organization, there are both rights and responsibilities within the actors in the organization such as directors, managers, owners and other stakeholders as well as how to make rules and procedures in making fair decisions, as well as the achievement of organizational goals and performance can be accounted for. Heracleous (2001) defines Corporate Governance (CG) as the way how the management and owners determine how to allocate the resources of the organizations. Cadbury (2000) defines the CG as how an organization focused on the balance between the goals of economic and social aims and objectives of individual and community goals. CG emphasizes accountability in the management of resources with regard to the interests of individuals, companies, and communities.

There are some principles of CG as stated by by Silveira and Saito (2009) are: (a) transparency of the management should provide information and knowledge for both internal and external communities in order to build such atmosphere of mutual trust. Transparency is not just about economic and financial aspects, but it includes intangible assets, management actions, market, strategy and how the leaders create value; (b) fairness / justice that equal treatment of all stakeholders, including owners, associates, customers, suppliers and creditors; (c) accountability is namely clarity of function, implementation and accountability of the organization, from which the management of company to run effectively; and (d) corporate responsibility which is organization's social responsibility to the environment, including how organizations create increased prosperity and employment opportunities, improve skills, and improve standards life through educational, social, cultural and environmental improvements. In accordance with the principles of corporate governance, namely the existence of a common vision and mission, authority and responsibilities are clear, and responsibility in efforts to improve the skills and well-being, then these principles will promote the competence and commitment of human resources to improve the competitiveness of the organization (Aurangzeb and Asif, K ., 2012)

Many studies have supported the relationship between governance with organizational performance. Bauwhede (2009) in a study of On the relation between corporate governance compliance and operating performance, and the results of the study showed that the implementation GG has a real 0.0054 positive effect on the ROA (return on assets), but no significant effect on ROE and NPM.

Imen (2007) in the study Corporate Governance: measurement and determinants analysis suggested the relationship between the organizational governance on performance of the organizations through the human resource aspects such as competence and commitment. The results showed that among the 624 companies in the USA in 1994-2003 showed a positive and significant relationship between corporate performance and organizational governance. The results also showed the larger the company and the higher the level the more powerful the use of technology in implementing the organizational governance. The quality of a good company is also observed from the high managerial capacity and good governance.

O'adewuyi and Olowookere (2009) in their study Impact of Governance Instruments on the Productivity of Nigerian Listed Firms also stated that good governance to productivity performance in 64 companies in Nigeria showed positive result. The companies which have good governance are expected to have clear and effective organizational governance and structure, which at the end would affect the productivity and the profitability.

The organizational governance can also increase the commitment of every member of the organization. Meyer and Allen (1991) define the commitment is as the involvement of individuals in the organization, ownership and responsibility as part of the organization. Meyer and Herscovitch (2001) define the commitment is a strong belief in the individual receiving the organization's goals and trying to keep the desire to remain a part of the organization. Marius and Cremer (2008) made a definition of commitment in the form of three attitudes, namely: (a) having the same feelings toward organizational objectives; (b) the desire to engage in tasks and works in the organization; and (c) the desire to remain loyal to the organization.

There were several studies that affirm and reinforce positive hypothesis between governance with the commitment and performance (Masalin 2003, Tsai, Chuang, Chein, 2008, Moye and Henkin 2006). Chen, Hwang, and Liu (2009) in a study of Employee Trust, Commitment and Satisfaction as Moderators of the Effects of Idealized and Consideration leadership on voluntary performance concluded that: (a) commitment has affected 94% of the performance of the labor; (b) to increase the commitment, it was influenced by the trust by 20% and job satisfaction by 77%; and (c) this study suggest that efforts to achieve high performance in an organization is to increase the trust / confidence, commitment and job satisfaction of the employees.

Dale and Fox (2008) in a study Leadership Style and Organizational Commitment: Mediating Effect of Role Stress concluded that: (a) study tested the six variables that may affect the organizational commitment, namely duration in the organization, duration time in office, education, age, gender and race; (b) this study showed that the variables took significant effect on the commitment which were long in the office and age of the employees, while duration in the organization, education, gender and race were not significant; and (c) to build commitment, managers should provide inspiration, sharing the vision and understanding mission, as well as reducing stress levels and rewards according to performance.

Wang and Walumbwa (2007) in their study entitled Family friendly program, organizational commitment, and work withdrawal stated that: (a) there is a positive influence in the human resources management program benefits such as child support and flexibility benefits to the commitment of human resources and the possibility of employees resign from the organization; (b) the results of the research showed that a commitment has a positive relationship to the child support and flexibility benefits, however, the significant ones are the benefits of flexibility; and (c) there is a negative relationship between commitment and desire to resign, the higher the commitment to decrease the desire resign from the company, and thus the performance can be improved. Based on the theory mentioned above, the framework in this study described as follows:

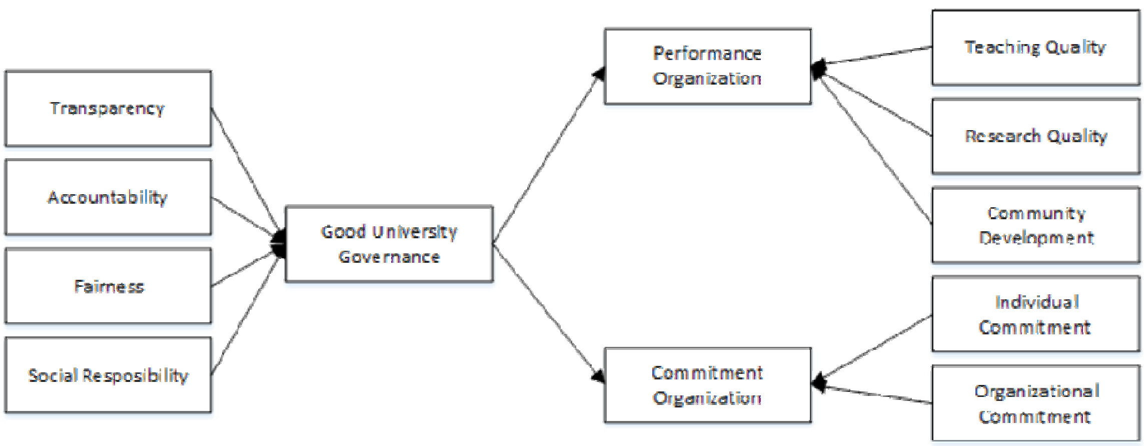

Figure 1. Conceptual Framework

Based on the conceptual framework of the study above, the hypotheses of this study are:
a. Level of transparency has positive influence to the organizational performance and commitment.
b. Level of accountability has positive influence to the organizational performance and commitment.
c. Level of fairness has positive influence to the organizational performance and commitment.
d. Level of social responsibility has positive influence to the organizational performance and commitment.

3. Research Method

The study of the effect of governance on organizational performance and commitment was conducted at two universities in Jakarta. The universities represent two major private universities (PTSB) and small private universities (PTSK). The study was conducted from May 2014 until October 2014. The population in this study was the lecturers, with the total sample of 120 people consisting of 60 lecturers at major private universities PTS and 60 lecturers at the small universities. The samples in this study were stratified by academic rank of the lecturers which are expert assistant or teaching assistant, lector, associate professors and professors. The determination of the sample of the stratification was conducted by random sampling. Based on Table 1, the total population at major universities was 323 lecturers with a sample comprising 10 expert assistant, 22 associate professor, 22 associate professor or head of lector and 6 professors. Total population in small private universities was 236 lecturers and the number of samples comprising were 16 experts assistant, 30 lectors, 12 associate professor and two professors. The number of samples was in accordance with the percentage or proportional academic rank at each university.

Table 1. Population and samples of the study at major and small private universities in 2014

Academic strata	Major private universities			Small private universities		
	Total lecturers	Percentage	Total samples	Total lecturers	Percentage	Total samples
Expert assistant	58	18%	10	60	25%	16
Lectors	114	35%	22	121	51%	30
Head Lectors or associate professors	116	36%	22	49	21%	12
Professors	34	11%	6	7	3%	2
Total	323	100%	60	236	100%	60

This study employed multiple regression equation for the analysis, with the measurement of the variables for double regression analysis of data using the Likert scale. This scale is used to measure the approval, attitudes, opinions and perceptions of a person or a group towards a (social) phenomenon (Lind, Marchal, & Mason, 2002). For the Likert scale in this study was a scale of 1 to 5, namely: (a) the scale of 1 for strongly disagreement if the statement does not approve the statement 100%; (b) the scale of 2 for the less agreement if approved partial statement or less than 30%; (c) the scale of 3 for neutral if the respondent agrees to 50%; (d) a scale of 4 for agreement when the respondent agrees to 70%; and (e) the scale of 5 for strongly agreement when the respondent agree to 100%.

The instruments to measure the corporate governance variables took into account the principles of organizational governance (Silveira and Saito, 2009). The instruments to measure corporate governance in this study were developed based on the results of research conducted by National Plan Body of Ministry of Finance (2006) in a study of the application of the principles of the OECD CG, Silveira and Saito (2009) in a study of Corporate Governance in Brazil and frequency of compliance with CG principle index. The operational definition of corporate governance was the respondents' perception of the level of the organizations' ability to create a system for directing and managing the process, rights and responsibilities among the actors in the organization. The level of transparency includes the dissemination of information both written and not written to the financial statements, work plans and performance evaluation and the involvement of the employees in solving organizational problems. The level of accountability includes the rules by the organization that cover the code of ethics, job descriptions and job targets, the company strategic plan, and the determination of compensation. The level fairness includes the provision of treatment and fair opportunity for all employees, mechanisms to provide advice, solutions and complaints, having a clear measure of performance, scalable and feedback opportunities. The level of social responsibility includes social responsibility, involvement of all members of the organization and a written report about the social concern.

The measurement instrument for the organizational commitment were developed by Meyer and Herscovitch (2001) to measure the perceptions of the respondents either for affective commitment to see the desire to be part of the organization, continuance commitment to see the necessity remain in the organization, and normative commitment to see the loyalty and growth of a sense of belonging. Commitment is an attachment to the organization's human resources to perform the work in accordance with the program, goals and vision of the organization (Chen, Hwan, Liu 2009). The operational definition of commitment is the level of involvement of the individual in the organization, the level of ownership and responsibility as part of the organization. The instruments include the level of emotional closeness commitment of the employees, the level of willingness of the employees to remain in the organization, and the level of the employee's loyalty and work. The instruments to measure the performance of the lecturers include: (a) the performance index in the form of face-to-face teaching, examination and evaluation of the course; (b) the index of research and publications such as the amount of research and publications; and (c) the index of community service which includes the amount of services.

The method of analysis in this study used multiple regression equation and the data were processed by using SPSS. The equations in this study are as follows:

$Y1 = a1.1 + b1.1X1 + b1.2X2 + b1.3X3 + b1.4X4 + \epsilon$ ………………..…. (1)

where:

Y1 = Level of commitment lecturer to organization
X1 = level of transparency
X2 = level of accountability
X3 = level of fairness
X4 = level of social responsibility
ϵ = standard error

$Y2 = a2.1 + b2.1X1 + b2.2X2 + b2.3X3 + b2.4X4 + \epsilon$ ………………..…. (2)

where:

Y1 = Level of performance lecturer
X1 = level of transparency
X2 = level of accountability
X3 = level of fairness
X4 = level of social responsibility
ϵ = standard error

4. Results and Suggestions

Table 2 shows the statistical description and correlational matrix among the variables. The average value of the range was 3.09 to 3.67 on a scale of 1 to 5. The review from the respondents was based on the organizational governance indicators, namely transparency, accountability, fairness and social responsibility amounted about 70% of the expectations. The level of lecturers' commitment to the organization reached 72% of the expectation, while the leacturers' performance reached a level of 62% of the expectations. Thus, there are still many opportunities to improve the performance of the lecturers.

Correlational relationship among the variables showed a positive and real indication level of confidence of 1 and 5%. Relationship among independent variables was within transparency, accountability, fairness and responsibility, while for the dependent variables which was between commitment and performance was also positive and real. Thus organizational governance has a role in increasing the commitment of lecturers and the performance of the lecturers in building the organizational competitiveness.

Table 2. Statistical Description and Correlational Matrix among the Variables

Variables		Mean	Deviation	1	2	3	4	5	6
1	Transparency	3.49	0.92	1					
2	Accountability	3.67	0.71	0.65**	1				
3	Fairness	3.58	0.66	0.53**	0.69**	1			
4	Social Responsibility	3.60	0.67	0.59**	0.79**	0.61**	1		
5	Commitment	3.61	0.68	0.36**	0.33**	0.35**	0.36**	1	
6	Performance	3.09	0.51	0.21*	0.25**	0.26**	0.24**	0.18*	1

** Correlation is significant at the 0.01 level
*Correlation is significant at the 0.05 level

The result of regression on the independent variables on the dependent variables shows the value of F for commitments equation was 18.277, and for performance was 14.612. If it is compared to the value of the F-table (N1 = 120 and N1 = 4 with a significant level of 1%) of 3.47. It can be concluded in the two equations that all the dependent variables are able to explain the dependent variable. The value of R2 or determinant coefficient was 0.77 for the commitment equation and 0.62 for the performance equation. Thus the dependent variables in the organizational governance variables are able to explain the commitment of 77% and 62% for the performance.

Table 3. The result of regression of commitment and performance equation

Variable	Commitment		Performance	
	Coefficient - estimate	t-statistic	Coefficient - estimate	t-statistic
Intercept	2.227	4.966	1.421	1.308
Level of transparency	0.067	2.144**	0.286	2.894*
Level of accountability	0.168	3.567*	0.317	2.968*
Level of fairness	0.087	2.320**	0.174	1.398
Level of social responsibility	0.026	0.600	0.406	3.640*
R (coefficient of correlation)	0.88		0.79	
R^2 (coefficient of determination)	0.77		0.62	
F-Statistic	18.277		14.612	

*t-count at the level of 1% = 2.36
**t-count at the level of 5% = 1.645

Variables transparency, accountability and fairness have significant on the commitment. Variable accountability has significant effect at the level of 1% and has a coefficient of 0.168, which means that every increase of variable accountability such an increase of 3.58 becomes 4.58 will increase the level of commitment of 0.168. The influence of this variable is greater than the effect of variables transparency and fairness. Accountability involves clarity regarding job functions and responsibilities of the job description, responsibilities and rights and duties. Thus for the individual, accountability regarding the design work that is capable of providing both intrinsic and extrinsic motivation is a job function that is able to provide the motivation to feel ownership and build the organization.

The second influential variable to the commitment is variable fairness. The variable is influential at 5% significance level. Regression coefficient was 0.087 which means that if there is a rise in the level of the sense of justice of 3.58 into 4.58, it will increase the commitment of the employee of 0,087. Fairness is how everyone gets the same treatment in the organization. In the same treatment organization will encourage lecturers take ownership of the organization so that the commitment will be formed. To build fairness can be done by giving the rights and obligations which are clear to every member of the organization concerning aspects of the facility, and performance feedback.

The third variable affecting the commitment is variable transparency. This variable is also significant at the level of 5% and the regression coefficient of 0.067. This means that if there is an increase of one unit of variable transparency from 3.4 to 4.4 then the commitment will increase by 0,067. The transparency regards the increase of management in providing information about the organization, including financial aspects and intangible assets. This will encourage the lecturers to increase the commitment if they get enough information about the organization, so that it can build a sense of pride, belonging of the organization, and ultimately will build the organizational commitment.

Variable performance is significantly affected by three variables, namely the governance of social responsibility, accountability and transparency. Variable social responsibility has a value of 3.640 and significant at the level of 1%. Regression coefficient of 0.406 which means the variable social responsibility increases by one unit from 3.6 to 4.6, the performance will increase by 0.406. Social responsibilities include the organization's ability to create increased prosperity and employment opportunities, improve skills, and improve living standards through education, socio-cultural and environmental improvements. Lecturers as the Indonesian people character in general have a high social nature. Characteristics friendly, love and work together would encourage the principle of social responsibility within the organization in order to improve performance through education and training programs.

The third variable that affects the performance is accountability. This variable has real influence at the level of 1% and a regression coefficient of 0.317. Any increase of one level of accountability will improve the performance of 0.317 for the variable accountability and 0.286 for variable transparency. Accountability is related to the clear functions and responsibilities related to how a person in doing the work, work processes, work targets, reporting, and the rights and obligations in the organization.

In relation to the effect of organizational governance on the performance, there have been several studies in other countries both developed and developing countries. A research conducted by Adewuyi and Olowookere (2009) and Bauwhede (2009) in Africa as a developing country showed that the impact of governance was indeed real, but the impact was still small. Both studies show the influence of 0.0165 and 0.0059 on the performance. This was different with the research in developed countries like the United States. Research by Ragothaman and Gollakota (2009) in the United States indicated that the effect of organizational governance on the performance of the organization is very significant, and even the coefficient reaches 10.791. This shows that governance in a more developed state is really influential on the performance. This difference in the significance is associated with the sociological aspects of modern society including aspects of openness and transparency, which are emphasized in a society with individuality. Many developing countries are still significantly influenced communal and sociological aspects, in which everything is measured communally, so that the governance aspects of an openness and transparency as opposed to the values of communal are yet maximally to evolve. The results of a research in Indonesia conducted by the author showed that the influence of governance range 0.286 to 0.406. This value is higher than in African countries, but still lower compared to the research in the United States. This is the challenge for Indonesia, particularly in the management of higher education to enhance the governance aspects related to transparency, accountability, fairness as well as social responsibility to build a modern society based on openness to all aspects of life.

5. Results and Discussions

a. The influence of the variable governance of the lecturers' commitment to organization was positive and real. Variable transparency, accountability, and fairness had positive effect on the commitment of the lecturers.
b. The influence of variable governance on the variable lecturers' performance was positive and real. Variable social responsibility and accountability had significant positive influence on the on the performance of the lecturers.
c. The influence of governance on the performance in Indonesia is still low in comparison with developed countries, but relatively quite high compared to other developing countries especially in Africa. The increase of transparency, accountability, and social responsibility by increasing individual responsibility will increase higher performance.
d. Managerial recommendation: the increase of performance can be done with an individual approach to accountability-related functions and responsibilities of the job, transparency related to the information of the organization and fair treatment of the employees. The implementation of governance in Indonesia, which differentiates it from other country, should consider social responsibility aspect involving the entire line of the organization; this is related to sociological aspect of Indonesian society with the communal culture and mutual cooperation.
e. Suggestions for the future research: there should be expansion of the study sample that includes the industrial world, the expansion of the performance aspects concerning the financial aspects, marketing and organizational development.

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