

## THE INFLUENCE OF CHANGE MANAGEMENT, FINANCIAL COMPENSATION, WORK DISCIPLINE ON THE PERFORMANCE OF UNIVERSITY CIREBON

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### Abstract

Lecturers in a university play an important role because their performance contributes to the progress of the university. Universities demand that lecturers have a high work spirit, as well as be resilient in working with high competence, and high work discipline, but unfortunately, college management pays less attention to lecturer performance issues. Therefore, this study was conducted to address the performance of lecturers of private universities in Cirebon. This study aims to determine the Effect of Change Management, Financial Compensation, and Work Discipline on Lecturer Performance in Private Universities in Cirebon. The type of research used in this study is a quantitative method with an associative research approach. Data collection through questionnaires. Data collection techniques using questionnaires and using statement indicators with a Likert scale of 1-5. The population in this study was lecturers in Cirebon Private Universities, as many as 396, and a sample of 199. The results of the study concluded that Change Management, Financial Compensation, and Work Discipline affect Lecturer Performance.

**Keywords:** Change Management, Financial Compensation, Work Discipline, Lecturer Performance

## INTRODUCTION

Human resource management is very important for a university in managing, organising and maximising the role of lecturers so that they can function productively for the achievement of the university's goals. Human resources and universities need to be managed professionally in order to realise a balance between the needs of lecturers and the demands and capabilities of universities. Human resource management also involves the design of planning systems, staffing, employee development, career management, performance evaluation, employee compensation and good labour relations. Human resource management involves all management decisions and practices that directly affect human resources.

In a study entitled "The Effect of Change Management, Financial Compensation, Work Discipline on Lecturer Performance of Cirebon Private Universities," there are several phenomena, first, well-conducted change management is proven to improve employee performance by helping them adapt to new policies and curriculum changes. In addition, capable financial compensation has a positive relationship with lecturer motivation, which further contributes to improved academic and teaching performance. High work discipline is also an important factor, as this affects lecturers' productivity and the quality of teaching and research they conduct. However, some gaps in this study need to be addressed. One of them is the lack of exploration of external factors that may affect lecturers' performance, such as socio-economic conditions, institutional support, and government policies. The methodology used in this study may also be limited, so the results cannot be generally applied to all private universities in Indonesia. Lastly, the long-term impact of management and funding on lecturer performance has also not been investigated in depth, making it an interesting change for future research.

According to Gail F. Latta (2015), Change Management in an organisation has many roles and positive effects on employee and organisational performance. This is important in the face of evolving educational dynamics, such as the implementation of new technologies and curriculum changes.

Financial compensation is one of the important elements in human resource management that plays an important role in increasing the motivation and discipline of lecturers, including lecturers in private universities. According to Armstrong (2010), fair and competitive compensation can increase job satisfaction and employee loyalty. In the context of higher education, good advancement can attract and retain quality lecturers, which will have a positive impact on their performance.

In addition to these aspects, it is important for universities to create a work culture that supports the implementation of change management, appropriate financial compensation, and consistent work discipline. A positive work culture will foster a sense of belonging and responsibility in each lecturer towards the university. When change management is done in a participatory manner, lecturers will feel involved in the decision-making process, so they are more ready and open to changes that occur. This active participation not only increases lecturers' confidence but also strengthens the relationship between lecturers and management, which in turn will have an impact on improving overall performance.

The implementation of policies that support lecturers' professionalism is also an important part of human resource management in higher education. Providing regular training and competency development, for example, can improve lecturers' ability to deal with curriculum changes and academic demands. In this case, change management is not just a process of adaptation, but also a process of increasing the capacity of individuals and universities. When lecturers are equipped with relevant skills and knowledge, they will be better prepared to compete globally and make a real contribution to the achievement of the college's vision and mission.

In addition to capacity building, transparency and consistency in financial compensation are also key to success in managing lecturer performance. Universities need to have an objective and measurable reward system, so that each lecturer feels that their efforts and achievements are proportionally valued. Providing performance-based incentives, such as allowances, scientific publication awards, or incentives for participation in community service activities, will encourage lecturers to be more productive and innovative. Thus, compensation is not only a motivational tool but also an effective retention strategy for qualified educators.

In the context of higher education, compensation includes not only basic salary, but also allowances, bonuses, and other incentives that can affect lecturer performance. Providing fair and competitive sanctions can encourage lecturers to improve the quality of teaching and research, as well as contribute more actively in academic activities. Work discipline is another aspect that is no less important. Work discipline is expected to encourage lecturers to be more productive and responsible in carrying out their duties. According to Robbins and Judge (2013), good work discipline is positively related to individual performance. In an academic environment, work discipline can include time constraints in teaching, completion of research assignments, and involvement in other academic activities.

## **REVIEW OF LITERATURE**

### **Change Management**

Change management in educational institutions is a crucial process to adapt to technological advances, scientific developments, and community needs. Change in educational organisations includes not only modification of structure, process, or technology, but also transformation of culture, mindset, and individual behaviour (Munir & Zakiyah, 2017). Change is inevitable in every aspect of life, including in education (Hussain, 2016). Educational organisations, whether schools, universities, or other training institutions, need to continuously adapt to the times to remain relevant and effective in carrying out their functions. However, the process of change is not always easy and is often faced with various challenges (Hussain, 2016). Various challenges must be faced, such as resistance from individuals, concerns about losing power, and difficulties in monitoring the change process. Individual resistance can arise due to differences in personality, perceptions, and needs, so individuals have the potential to resist change. In addition, concerns about losing power can also be a barrier, especially for those who hold important positions in educational organisations.

In the face of these challenges, an effective change management strategy is needed. This strategy involves several components, such as communication, participation, support,

and negotiation. Thus, change management in educational organisations must be carried out strategically and sustainably to improve the quality of education and improve student abilities (Jaya, 2021).

### **Financial Compensation**

Compensation is all income in the form of money, direct or indirect goods received by employees in exchange for services provided to the company (Afandi, 2018). Compensation is all forms of financial returns and benefits that employees receive as part of an employment relationship (Akbar, et al., 2021: 125).

Compensation is intended to foster engagement, job fulfilment, worthy achievement, inspiration, worker dependence, discipline, and trust in the association and government. Employees also need a job that can demonstrate their abilities, as well as a comfortable work environment and facilities that can help them achieve the best results (Nugraha & Tjahjawati, 2017). Basic compensation received by employees is usually as a salary or wage called basic salary. While variable pay, where compensation is directly related to performance achievement.

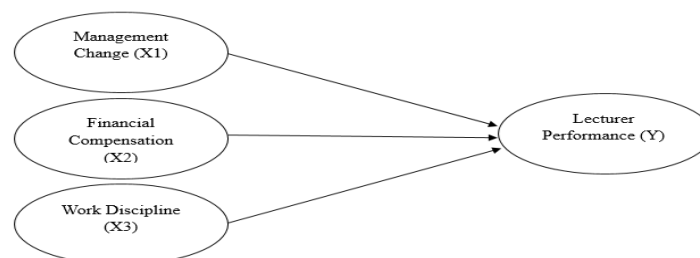
### **Work Discipline**

Discipline is the sixth operative function of the most important human resource management because the better the employee discipline, the higher the work performance that can be achieved. Without good discipline, the company is difficult to achieve optimal results (Hasibuan, 2013). Work discipline can be defined as an attitude and behaviour that is carried out voluntarily with full awareness and willingness to follow the rules set by the organisation or superior, both written and unwritten (Slamet 2007: 215). As stated by Mangkunegara (2009: 129) which states that discipline is a process that can foster a person's responsibility to maintain and improve organisational goals objectively through compliance with organisational regulations.

### **Lecturer Performance**

Performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given. (Mangkunegara 2014: 09). Performance is, "A result achieved by a person in carrying out the tasks assigned to him Hasibuan (2012: 65) From the above understandings, it can be concluded that performance is the achievement of employee work in activities or activities that have been planned in advance, both quality and quantity achieved in carrying out their work duties in accordance with the responsibilities assigned to them within a certain period.

### **Framework of Thought**



Frame Of Mind

The framework essentially tries to explain the relationship between the variables to be studied. Change management plays an important role in preparing lecturers to face the dynamics of the higher education environment, such as technological developments, curriculum changes, and government policies. When change is managed systematically and participatively, lecturers feel more prepared and supported in carrying it out. Lecturers who are able to adapt to change will show improvements in teaching quality, research engagement, and social contribution. Conversely, poor change management can lead to resistance, job stress, and decreased motivation. Financial compensation includes salary, benefits, bonuses, and other incentives that lecturers receive in exchange for their work. Adequate compensation will increase job satisfaction, loyalty, and motivation to work more optimally. Lecturers who feel financially rewarded tend to be more productive, have a high commitment to the institution, and show better performance in teaching, research, and service activities. Conversely, low financial compensation can create a sense of injustice and negatively impact morale.

Work discipline reflects an attitude of responsibility, punctuality, compliance with rules, and professionalism in carrying out tasks. Lecturers who have high discipline will be more consistent in attendance, on time in academic report meetings, and more focused in carrying out tridharma tasks. Discipline also creates an organised and structured work climate, which ultimately supports improved individual and institutional performance. Lack of discipline can disrupt academic processes and damage the image of the university. This framework must also be complemented by a section or line of thought that shows the relationship between the research variables (Umar, 2008).

### **Hypothesis**

A hypothesis is a statement about something temporarily considered true. A hypothesis can be interpreted as a statement that will be researched as a temporary answer to a problem. Based on this theoretical thinking, a hypothesis is proposed:

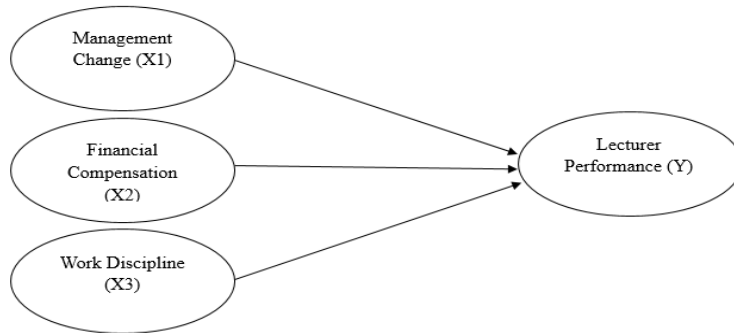
- a) There is a significant influence of compensation on lecturer performance at private universities in Cirebon.
- b) There is a significant influence between compensation and work discipline of lecturers in private universities in Cirebon.
- c) There is a significant influence of work discipline on lecturer performance in private universities in Cirebon.
- d) There is a significant influence between change management and lecturer work discipline in private universities in Cirebon.

### **RESEARCH METHOD**

The research method used in this research is a quantitative research method. According to Sugiyono (2019: 15) argues "Quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations and samples. Sampling techniques are generally carried out randomly, data collection using research instruments, and data analysis is quantitative/statistical with the aim of testing predetermined hypotheses." The data collection technique uses a questionnaire and uses statement indicators with a *Likert Scale of 1-5*. The population in this study was

lecturers at Cirebon Private Universities, who had as many as 396, and a sample of 199 respondents.

## RESULTS AND DISCUSSION



### Validity Test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire that we have made by measuring what we want to measure (Ghozali, 2016). Taking an item valid or invalid can be known by correlating the item score with the total score if the correlation  $r$  is above 0.05, it can be concluded that the instrument item is valid and vice versa if it is below 0.05, the instrument item is invalid so it must be corrected or discarded. In this study, in testing the validity of researchers using measuring instruments in the form of a computer programme, namely IBM SPSS version 25.

In this study it is known that the question has an  $N$  value of 199. Determination of  $R_{table}$  by looking at the probability, namely a two-way test with a significance level of 0.05. Furthermore, calculate the value of the degree of freedom ( $df$ ), namely  $df = n - 2$ . Then it can be seen that the value of  $df = 199 - 2 = 197$ . Thus, the  $R_{table}$  validity test in this analysis is 0.1391. The complete validity test can be seen in the following table:

Variables Change Management (X1)	Counter	$R_{table}$	Description
X1.1	,245	0.1391	Valid
X1.2	,284	0.1391	Valid
X1.3	,381	0.1391	Valid
X1.4	,382	0.1391	Valid
X1.5	,433	0.1391	Valid
X1.6	,535	0.1391	Valid
X1.7	,336	0.1391	Valid
X1.8	,366	0.1391	Valid
X1.9	,542	0.1391	Valid
X1.10	,457	0.1391	Valid
X1.11	,392	0.1391	Valid
X1.12	,353	0.1391	Valid
X1.13	,376	0.1391	Valid

X1.14	,427	0.1391	Valid
X1.15	,480	0.1391	Valid
X1.16	,388	0.1391	Valid
X1.17	,297	0.1391	Valid
Variables Financial Compensation (X2)	Counter	Rtabel	Description
X2.1	,259	0.1391	Valid
X2.2	,450	0.1391	Valid
X2.3	,448	0.1391	Valid
X2.4	,356	0.1391	Valid
X2.5	,482	0.1391	Valid
X2.6	,381	0.1391	Valid
X2.7	,476	0.1391	Valid
X2.8	,521	0.1391	Valid
X2.9	,342	0.1391	Valid
Variables Work discipline (X3)	Counter	Rtabel	Description
X3.1	,627	0.1391	Valid
X3.2	,663	0.1391	Valid
X3.4	,400	0.1391	Valid
X3.5	,461	0.1391	Valid
X3.6	,499	0.1391	Valid
X3.7	,453	0.1391	Valid
X3.8	,353	0.1391	Valid
X3.9	,364	0.1391	Valid
X3.10	,362	0.1391	Valid
Variables Lecturer Performance (Y)	Counter	Rtabel	Description
Y1.1	,363	0.1391	Valid
Y1.2	,428	0.1391	Valid
Y1.3	,356	0.1391	Valid
Y1.4	,433	0.1391	Valid
Y1.5	,470	0.1391	Valid
Y1.6	,457	0.1391	Valid
Y1.7	,287	0.1391	Valid
Y1.8	,385	0.1391	Valid

Based on the validity test results in table 1, it shows that all variables are valid because the probability is a two-way test with a significance level of 0.05. This is because the correlation value  $R_{hitung}$  is greater than  $R_{tabel}$ , which is 0.1391.

### Reliability Test

Reliability testing is used to show and prove that a data instrument can be trusted enough to be used as a data collection tool because the instrument is good (Sugiyono, 2019). The alpha coefficient can be said to be reliable when the Cronbach Alpha value is  $> 0.70$ . The data calculation will be carried out with the help of the IBM SPSS version 25 programme. The results of the reliability test for each variable can be seen in the following table:

**Table 2**  
**Reliability Test**

Variable	Composite reliability	Criteria
Change Management	,872	Reliable
Financial Compensation	,863	Reliable
Work Discipline	,765	Reliable
Lecturer Performance	,809	Reliable

Table 2 shows that all of the component parts of the estimated model meet the reliability criteria, in particular, all of the component parts have composite reliability values of more than 0.7. When comparing IBMSPSS 25 output with Cronbach's alpha, the findings are shown in Table 3:

All of the estimated model's constructs meet the dependent as seen in Table 3, with Cronbach's alpha values over 0.7. The fact that the proposed number is more than 0.7. lends credibility to this

**Table 3**  
**Cronbach Alpha**

Variable	Cronbach's alpha	Criteria
Change Management	,875	Reliable
Financial Compensation	,864	Reliable
Work Discipline	,762	Reliable
Lecturer Performance	,809	Reliable

**Multiple Linear Regression Analysis**

The influence of the independent variables, namely change management (X1), financial compensation (X2), and work discipline (X3), on the dependent variable, namely lecturer performance (Y), can be determined by testing multiple linear regression analysis. This test is carried out with a computer tool with the SPSS (Statistical Program for Social Science) version 25 programme:

**Table 4**  
**Multiple Linear Regression Analysis**

Model	Coefficients <sup>a</sup>				
	Unstandardised Coefficients		Standardised Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	3,324	3,285		1,012	,313
Total Change Management (X1)	,174	,042	,289	4,112	,000
Total Financial Compensation (X2)	,093	,058	,109	1,614	,000
Total Work Discipline (X3)	,327	,075	,295	4,362	,000

Based on the table above, the constant value (a value) is 3.324, and for the Change Management value (b value) is 0.174, while for the Financial Compensation value is (b value) 0.093, and for the Work Discipline value is (b value) 0.327. So that the value of the multiple linear regression equation can be obtained as follows:

$$Y = 3.324 + 0.174X_1 + 0.093X_2 + 0.327X_3 + e$$

Which means:

1. The constant value of Lecturer Performance (Y) is 3.324, which states if the variables X<sub>1</sub>, X<sub>2</sub>, and X<sub>3</sub> are equal to zero, change management, financial compensation, and work discipline, then lecturer performance is 3.324.
2. The coefficient of X<sub>1</sub> of 0.174 means that every time there is an increase in variable X<sub>(1)</sub> (Change Management) by 1%, the performance of lecturers will increase by 0.174 (17.4%) or vice versa, every time there is a decrease in variable X<sub>(1)</sub> (Change Management) by 1%, the performance of lecturers decreases by 0.174 (17.4%).
3. The coefficient of X<sub>2</sub> of 0.093 means that every time there is an increase in variable X<sub>(2)</sub> (Financial Compensation) by 1%, the performance of lecturers increases by 0.093 (9.3%) or vice versa, every time there is a decrease in variable X<sub>(2)</sub> (Financial Compensation) by 1%, the performance of lecturers decreases by 0.093 (9.3%).
4. The coefficient of X<sub>3</sub> of 0.327 means that every time there is an increase in variable X<sub>(3)</sub> (Work Discipline) by 1%, lecturer performance increases by 0.327 (32.7%) or vice versa, every time there is a decrease in variable X<sub>(3)</sub> (Work Discipline) by 1%, lecturer performance decreases by 0.327 (32.7%).

From the description above, it can be concluded that Change Management, Financial Compensation, and Work Discipline affect Lecturer Performance.

### Hypothesis Test

Hypothesis testing is a test carried out with the aim of knowing the proof of the hypotheses that have been made previously. Hypothesis testing consists of two types, namely the F test (Simultaneous) and the T test (Partial).

### Simultaneous F Test

**Table 5**  
**F Test Analysis Results**  
 ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	956,616	3	318,872	28,843	,000 <sup>b</sup>
	Residuals	2155,826	195	11,056		
	Total	3112,442	198			

Based on Table 5 above, it can be seen with df (n<sub>1</sub>) = 2, df (n<sub>2</sub>) = 199, then F<sub>table</sub> is obtained at 3.105. From the results of the simultaneous test or F test, the F<sub>count</sub> value is 6,950, and the F<sub>table</sub> value is 3,105. Then this value shows F<sub>hitung</sub> > F<sub>table</sub> with a significance level of 0.000 < α 0.05. Based on the hypothesis, it means that H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, so that overall the independent variables of Change Management, Financial Compensation influence lecturer performance as the dependent variable.

### Partial T Test

Hypothesis testing is done to show how far the influence of independent variables on the dependent variable individually. In this study, hypothesis testing was used to determine the effect of transformational leadership variables, organisational commitment, and work discipline on lecturer performance variables. With the criteria if the count is greater than t table, then the independent variable affects the dependent variable. The results of hypothesis testing can be seen as follows:

**Table 6**  
**T Test Analysis Results**

Model		Coefficients <sup>a</sup>				
		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,324	3,285		1,012	,313
	Change Management	,174	,042	,289	4,112	,000
	Financial Compensation	,093	,058	,109	1,614	,000
	Work discipline	,327	,075	,295	4,362	,000

a. Dependent Variable: Lecturer Performance

1. The results of testing the effect of change management on lecturer performance. Based on the table above, the tcount value is 4.112 and the ttable ..... so it can be concluded that the tcount > ttable and a significant value of 0.000 < 0.05 is obtained. Based on the hypothesis, it can be interpreted that H1 is accepted H0 is rejected. Thus, the change management variable partially has a positive and significant effect on lecturer performance.

2. The results of testing the effect of financial compensation on lecturer performance Based on the table above, the tcount value is 1.614 and the ttable is 1.663 so it can be concluded that the tcount > ttable and a significant value of 0.000 < 0.05 is obtained. Based on the hypothesis, it can be interpreted that H2 is accepted H0 is rejected. Thus, the financial compensation variable partially has a positive and significant effect on lecturer performance.

3. The results of testing the effect of work discipline on lecturer performance. Based on the table above, the tcount value is 4.362 and the ttable is 1.663 so it can be concluded that the tcount > ttable and a significant value of 0.047 < 0.05 is obtained. Based on the hypothesis, it can be interpreted that H3 is accepted H0 is rejected. Thus, work discipline variable partially has a positive and significant effect on lecturer performance.

**Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination is used to know the magnitude of the influence of change management (X1), financial compensation (X2), work discipline (X3) and **Lecturer Performance (Y)** Based on the SPSS Version 25.0 for Windows output, the results of the multiple linear regression analysis also yield the coefficient of determination (R<sup>2</sup>) as presented below:

**Table 7**  
**Coefficient of Determination**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	,554 <sup>a</sup>	,307	,297	3,32498
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a. Predictors: (Constant), Change Management, Financial Compensation, Work Discipline

b. Dependent Variable: Lecturer Performance

Based on Table 7, the coefficient of determination (R<sup>2</sup>) can be seen in the R Square column, which is 0.297. This value explains that the influence of the variables of Change Management, Financial Compensation, and Work Discipline on Lecturer Performance (29.7%).

Previous research and studies show that institutions play an important role in improving lecturer performance. Research conducted by Sari and Rahardjo (2020) found that lecturers involved in the change process felt more motivated and committed to their institutions. These results are in line with research in Cirebon, which shows that support in change management contributes to improving lecturer performance.

Compensation is all income in the form of money, direct or indirect goods received by employees in exchange for services provided to the company (Afandi, 2018). Compensation is all forms of financial returns and benefits that employees receive as part of an employment relationship (Akbar, et al., 2021: 125). Research by Putra and Sari (2021) shows that lecturers who feel that their compensation is fair tend to have better performance. The results of research in Cirebon also support these findings, showing that adequate financial compensation is positively related to lecturer motivation and performance.

Work discipline is expected to encourage lecturers to be more productive and responsible in carrying out their duties. According to Robbins and Judge (2013), good work discipline is positively related to individual performance. According to research by Wibowo and Hidayati (2019) shows that a positive work environment can improve lecturers' work discipline, which in turn has an impact on their performance.

## CONCLUSION

Based on the results of the research conducted, it can be concluded that change management, financial compensation, and work discipline have a significant influence on the performance of lecturers of private universities in Cirebon. Statistically, the three variables show a positive relationship and contribute significantly to improving lecturer performance, with work discipline as the most dominant factor. Testing the validity and reliability of the instruments showed that the data obtained were valid and consistent, while multiple linear regression analysis reinforced the findings that improving work discipline and change management can effectively improve lecturers' academic performance. In addition, the coefficient of determination of 29.7% indicates that the variables are able to explain most of the variation in lecturer performance, emphasising the importance of effective human resource management, organisational change strategies, and appropriate compensation in efforts to improve the quality and productivity of teaching staff in higher education institutions.

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