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— This study is intended to investigate the main factors of lecturers performances in higher education institutions in Indonesia. As a developing country, Indonesia is facing problems regarding finding the ways to improve her higher education quality. Many factors affect it, nevertheless human being was considered as the main factor. Finding determinants factors of lecturers performances will benefit government in setting a better policy for the acceleration of higher education quality. This study aims to investigate the simultaneous impact of reward system, participative decision making, lecturer commitment and lecturer satisfaction on the lecturer performance.

A survey was used to collect the data. Open-ended questionnaires were distributed to the lecturers in Yogyakarta Province in Indonesia. All Alpha scores were more than 0.7 and factor scores loaded perfectly with values more than 0.50. Research hypotheses were tested by regression analysis. Independent sample test and t-test were also conducted to investigate the simultaneous impact of sex, academic rank, experience, age, and education level on the variables examined.

The research finds that reward system has a positive significant impact on participative decision making, lecturer commitment, satisfaction, and lecturer performance. The findings imply that for the nurturing better lecturer performance in higher education institutions in Indonesia, the government has to provide a good reward system, a good chance for lecturer to participate in decision making, and to increase lecturer commitment and satisfaction.

*Keywords: Job performance, participative decision making, reward system, satisfaction, commitment, higher education, Indonesia.*

## 1. INTRODUCTION

Higher education has the main role in creating experts and professionals. It has a main role as a center of excellence for producing human resources necessary for a country's development. Higher education is the engine that drives economic growth and vaccine against the worst effects of poverty [1, 2]. In education context, Faqih [3] states that one key to educational success is the availability of adequate teaching staff, both in terms of quality and quantity. Lazear [4], therefore, suggest that teacher quality can be raised by paying higher salaries. It is the teacher, as part of the labor force, can be motivated by school. Providing higher salary implies

to a larger pool of applicants, which permits a school to engage in more selective hiring.

Teacher's performance is one of the most important issues in education institutions [5]. It is believed that teacher performance in turn will determine student and organizational performance. In order to accomplish the national education philosophy, the teachers have to work hard and give full devotion towards their career. It is therefore not surprising that teachers nowadays are more stressful due to their obligation towards national education needs, school authorities and parents' expectations [6].

Nevertheless, higher education system in Indonesia now is impeded by some systematic education problems. Students, parents, legislators, businesses and the general public are dissatisfied with the higher education that is currently being provided resulting from students are unable to register for courses because sections are full in many courses are taught not by faculty but by graduate teaching assistants; faculty do not appear committed to teaching.

Several factors might affect the unsatisfied lecturer performance. The World Bank reported that approximately half of today's higher education students live in the developing world and faculty are often underqualified, lack motivation, and are poorly rewarded [7]. In line with the evidence, Rasian [8] found that Azerbaijan, Turkey, Irak, India, Pakistan, Iran and Iraq and other the developing countries were also facing similar challenges of funding insufficiencies, low standards, political and religious influence on universities, and poor incentives.

Considerable attention has been placed on enhancing teacher professionalism primarily through increasing teacher participation in decision making regarding issues affecting teachers' schools and classrooms [9]. Nevertheless, the impact of participation has been studied in the industrial and business domains throughout the world but only recently is it evident in schools. Another neglected managerial aspect related to the lecturer performance is lecturer commitment. Lecturers and managements in the universities generally have different values. Lecturers stick to professional values which