Systematic Literature Review: Measurement Model of Lecturer Performance and Organizational Citizenship Behaviours Based on Work Environment Characteristics, Innovation and Knowledge Sharing

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Abstract

Lecturer performance remains the main issue on improving the success of tridharma implementation on universities, influence on work environment, use of modern technology and sharing knowledge become an important matter to discuss, where the behavior of lecturers in doing their job is not only lecture but also include developing teaching materials, writing journals, guide their students and even activities outside their work hours. This is called Organizational Citizenship Behaviors. However, the lack of literature journals on these variables made researchers reluctant to research using these variables. The systematic literature review study on human resource management as a result from library research concluded that: 1) Work Environment affects Organizational Citizenship Behavior; 2) Innovation affects Organizational Citizenship Behavior; 3) Knowledge Sharing affects Organizational Citizenship Behavior; 4) Work Environment, Innovation and Knowledge Sharing simultaneously affect Organizational Citizenship Behavior; 5) Work Environment affects Lecturer Performance; 6) Innovation affects Lecturer Performance; 7) Knowledge Sharing affects Lecturer Performance; 8) Organizational Citizenship Behavior affect Lecturer Performance; 9) Work Environment, Innovation, Knowledge Sharing and Organizational Citizenship Behavior simultaneously affect Lecturer Performance.

Keywords: Innovation, Lecturer Performance, Knowledge Sharing, Work Environment, Organizational Citizenship behaviour

INTRODUCTION
Background

The success of the implementation of tridharma on universities is highly influenced by lecturer performance, hence every universities are always trying to increase the performance of their lecturers to achieve that goals. Even until today, lecturer performance is one of the most discussed problem and always faced by the

management of universities, making it necessary to identify the factors that may influence lecturer performance. One of the measurement of lecturer performance is their ability to adapt to technologies and surroundings, naturally requiring a high level of intellect to be able to balance and maintain the growth in technology, supported by the ability to master, manage oneself and consistently sharing their knowledge and skills to develop relationships in their work environment [1, 2]

Facing the tight competition, combined with the Covid 19 pandemic make universities, especially private universities have to be able to keep up with the advancements in technology and innovations related to the learning process. The absence of offline classes shifted all classes to online. New methods of teaching have to be innovated by lecturers to prevent their students from feeling bored during the learning process. The competition drives stakeholders to improve the quality of their products and services with price that is competitive, efficient and innovative. Competitions in technology growth significantly affects the basic and widespread technology innovation on learning. Lecturers are demanded to be able to change their learning process with a more innovative style. By using a more innovative learning on universities, it is expected that it could increase the interest in learning and increase the learning quality that may affect the increase in the quality of their graduates. With a more innovative learning, it is expected students will be more innovative and critical in their thinking, both during their university life as students and when they have graduated, so that they will be able to compete in job seeking as well as in their workplace [3]

With the sufficient improvement on innovations for learning as well as the use of technologies, it is expected that the implementation of management innovation on universities can play an active and optimal role in facilitating and realizing the improvement lecturer performance, university development and utilization of research result both for the internals in the university (downstream) or the society [4, 5]

Based on empirical experiences from researchers like lecturers, practitioners and students that face difficulties and challenges on using technology to create learning innovation, seeking scientific journals and articles that support and relevant for writing scientific research as a basis for further research. Supporting and relevant scientific research articles is needed to strengthen and develop theoretical studies that will be useful to identify the relationship of specific variables in order to create hypothesis and discussions from the research results. This Systematic Literature Review will specifically discuss the factors of Work Environment (X_1), Innovation (X_2), and Knowledge Sharing (X_3) which has an effect on Lecturer Performance (Y_1) and Organizational Citizenship Behaviours (Y_2) on human resource management literature study. There are surely many other factors that can explain and affect Lecturer Performance (Y_1) and Organizational Citizenship Behaviours (Y_2). However, this Systematic Literature Review will focus on the topics as mentioned above. [6-9]

Research Problem

Based on the problems identified, it can be concluded that the problems in this literature review are as follows:

1) Does Work Environment have an influence of Organizational Citizenship Behavior?

2) Does Innovation have an influence on Organizational Citizenship Behavior?

3) Does Knowledge Sharing have an influence on Organizational Citizenship Behavior?

4) Does Work Environment, Innovation and Knowledge Sharing simultaneously influence on Organizational Citizenship Behavior?

5) Does Work Environment have an influence of Lecturer Performance?

6) Does Innovation have an influence on Lecturer Performance?

7) Does Knowledge Sharing have an influence on Lecturer Performance?

8) Does Organizational Citizenship Behaviors have an influence on Lecturer Performance?

9) Does Work Environment, Innovation, Knowledge Sharing and Organizational Citizenship Behavior simultaneously influence Lecturer Performance?

LITERATURE REVIEW

Lecturer Performance

Lecturer Performance is the result that can be achieved by lecturers both individually and as a group in a university, either it is qualitative or quantitative, depending on their authorities and responsibilities in their efforts to achieve the university's goals legally and in accordance with their morals and ethics. [10-13]

These are the factors that may affect lecturer performance, which are:

1. Personal factors, usually indicated by the skill level of the lecturer, competence, motivation (internal and external) and commitment toward certain university.

2. Leadership factors, usually indicated quality and guidance encouragement, every effort to support done by heads of university along with the management.

3. Team factors, usually indicated by the quality of the support given by colleagues.

4. System factors, usually indicated by work system and facilities provided by heads of university.

5. Contextual/situational factors, usually indicated by the level of pressure and changes in the lecturer's surroundings both internally and externally. . [10, 14, 15]

Organizational Citizenship Behaviours

Organizational Citizenship Behaviours can also be called extra-role behaviour, which is a behaviour that is not based on organizational decision for the employees. Extra-role behaviours can increase effectivity and employee survival because these behaviours are highly appreciated when accomplished by employees even though it is not stated in their formal job descriptions. Organizations can be said to be successful when their employees achieved more work than they normally. [16-20]

These are characteristics of lecturers that have good Organizational Citizenship Behaviours:

1. Altruism, individuals working as lecturer with an attitude of helping relieve the workload of their colleagues;

2. Courtesy, prevent problems to emerge that may affect work by providing consultations and information;

3. Sportsmanship, being tolerant in a less ideal situation in the workplace without complaining;

4. Civic virtue, care about continuity and growth of a university;

5. Conscientiousness, doing things that are beneficial to a university. [21-25]

Work Environment

Work Environment are everything that is in the employee's surroundings, either internally or externally that may influence employees to do their jobs. Example of work environment may include room temperature, air humidity, air ventilation, room lighting, noise, hygiene and workplace order as well as sufficient work equipment or tools. [17, 25-27]

Based on the statements above, it can be concluded that the work environment of lecturers is divided into two, which are:

1.   Physical work environment, where every physical form near the lecturer's workplace may influence the lecturer either directly or indirectly;

2.   Non-physical work environment, where every events related to working relationship, either relationship to their superior, colleagues or subordinate. [17, 25-27]

Innovation

Innovation refer to an effort for change (ideas, practices, products, methods and objects) towards repairs and updates to become better and modern. [7, 10, 26, 28, 29]

The main characteristic of innovative learning is student-centerer, a type of learning that prioritize opportunities to students to understand and construct knowledge independently (self-directed) and mediated by their peers (peer mediated instruction). An innovative learning bases oneself to a learning process that internalize, reshape or transform new information regarding learning materials by participants. Innovative learning will create a conducive environment in class by maximizing reasoning power, inquiry power and creativity of students. Innovative learning have the power to drive students to find and create new ideas. A learning and teaching strategy have a main role to establish innovative learning. [15, 19, 29-33]

Knowledge Sharing

Knowledge Sharing is an effort by lecturer to share information, feedbacks and skills that are relevant and done by a lecturer with their colleagues or students in a university. [6, 8, 22]

The factors that may influence a lecturer to do knowledge sharing to their colleagues or students are as follows:

1.   Supervisory control, universities create regulations for lecturers to have sharing sessions to share their knowledge. Although difficult, universities are able to use slight coercion to lecturers until they are comfortable doing the sharing sessions.

2.   Social Exchange, lecturers in universities realize that there are reciprocal rules. Therefore, lecturers are motivated to share their knowledge with the belief that they will also receive the same kind of contribution.

3.   Perceived organization support, universities give incentives or awards to their lecturers that conduct sharing knowledge so that they will have a sense of commitment. Lecturers see that universities will provide welfare for those that support sharing knowledge process. [31, 34, 35]

RESEARCH METHODS

Research method in this scientific article writing will use qualitative method and literature studies. Studying and analysing textbooks, regulations, laws that support the theories discussed in this systematic literature review, especially in the human resource management aspect. Analysing scientific articles that are both reputable

and unreputable. Every cited scientific articles are sourced from Mendeley and Scholar Google, and university as well as national library. In this qualitative research, literature reviews must be used consistently and continuously with valid methodological assumptions. This means that the use of sentences must be inductive so that it will not direct the questions raised by the researchers. One of the main reason for the researcher to conduct a qualitative research is that this is an explorative research. The next phase will discuss deeper into related literature or review of literature section, as a basis of generating hypothesis and the final phase will be the two literature become a basis for comparing the research results. [36]

HYPOTHESIS

Based on the background, research problem and literature review, it can be concluded that the research model is as follows:
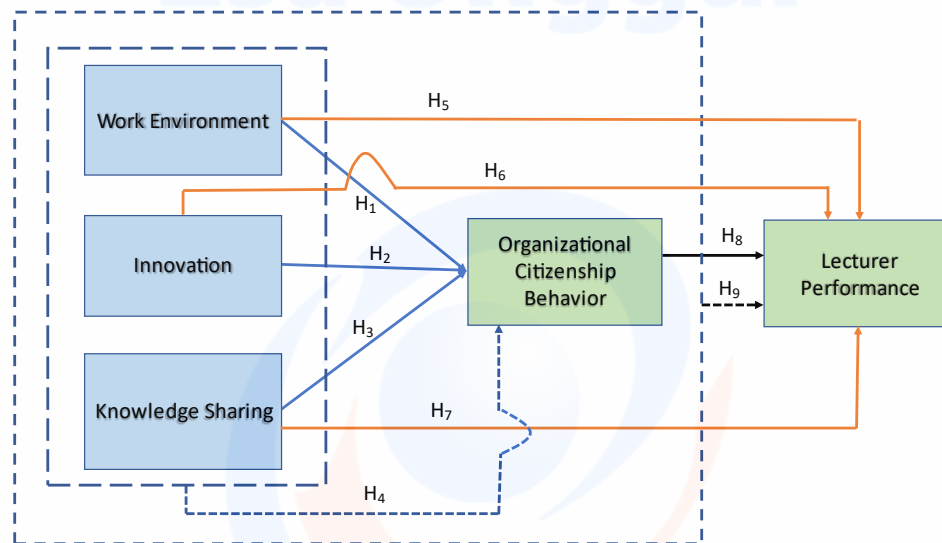

Figure 1 Systematic Literature Review Research Model

DISCUSSION

Based on the research problem and systematic literature review research, the discussions in this article is as follows:

1) Work Environment influence Organizational Citizenship Behaviors;

A good and comfortable work environment will bring positive vibes and satisfaction for the employees which will then give positive impact on their extra-role behavior during work without leaving their primary work [37]In line with [27]that states work environment have significant influence on Organizational Citizenship Behaviors. It can be concluded that work environment create high level of comfort for employees. This comfort that is created from work environment will affect employee sincerity in working and drive them to work better[38].

2) Innovation influence Organizational Citizenship Behavior;

Innovative behaviour possessed by a lecturer have significant influence on organizational citizenship behaviour. By increasing innovative behaviour, organizational citizenship behaviour in universities will be maximized. However, the weakness in this innovative behaviour in university is that lecturers will tend to reject new things to fix their work that is not optimal and lecturers will find it difficult to influence others to create support for good ideas [39]. Innovation also refer to new findings that is different from the existing ones regarding ideas, methods or products.

Universities that are capable to compete and become winner are those that always innovate and be creative in every products and services they offer to the society [29].

3) Knowledge Sharing influence Organizational Citizenship Behavior;

Organizational Citizenship Behaviors is a unique behaviour owned by workers in doing their daily activities. Lecturers who possess organizational citizenship behaviours does not only do their primary work but also other tasks (extra role) like the university expects them to be. This extra role may include helping other lecturer or students, giving advice and participating in campus activities. Knowledge sharing that is done by lecturers are necessary to carry out daily activities to achieve the university's goals [35].

4) Work Environment, Innovation, and Knowledge Sharing simultaneously influence Organizational Citizenship Behavior;

Organizational citizenship behaviour has an important role in university development because organizational citizenship behaviour cover loyalty, compliance and participation where all of them contributes to the creation of structural, relational and cognitive aspect of social capital. Organizational citizenship behaviour can be improved when a lecturer feels the support from university is present. With the social exchange theory, it is also mentioned that when lecturers feel that their university is supporting them, they will show organizational citizenship behaviours. Knowledge sharing behaviour is considered as how far lecturers are willing to share their knowledge with their colleagues. Inherently, the transfer of knowledge from individual to another or organization to another will significantly contribute to lecturer performance and will also impact university performance. Facilitating knowledge sharing is a complicated task because the main concern is the willingness of the members to share knowledge with others[22].

In work environment, knowledge sharing behaviour is viewed as voluntary and represented by organizational citizenship behaviour and other psychology factor called pride. Work environment have to be prepared for knowledge sharing. If it is linked to innovative behaviour where knowledge sharing and organizational citizenship behaviour is received well by lecturer. Lecturer that show organizational behaviours will feel that they are part of an organization and will voluntarily share knowledge that are needed by their colleagues. This voluntary social behaviour will influence employees to show innovative behaviour. It is said that an innovative potential of a lecturer can be improved through interactions with others and cross-fertilization of ideas. The creativity of lecturers can be triggered when it is supported by creative environment and creative thinking from members of the organization. [6]

5) Work Environment influence Lecturer Performance;

Work environment have positive correlation toward lecturer performance[26]. Work environment that centres on their lecturers will increase their performance and vice versa. A work environment that does not support lecturers will decrease their motivation for work and eventually decrease their performance[25]. The environment of the educational institution itself, lecturers are the front soldiers for university that have a central role in transforming, developing and spreading knowledge, technology and art for the sake of their nation. However, before producing high quality of youths, lecturers are required to become better first[10].

6) Innovation influence Lecturer Performance;

Support from universities on innovations and relationship qualities with superiors have significant influence on innovative behaviour. The role of creative environment in universities will only strengthen the relationship quality with superiors on innovative behaviour[33]. The concept of individual innovativeness on lecturer have been rapidly growing marked by conceptual development that experts believe as innovative behaviour or innovative work behaviour. This means that conceptual development on individual innovativeness concept is not only limited to its understanding in relation to adoption concept but have spread into the work aspect in innovative workplace that is generally known as innovative work behaviour[40].

7) Knowledge Sharing influence Lecturer Performance;

Knowledge sharing is a network like shared bulletin, gatherings, conferences, seminars and symposiums that function as media for knowledge sharing and ideas as well as practices. As mentioned in the literatures, knowledge sharing and expertise from one source to another covering the sharing of knowledge. Because of that, knowledge sharing plays an important role to make sure that collective thoughts and internal contacts will be sufficient in every universities and educational organizations that helps the achievements and continuity of their employees. As long as universities seek intellectual skills from their lecturer, the study cultures and publications in a university may become indications for generation and sharing[41].

8) Organizational Citizenship Behavior influence Lecturer Performance;

If leaders want to improve lecturer performance, it is best for them to make an effort on personality enhancement and organizational citizenship behavior first so that it will impact on the increase in lecturer performance which will also increase the performance of the university[42]. Organizational citizenship behaviors is a behavior that is expected by many organizations for their employees to have. This is because organizational citizenship behaviors is considered beneficial for organizations that is unable to grow based on formal roles be it in the form of contracts or re-compensations. Looking further at it, organizational citizenship behaviors is a factor that contributes to the overall work result of an organization[1].

9) Work Environment, Innovation, Knowledge Sharing, and Organizational Citizenship Behavior simultaneously influence Lecturer Performance.

If lecturers have a behaviour that may create innovation or apply new methods in the way of their teaching, research or their devotion to the community as well as student activities, these behaviours can be expressed through organizational citizenship behaviour in a university. Innovative behaviour through organization citizenship behaviour performance is where an employee gives contributions or feedbacks to the university for updating, sustainability and effectiveness of the university. If a lecturer have an innovation, lecturer may ask for advice or consultation with their colleagues so that they will voluntarily help and give advice or consultation. The lecturer may also be willing to work overtime to make the innovation happen. Therefore, lecturers that have innovative behaviour will influence organizational citizenship behaviour in universities [39]

So, every university need lecturers that have high performance to achieve their goals. To make lecturers achieve high performance, universities will also have to consider the expectations and needs of the lecturer to be able to provide optimal contribution for the organization [1, 43]

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the result and discussion above, it can be concluded that to generate research hypothesis used for further research is as follows:

1) Work Environment influence Organizations Citizenship Behavior;
2) Innovation influence Organizational Citizenship Behavior;
3) Knowledge Sharing influence Organizational Citizenship Behavior;
4) Work Environment, Innovation, and Knowledge Sharing simultaneously influence Organizational Citizenship Behavior;
5) Work Environment influence Lecturer Performance;
6) Innovation influence Lecturer Performance;
7) Knowledge Sharing influence Lecturer Performance;
8) Organizational Citizenship Behavior influence Lecturer Performance;
9) Work Environment, Innovation, Knowledge Sharing, and Organizational Citizenship Behavior simultaneously influence Lecturer Performance.

Suggestion

Based on the discussion and conclusion above, it can be suggested that there are still many factors that can influence lecturer performance in university. Hence, further research are very necessary to complete the other factors that can influence performance and extra-role behaviour, which in this case is called organizational citizenship behaviour in the future.

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