

The Influence of Soft Skills, Organizational Culture, Compensation and Work Satisfaction on the Performance of Lecturer in Economic Faculty Christian University of Maluku Indonesia

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Abstract: This research has the objective to analyze not only the effect of soft skills, organizational culture, compensation, and work satisfaction on the lecturer's performance but which variable has the most dominant among them as well. The results of the research and data analysis show that soft skills, organizational culture, compensation and work satisfaction simultaneously have significant influence on the lecturer's performance. In addition, soft skills have the most dominant one with the largest regression coefficient value of 0.789 and the partial correlation coefficient value of 5.882. This shows that soft skills has the most dominant influence on the lecturer's performance in Economic Faculty, Indonesian Christian University of Maluku (UKIM) in Ambon. Based on the contribution of all independent variables to the dependent variable, it can be explained by the magnitude of the coefficient of multiple determinations (R^2) which is equal to 0.830. This means that all of the independent variables, namely, soft skills, organizational culture, compensation and work satisfaction which were used in the regression equation can simultaneously account for 83.0 percent. In other word, the variable of soft skills, organizational culture, compensation, and work satisfaction simultaneously exerting influence on the work performance of the lecturers. On the other hand, the other independent variables which we're not included in the research model accounted for 17 percent.

Keywords: Soft skills, organizational culture, compensation, work satisfaction, performance.

INTRODUCTION

As a part of management science, human resources management is a useful activity to manage and control resources (work force) owned by individual effectively and efficiently which can also be used to achieve the organizational goal maximally. In addition, human resources management is based on a concept that every worker is human not machine or business resources.

The effect of quick globalization and flow of information has brought a consequence to the human building in the entire world. Any kind of efforts have been prepared to face any challenges and changes by people, such as, the increasing of self-potential to be qualified human resources. *World Competitiveness Year Book* [1] about levels of competitiveness states that the Indonesian human resources quality is not only in low level but also decreasing.

Regionally, Indonesian human resources competitiveness is in the lowest level compared to Singapore (2nd level), Malaysia (16th), Thailand (29th)

and Philipines (52nd). Realizing this condition, the idea to increase social life level in the long term seems to be a dream. Thus, the research focuses on the increasing lecturer quality in the development era or local autonomy era is needed continuously in order to get the qualified lecturer so that enable to quicken the purpose of University.

On the other hand, the research on the performance assessment of the lecturer in Economic Faculty UKIM in Ambon is not maximum yet. Based on the field research, it is caused by the lack of the lecturer's soft skills. This happens because most of the lecturers only concentrate their attention on the improvement of hard skills, such as, the mastery of science and teaching learning process. Meanwhile, the improvement of their soft skills is less paid attention due to their lackness understanding of soft skills. On their teaching learning process, they only focus on the transferring knowledge of the material teaching (hard skills), contrastively, they are less on how to build the student's character through the ethical and moral values (soft skills). Because of this, it is important to develop

the personality of the lecturer and the student in the world of work. The students assess the lecturer not only from the academic ability but also the personality. Thus, the lecturers are also necessary to develop their other personality, that is, soft skills. The lecturer is demanded to have good and absolute time, consequently, the lecturer must be supported by good soft skills [2].

Based on the researcher's experience as the lecturer of Economic Faculty UKIM in Ambon, so far, the requirement to be a lecturer is only decided by seeing from the academic point of view (hard skills) not from the knowledge ability as a whole. To be a lecturer is different from to be a teacher. Becoming a teacher is through special education that is teaching education. On the contrary, becoming a lecturer there is no special education but the applied approach which stresses on the knowledge and method of teaching without any relation to the personality and soft skills at all. The personality of the lecturer has a big role in teaching learning process to the student. Otherwise, the student is able to assess the lecturer's personality by stating that the lecturer is able to teach well and has good relation to the student.

The performance that will be studied in this research is the performance of the Economic Faculty lecturer UKIM in Ambon. The unprofessional management on human resources will influence on the decreasing lecturer's productivity, meanwhile the productivity means the performance size which covers effectiveness and efficiency [3]. One of the factors that influences on the productivity of the lecturer is work satisfaction. In general, satisfaction refers to the personal attitude toward the work both soft skills and hard skills.

The work satisfaction covers some problems, such as, the condition and tendency of someone's attitude. Those satisfactions are formless but can be formed in a work result. One of the most important thing for the lecturer is to support himself to work creatively and productively. In order to get work creativity in teaching, the lecturer must be happy without any force so that the work satisfaction will be created not only for the lecturer himself but the student as well. The work satisfaction will be different from one to another. The work satisfaction refers to the achievement, recognition, responsibility, and the progress of that work [4].

To know whether soft skills, organizational culture, compensation and work satisfaction influence on the lecturer performance, this will be studied in the research on the Economic Faculty lecturer in UKIM Ambon. The lecturer performance can be improved when the university is able to give adequate and feasible compensation for its lecturer. Umar [5] states that compensation means as the received thing for the reward of the worker's work. The feasible

compensation means that it can be used to fulfill the lecturer's primary need. By giving the adequate compensation may give motivation of the lecturers to improve their performance. In general, human behavior is conscious behavior goal which is useful for his life.

Based on the above background, the research will study jointly or partly whether soft skills, organizational culture, compensation, and work satisfaction influence on the lecturer performance in Economic Faculty UKIM Ambon. The objective of this research is to analyze the influence of soft skills, organizational culture, and compensation and work satisfaction on the lecturer performance in Economic Faculty UKIM Ambon. This research is also to analyze which one is the most influence factor among them.

THEORITICAL STUDY

Soft Skills

The demand for the world of work on the criteria of the worker is higher and higher. The world of work does not only give priority on the high academic competence (hard skills) but also on the proficiency of someone (soft skills). The latter is also called as non-technical proficiency which has more important role than academic proficiency.

Elfindri *et al.* [6] define soft skills as a skill and life proficiency whether it is for oneself, group or society, also God. By having soft skills makes the existence of someone will be more useful in society. The skills can be in communication, emotional, language and grouping, ethics, moral, manner, and spiritual one. Furthermore, Elfindri *et al.* [6] state that soft skills can be all characters that make hard skill have functions. Soft skills can determine toward the utilization of hard skills. When someone utilizes soft skills well, his knowledge and skills may get the welfare and comfort for himself and environment. On the contrary, when someone has no good soft skills, as a matter of fact, his hard skills may endanger himself and other people.

Meanwhile, Mulyono [7] states that soft skills are a complement of hard skills. This kind of skills is a part of someone's intellectual and it is often used as the requirement to get certain work or position. Aribowo as it is quoted by Sailah [8] defines soft skills as someone's skills in relation to other person (including himself). The attribute of soft skills covers motivation, behavior, habit, character and attitude. This attribute is owned by everyone but in different level which is influenced by the habit of thinking, saying, acting and behaving. On the other hand, this attribute can be changed when the person wants to change it by practicing to get used to with the new things. It can be concluded that basically soft skills is a capability inherent in a person. Moreover, it can be developed and needed in the world of work as the complement of hard

skills competence. The existence of soft skills and hard skills should be balance and hand in hand.

Soft skills, according to Berthal [8] is *“Personal and interpersonal behaviors that develop and maximize human performance (e.g. coaching, team building, initiative, decision making, etc.). Soft skills do not include technical skills such as financial, computing and assembly skills”*. In addition, soft skills can be measured based on some indicators, namely: *Interpersonal skills, Personal Effectiveness, Creativity/Innovation, Written communication*.

The demand to develop soft skills is not only in the academic environment but in religion as well where we are asked to enhance our skills in order to be a professional person. Hadis [9] asserts us to develop the skills either soft skills or hard skills. The success of the career in the future will not only be determined by hard skills, such as the high of Grade Point Average, the mastery of theory, and the skills in operating laboratory tools and high technology wares but soft skills as well.

The term of soft skills seems a new thing to be heard. In fact, it is the basic skills that need to be developed in human life. By developing the soft skills, it may motivate oneself and other person to be responsible, develop relation, communicate, negotiate, adapt with the environment, innovate and do business, lead, develop cooperation, manage resources and some other things.

Organizational Culture

Ouchi [10] states that organizational culture as a philosophy becomes an organizational policy toward its employee and or consumer, this statement is supported by Pascale dan Athos [11]. According to Deal dan Kennedy [12] organizational culture is a dominant value and supported by organization [13].

The element of organizational culture stated by Denison [14] relates the organizational culture with the effectiveness of organization. There are four elements which influence the effectiveness of organization, namely: mission, consistency, involvement, and adaptability. Mission is an order of the organization to be achieved by organization through work hard of all organizational members. In organization, the mission is usually in the form of simple sentences, general, short, and easily remember. In addition, all of the members of the organization are forced to fulfill target of the mission.

Moreover, consistency seems to be a feasible action with the agreed rules either explicitly or implicitly. The involvement refers to the participation. It can be defined as the mental or emotional aspect which appears in the members of the group so that they feel the spirit of togetherness in the achieving the objective of the group or organization and also the

responsibility among the members of the group. In addition, the adaptability refers to the skills of organization to adapt from the changes or pressures either come from out of the environment or inside of the environmental organization. In this research, organizational culture variable is measured through four indicators as stated by Dennison [14].

Compensation

Compensation is everything received by employees as the recompense of the employee's work. The purpose of giving compensation is to help the employee fulfill the need beside the need of fair in order to improve employee's work motivation in conducting their duties that become their responsibility. Mutiara Panggabean [1] states that compensation can be defined as every form of given reward to the employee as the recompense of their contribution given to the organization.

In the human resources management, compensation becomes an important part because compensation reflects organizational effort in maintaining and improving its human resources. Based on the experience, the inadequate compensation can decrease of the work achievement, motivation and work satisfaction of the employee. On the other hand, the adequate compensation can increase the employee performance, maintains the potential employee, and also can be a factor that interests qualified employee. Simamora [15] states that compensation is a given financial payment as recompense of the work done and as a motivator of the implementation of the next work. Moreover, the compensation can be financial compensation in the form of salary or wage, allowance bonus and facility. Non-financial compensation can be the work and work environment. Based on Simamora's above opinion [15] the indicator used in this research is salary, bonus, and allowance and work environment.

Work Satisfaction

Basically work satisfaction is a positive emotion from evaluating someone's work experience [16]. The unsatisfied work appears when these hopes are not fulfilled. According to Blum [17] in As'ad [18] work satisfaction is a general attitude, the result of some special attitudes from work factors, adaptation and individual social relationship outside the work. As a whole satisfaction is a fulfilled reward, it shows someone's condition when he gets what he wants from his work.

Employee satisfaction is the measure on how far the company can fulfill the employee's hope in relation to some aspects in the work and position. Otherwise, work satisfaction means emotional attitude in loving the work. This attitude is reflected by work moral, discipline and work achievement.

Based on the above statements, it can be concluded that work satisfaction is an employee's positive attitude in adapting the situation and condition of work. The employee with higher work satisfaction make him more possible to love working in the company, finish the work faster and produce high quality work [19].

The things that can create the work satisfaction are reflected on some factors. The factor of the relationship among the employees, such as, the manager and employee, employee and employee, and work atmosphere. In addition, individual factor also reflects work satisfaction, for example: the relation between someone's attitude and his work, the age when someone works, sex [20] quoted by Wexley and Yulk [21]. The outside factor which is reflected in employee family condition, recreation, education (training up grading,etc)

Work Performance

The organizational performance is intended as the level of organizational achievement in running its activity in certain period (usually in one year). Performance is a reflection whether the organization has success or not yet in its business. According to Smith in Sedarmayanti [22] performance is defined as the result or outcome of a process. Performance has closed relation to productivity problem because it is an indicator on how an organization achieves high productivity level. Gibson [23] defines that employee's performance has a meaning as the interaction which influences between ability and motivation. This shows that performance is determined by ability and its motivation, when the employee's ability and motivation is high so his performance is also high. Performance can be assessed from what has been done by an employee in doing his work, in other word, individual performance is defined as how an employee does his work or for his work. In addition, according to Heidjarachman [24] employee performance is stated as someone's success in doing the duty and responsibility in working.

Based on some definitions mentioned above, they give description that performance is measurable work result through certain measurement (standard) by considering quality, quantity and timeliness of work. The quality of work refers to the resulted work quality, while quantity refers to the amount of resulted work in certain period of time. In addition, the timeliness of work means the suitability of the planned time.

The performance measurement in this research is based on the quality, quantity, and time standard also other aspects in relation to the work itself by using Likerts scale (1-5 scale), meanwhile the development of the questionnaire refers to idea of Janseen Onne [16]. Based on the research conceptual framework and objective, the hypothesis proposed in this research is

assumed that soft skills variable, organizational culture, compensation, and work satisfaction influence on lecturer performance of Economic Faculty UKIM Ambon. In addition, soft skills are assumed to have the biggest influence on the lecturer's performance.

METHODS

This research is limited to the study of soft skills, organizational culture, compensation, and work satisfaction toward lecturer performance of Economic Faculty UKIM Ambon. The theory underlying this research, moreover, is theory of soft skills, organizational culture, compensation, and work satisfaction based on the Objective of the study which influence on the lecturer performance.

The location of this research is conducted at Economic Faculty UKIM by considering that the human resources (lecturer) are necessary to get enough guidance in relation to the soft skills, organizational culture, compensation, and work satisfaction and lecturer performance. By this research it is hoped to identify deeply about those matters. Soft skills according to Berthal [8] is "*Personal and interpersonal behaviors that develop and maximize human performance (e.g. coaching, team building, initiative, decision making etc.). Soft skills do not include technical skills such as financial, computing and assembly skills*". In addition, organizational culture according to Denison [14] confidence values and principles which become the basic for the management system and practice and behavior to improve and strengthen those principles. Work satisfaction according to Ghiselli dan Brown [25] is happy or unhappy emotional condition for employees in viewing their work. The work satisfaction also reflects someone's feeling in his work. Compensation according to Simamora [15] is a granting to the employee by financial payment as the reward for his work and as the motivator for the implementation of activities in the future time. Lecturer performance according to Dharma [16] is work result either in quality or quantity which is achieved by employee in certain period of time based on proficiency, experience, seriousness in relation to his given responsibility.

The population in this research is the lecturers of Economic Faculty UKIM Ambon with the total amount of 40 people. The sampling techniques use cencuss. The data analysis techniques use the program of SPSS (*Statistical Package for the social sciences Version 11.00*). When the model of data analysis theory has been suitable with the field condition, this model is tested its verifiable. The use of this analytical technique is aimed to test the research hypothesis which can explain the direction and casual relationship among identified variables.

THE RESULTS

The result of the multiple linear regression analysis is to test the hypothesis by using SPSS program. It is seen in the following table.

Table-1: The Result of the Multiple Linear Regression Analysis

Variable	B	T-stat	Prob	Inf.
Soft Skills	0.789	5.882	0.000	Sig.
Organizational Culture	0.323	3.309	0.002	Sig.
Compensation	-0.339	-3.449	0.001	Sig.
Work Satisfaction	-0.326	-2.096	0.043	Sig.
Constants = 8.120 $F_{count} = 42.864$ Adjusted R Square = 0.811 $R^2 = 0.830$ $R = 0.911$ $N = 40$				
Related Variable: Lecturer Performance				

Source: Primary Data

Processed Information: Significant at $\alpha = 5$ percent.

The result of the above multiple regression analysis can be shown in a multiple linear regression equation as follows:

$$\text{Work Performance} = 8.120 + 0.789 \text{ soft skills} + 0.323 \text{ organizational culture} - 0.339 \text{ compensation} - 0.326 \text{ satisfaction.}$$

The F test in this research is to test the influence of simultaneously soft skills variable, organizational culture, compensation, and work satisfaction on the lecturer’s performance of Economic Faculty UKIM Ambon. The result of F test will be compared to the value of F_{stat} with the level of alpha 0.05. Based on the above table calculation, it is obtained Fstat 42.864 with the significance level of 0.000. This can be stated that the variable of soft skills, cultural organization, compensation and work satisfaction have significant influence on the lecturer’s performance.

Based on the contribution of all independent variables to the dependent variables, it can be explained by multiple determinant coefficients (R^2) as it has been shown in the above table with the value of 0.830. This means that all independent variables which are used in the regression model contribute simultaneously 83.0 percent. In other words, this can be said that the variable of soft skills, organizational culture, compensation, and work satisfaction have influence on the lecturer’s work performance. Meanwhile, another variable which does not include in this model of the research gives contribution 17 percent. The relationship between independent variable and dependent variable, it can be shown through overall correlation coefficient (multiple R) 0.911.

The regression coefficient of soft skills variable in the lecturer’s performance is 0.789. It means that it shows the positive influence between soft skills variable and lecturer’s performance, when the soft skills variable increases, the lecturer’s performance will increase too.

The test result of multiple linear regression shows that t-stat is 5.882. The soft skill variable has the largest influence on the lecturer’s performance, that is, 0.789. The proposed hypothesis d in this research, that is, soft skills has the largest influence on the lecturer’s performance is proven.

The regression coefficient of the organizational culture variable is 0.323. This indicates the positive influence or linear between organizational culture and the lecturer’s performance in doing the work is significant with the t-stat of 3.309 with the significance of 0.002. This means that the variable of the organizational culture has significant influence on the lecturer’s performance.

The regression coefficient of the compensation variable is -0.339. This shows the negative influence or not linear between compensation variable and the lecturer’s performance in doing the work is significant on the level of 0.05, because the T-stat of -3.449 with the significance of 0.001. This means that compensation variable has significant influence on the lecturer’s performance.

The regression coefficient of the work satisfaction variable is -0.326. This indicates the negative influence or not linear between work satisfaction variable and the lecturer’s performance in doing the work is significant on the level of 0.05, because the t-stat of -2.096 with the significance of 0.043. This means that work satisfaction variable has significant influence on the lecturer’s performance.

The hypothesis test shows that soft skills have dominant influence on the performance of the Economic Faculty lecturer in UKIM Ambon. Based on

the partial analysis result, the influence of soft skills, organizational culture, compensation, work satisfaction on the lecturer's performance shows that the soft skills variable has significantly dominant influence on the lecturer's performance.

DISCUSSION

It is very interesting to discuss the empirical reality as the result of this research about the real condition of the lecturer's performance in Economic Faculty UKIM Ambon. This can be seen from the complete work result where soft skills has positive influence and significant on the lecturer's performance. It can be said that soft skills can be used as the stimulant not only to direct but also change the attitude and behavior of the lecturer. By having the enviable shape attitude, the lecturer is easily directed to implement his duties in order that the productivity increases.

In addition, all of the well work activities should be accompanied by the changing of culture, compensation, and satisfaction as it is hoped by the institution. On the other hand, compensation and work satisfaction from the result of the analysis show the negative influence but significant. Furthermore, it still has influence on the lecturer's performance. This condition needs to be reviewed again in order to know which factors are necessary increased in accordance with the conditions expected for the sake of the lecturer's welfare. By having good welfare, it may improve the spirit and passion of the lecturer in accomplishing his duties and responsibility to achieve optimal performance.

Moreover, it can be stated from the description analysis result of the lecturer's performance in Economic Faculty UKIM Ambon that most of the lecturers still view soft skills directly and it needs more explanation than organizational culture, compensation and work satisfaction. The significance of these findings is that the lecturer still views soft skills as a new thing and supported by high organizational culture, compensation and work satisfaction. It is predicted that it will obtain good work result.

The lecturer's performance means the manifestation of his behavior based on specific motives. Soft skills can be a power to support a lecturer to create and manage his behavior. Furthermore, soft skills have close relation to the behavior or how long someone continuously has certain behavior. The result of this research shows that simultaneously soft skills, organizational culture, compensation, and work satisfaction influence significantly on the lecturer's performance of Economic Faculty UKIM Ambon.

CONCLUSION

Based on the result of the multiple regression analysis, simultaneously the variables of soft skills, organizational culture, compensation, and work satisfaction influence significantly on the lecturer's performance of Economic Faculty UKIM Ambon. The result shows that the influences of soft skills, organizational culture, compensation, and work satisfaction simultaneously improve the lecturer's performance of Economic Faculty UKIM Ambon significantly. Based on the result of T test, it is known that soft skills, organizational culture, compensation, and work satisfaction partially influence on the lecturer's performance significantly. In addition, based on the result of partial regression test, the dominant variable which influences on the lecturer's performance is soft skills variable. It has the biggest regression coefficient of 0.789 and significant on the real level of 5 percent.

As it has been known from the discussion and data analysis, the factors of soft skills, organizational culture, compensation, and work satisfaction influence significantly on the lecturer's performance of Economic Faculty UKIM Ambon. Some efforts that need to be considered to maintain and improve the lecturer's performance are the factors of soft skills, organizational culture, compensation and work satisfaction should be implemented integrally in order to be a motivation and thrust for all lecturers to get achievement in implementing their duties.

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