

THE IMPACT OF CAREER SYSTEMS, MOTIVATION AND WORK DISCIPLINE ON THE LECTURER PERFORMANCE THROUGH JOB-INSECURITY

Retna Anggitaningsih

UIN Kiai Haji Achmad Siddiq Jember
Jl. Mataram No. 1 Jember
retnaiain74@gmail.com

Abstract: *This study analyzes the effect of career system, motivation, and work discipline on the performance of foundation lecturers at private universities in Besuki Raya Region through job-insecurity. Observations were made at five large private universities in Besuki Raya Region by involving 200 lecturers. The analytical method used is the structural equation model (SEM). The findings and results of the study indicate that: (1) a good career system has a significant positive effect on the performance of private university's foundation lecturers; (2) motivation to become a more qualified lecturer has a significant positive effect on the performance of private university's foundation lecturers; (3) work discipline has no significant effect on the performance of private university's foundation lecturers; (4) the career system has a significant negative effect on job-insecurity; (5) motivation has a significant negative effect on job-insecurity; (6) work discipline has no significant effect on job-insecurity; and (7) job-insecurity has a significant negative effect on the performance of private university's foundation lecturers in Besuki Raya Region.*

Keywords: *career system, motivation, work discipline, job-insecurity, employee performance*

Abstrak: Penelitian ini menganalisis pengaruh sistem karir, motivasi, dan disiplin kerja pada kinerja dosen universitas swasta di wilayah Besuki Raya melalui *job-insecurity*. Pengamatan dilakukan di lima universitas swasta besar di wilayah Besuki Raya dengan melibatkan 200 dosen. Metode analisis yang digunakan adalah model persamaan struktural (SEM). Temuan dan hasil penelitian menunjukkan bahwa: (1) sistem karir yang baik memiliki efek positif yang signifikan pada kinerja dosen yayasan universitas swasta; (2) motivasi untuk menjadi dosen yang lebih berkualitas memiliki efek positif yang signifikan pada kinerja dosen yayasan universitas swasta; (3) disiplin kerja tidak memiliki pengaruh signifikan terhadap kinerja dosen yayasan universitas swasta; (4) Sistem karier memiliki efek negatif yang signifikan pada kerusakan kerja; (5) motivasi memiliki efek negatif yang signifikan pada kerusakan kerja; (6) Disiplin kerja tidak memiliki pengaruh yang signifikan terhadap kerusakan kerja; dan (7) kerusakan kerja memiliki efek negatif yang signifikan pada kinerja dosen yayasan universitas swasta di wilayah Besuki Raya.

Kata kunci: sistem karir, motivasi, disiplin kerja, ketidakamanan kerja, kinerja karyawan

INTRODUCTION

In the field of higher education, lecturers and administrative staff are two interrelated professions, although the scope of the two is different. Lecturers and academic staff play a crucial role to build the national character and to escalate the quality of human resources. It is important considering in this globalization era, global competition is getting tougher due to the rapid progress of science and technology. Thus, the quality of human resources becomes an important aspect in facing the competition. The science and technology progress is a challenge for teachers and lecturers to keep up with the pace of science and technology development, so that a management mechanism is needed for educators and education staff to develop competencies in the field of education to improve the quality of education. Thus, performance management is an important part of an education system, the quality of education will be determined by the quality of the performance of educators and education personnel who play a direct role in the teaching and learning process.

The career system can affect a person's performance. It can be synthesized that the more an employee's career increases, the more he or she will understand the importance of improving performance (quality and quantity of work). However, the career system can strengthen or weaken the effect of job-insecurity on performance. This can be synthesized as follows: if the career system provides great opportunities for one's career advancement (the proxy is the opportunity to occupy a higher position), then job-insecurity can be suppressed. With a decreasing job-insecurity, a person will be more motivated to produce better performance as well.

As is the case with other factors such as curriculum, facilities and infrastructure, leadership, and work environment; career system plays an important role in the formation of effective professionalism. For two decades the career system has been suspected as one of the determining factors for the effectiveness of an organization (Creemer et al, 2010). Fisher and Fraser (2009) state that improving the quality of the career system can make organizations more effective in providing better process performance.

Beside career system, organizations need human resources who have high discipline in accordance with the organization's vision and mission, and have the motivation to improve their quality in carrying out activities in order to strengthen organizational guidelines (Davis, 1995). It should be noted that only with high human resource discipline can an organization produce high performance as well. The results of several preliminary studies in many universities show that cases of low discipline in human resources (both educators and education staff) are symptomatic in general, although the percentage of accuracy still needs to be investigated further. Discipline of all employees is a very important thing for an organization in maintaining and carrying on its life.

On the one hand, a person's performance is also influenced by programs or motivating efforts carried out by the organization in which he works. If everyone feels appreciated, psychologically will appear better work motivation, and subsequently a positive effect on performance. A person's performance is an

integrated part of organizational performance. The quality of employee performance affects organizational performance, and is also based on organizational support and management capabilities. Robert and John (2001:82-84), also stated that many factors that can affect the performance of each individual, namely their ability, motivation, support received, the existence of the work they do, and their relationship with the organization. Motivation is an important thing that must be given and shown by superiors to subordinates, so that their performance increases. Robbins and Coulter (2002:139) stated that motivation is a person's business process is energized, directed continuously towards achieving a goal.

Work comfort and security are important things that determine organizational life. Job security is a psychological environment in the organization that is felt by employees and is considered to be able to influence employee attitudes and behavior towards their work. Work comfort and security reflect the internal conditions of a company because work comfort and security can be felt by employees, and become a means to find the causes of negative behavior that appears in employees, reduce operational costs, and increase corporate attractiveness in the eyes of investors (Simatupang, 2008).

There are five large private universities in Besuki Raya Region, namely: University of 17 Agustus 1945 in Banyuwangi, University of Abdurachman Saleh in Situbondo, University of Muhammadiyah in Jember, STIE Mandala in Jember, and University of Mochamad Sroedji in Jember. The five universities since the Covid-19 pandemic which began in March 2020 until now, have faced obstacles in acquiring the number of new students, teaching and learning processes, and other obstacles. There are student complaints regarding the stability of the implementation of lectures via the internet. This problem has an impact on the performance of the university concerned.

The fact that occurs among private university's foundation lecturers in Besuki Raya Region is that work productivity is still less than optimal, and this can be caused by: 1) there are still foundation lecturers who are not present at important events for the development of higher education, 2) some of them are still attending strata-2 and strata-3 education, so they are more concerned with completing their education, 3) lack of strict sanctions against lecturers whose performance does not match the target of the lecturer's performance burden.

Previous studies have provided inconsistent results regarding the influence of career systems, motivation, and work discipline on employee performance. (Santoso, 2022) found that the career system has a significant positive effect on the performance of employees of PT Woori Vio Corpora. However, (Pronajaya et al., 2021) found that career development has no effect on the performance of Dharmais Cancer Hospital nurses. (Chien et al., 2020) found that workforce motivation had a significant positive effect on 398 employees working in 4-star hotels in Mongolia. But (Indradewa & Randi, 2021) found that motivation had no significant effect on the performance of 186 Ministry of Home Affairs employees. (Surajiyo et al., 2021) found a significant positive effect of work discipline on employee performance. Whereas (Paoki et al., 2017) and (Widarto et al., 2022) found that work discipline has no effect on employee performance.

The novelty in this research is the use of job insecurity as an intervening variable that can be a bridge between the influence of the career system, motivation, and work discipline on lecturer performance. The use of job insecurity variables can fill in the research gaps of inconsistencies from previous research on the influence of career systems, motivation, and work discipline on lecturer performance according to contingency theory. Contingency theory is a behavioral theory which states that the state of management or organization depends on the internal and external situations of a company (Ganescu, 2012). The emergence of a sense of insecurity and threats to the teaching staff will lead to low organizational commitment and performance at the college where he works. Meanwhile, teaching staff who feel safe and free from feeling threatened will have organizational commitment satisfaction and high performance at the tertiary institution (Piccoli et al., 2021).

Based on the phenomena and research gap explained above, the aims of this study were to examine the effect of career system, motivation, work discipline, and job insecurity on the performance of private university lecturers in Besuki Raya Region partially and to examine the effect of career system, motivation, and work discipline on job-insecurity of private university lecturers in Besuki Raya Region partially.

THEORETICAL REVIEW

Career System

The career system is a staffing system, in which the first appointment is based on skills currently under further development, years of service, loyalty, obedience, dedication, and other determining objective requirements (Afriyanti et al., 2020). Sutrisno (2016: 172) reveals that the formulation of a career system can bring several benefits:

1. All employees can get equal and adequate opportunities to develop their skills, learn new things, and also broaden their horizons, according to their respective abilities.
2. All employees can be developed according to the right path according to their interests and characteristics so that employees can be placed in positions that match their interests and characteristics.
3. Employee development can run well, comprehensively and smoothly, so that all levels in the organization, starting from the executive level to the top leadership, can be filled with employees with reliable capabilities.

Motivation

Motivation is a psychological process that arouses, directs and perseveres in taking voluntary actions directed at achieving goals (Kreitner and Kinicki, 2014). While Colquitt, et. al. (2011) provide a definition of work motivation as a set of energetic forces both from inside and outside the work, starting from work-related efforts, taking into account the direction, intensity and persistence. From the understanding of work motivation, it can be concluded that work motivation is a condition or condition that encourages, stimulates or moves a person to do a job or activity so that he can achieve his goals.

Work Discipline

The definition of work discipline put forward by experts, Davis (1995) suggests that discipline is management action to enforce organization standards". Work discipline can be defined as the implementation of management to enforce organizational guidelines. According to Rivai (2008:444), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all organizational rules and social norms that applies.

Simamora (2004:610) stated that discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. The three understandings above can be concluded that what is meant by work discipline is a mental attitude that is reflected in individual or group actions in the form of obedience or obedience to the rules set to strengthen organizational guidelines.

Job Insecurity

Sverke et al., (2002) reveal that job insecurity is a person's subjective view of a situation or event that threatens work in his place of work. Greenhalgh & Rosenblatt (2010) stated that job insecurity is the inability to maintain desired continuity in threatened working conditions including various changes in the organization. Based on this opinion, job insecurity can be defined s insecurity resulting from threats to the continuity or continuity of one's work.

Employee Performance

Performance is completing a task and the success of doing the task well and achieving company goals. Performance that is considered good is performance that is able to achieve the goals of the organization properly. According to Michael Armstrong (2006) performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. Thus, optimal and stable performance is not a coincidence.

Hypotheses Development

For two decades the career system has been suspected as one of the determining factors for the effectiveness of an organization (Creemer et al, 2010). Fisher and Fraser (2009) state that improving the quality of the career system can make organizations more effective in providing better process performance. Bacar et al., (2021) found that career management can improve employee performance Ministry of Education and Vocational Training (MoEVT) in Zanzibar. Santoso (2022) also found that career development has a significant positive effect on employee performance at PT Woori Bio Corpora, South Jakarta. Based on the theory and previous research, we hypothesize that:

H1 : the career system has a significant positive effect on the performance of private university lecturers in Besuki Raya Region.

A healthy work motivation will affect a person's behavior and habits to act to achieve better performance Creemer et al, (2010); Fisher and Fraser (2009). Chien et al., 2020) found that workforce motivation had a significant positive effect on 398 employees working in 4-star hotels in Mongolia. Adam & Kamase (2019) also found that motivation has a positive effect on employee performance. Based on the theory and previous research, we hypothesize that:

H2: work motivation has a significant positive effect on the performance of private university lecturers in Besuki Raya Region.

The awareness of self-quality will affect one's behavior and habits to be disciplined, work comfortably and feel safe at work through order and compliance with work operational standards Locker (2002); Werther and Davis (2005); and Holt (2014). Surajiyo et al. (2021) found that discipline has a significant positive effect on employee performance at the Inspectorate Office of Musi Rawas Regency. Lie et al. (2021) found a positive and significant influence between work discipline and individual characteristics on employee performance. Based on the theory and previous research, we hypothesize that:

H3: work discipline has a significant positive effect on the performance of private university lecturers in Besuki Raya Region.

As developed by Blanchard (2009); Tollardi (2002); Brown and Moberg (2010); and Luthans (2002), a good and clear career system will affect a person to feel safe and comfortable at work, so it is estimated that feelings of insecurity and comfort at work can be suppressed. Tasib (2020) found that high career adaptability would reduce job insecurity in 258 millennial contract employees. Daris et al. (2021) also found that job security strengthens the relationship between career management and employee engagement for 100 employees at PT Adaro Indonesia. Based on the theory and previous research, we hypothesize that:

H4: the career system has a significant negative effect on the job-insecurity of private university lecturers in Besuki Raya Region.

The basic theories as developed by Stoner (2003); Creemer et al, (2010); Fisher and Fraser (2009) stated that when person's motivation is high, he will feel safe because he has a more certain work future. In other words, high motivation can suppress job-insecurity in someone. Bonita & Nurtjahjanti (2016) proves that there is a significant negative relationship between work motivation and job insecurity. Based on the theory and previous research, we hypothesize that:

H5: work motivation has a significant negative effect on job-insecurity of private university lecturers in Besuki Raya Region.

The basic theories as developed by Locker (2002); Werther and Davis (2005); and Holt (2014) stated that good work discipline will affect job-insecurity, because someone who works with high work discipline will feel confident that he will have a safer and more comfortable work future. Mukhalipi (2018) found that work discipline can reduce employee disengagement which is characterized by job insecurity. Based on the theory and previous research, we hypothesize that:

H6: work discipline has a significant negative effect on job-insecurity of private university lecturers in Besuki Raya Region.

Blanchard (2009) and Brown and Moberg (2010) stated that high job-insecurity will lower the performance, because someone will work with no certainty in the future. A research by Piccoli et al. (2021) in his research stated that there is a negative and significant effect of job insecurity on employee performance. De Angelis et al.(2021) also found that job insecurity worsened performance for 370 employees of an Italian multiservice social cooperative. Based on the theory and previous research, we hypothesize that:

H7: job-insecurity has a significant negative effect on the performance of private university lecturers in Besuki Raya Region.

RESEARCH METHOD

This research tries to explain the influence of career system, motivation and discipline on the performance of lecturers considering that educators are the main resource that determines the quality of the teaching and learning process. The method used is a survey to obtain data from respondents through the distribution of questionnaires. The population in this study were lecturers at five private universities in Besuki Raya. The sampling technique used is purposive sampling with the criteria of a permanent lecturer with a working period of more than three years. The number of samples was determined using the technique from Hair, et al. (2010) by multiplying the number of indicators by 5-10. The indicators in this study are 25 indicators and we multiply them by 8 to produce 200 respondents. The number of respondents is divided by the number of universities so that we use a sample of 40 in each university. Questionnaires were distributed via google form by first studying the profiles of respondents so that they fit the sampling criteria. The analysis technique used is the structural equation model (SEM) using AMOS, with exogenous variables: career system, motivation and discipline; intervening variable: job-insecurity, and endogenous variable: lecturer performance. The operational definition of a variable is:

Table 1. Operational Definition and Indicators of Each Variable

Variable	Operational Definition	Indicators
Career System (X1)	The career system is a formal or informal guideline that is applied to all employees in improving their careers.	<ul style="list-style-type: none"> a. Formal relations between leaders and colleagues run well and smoothly so that lecturers' careers can run smoothly (X11). b. Formal relations between fellow lecturers run well and smoothly, so that work cohesiveness is built to support lecturers' careers (X12). c. The university provides opportunities for lecturers to solve problems related to improving lecturers' careers (X13). d. There is clarity of career development for lecturers (X14). e. There is a guarantee of security for the continuity of work within the university (X15).
Motivation (X2)	Motivation is a spirit that drives a person to move forward towards a better life.	<ul style="list-style-type: none"> a. Perceptions related to the status and position of lecturers in the eyes of the environment in society (X21). b. There is an opportunity to continue education to a higher level (X22). c. Opportunity to involve lecturers in non-regular decisions (X23). d. The suitability of the real job with the job description (X24).

Variable	Operational Definition	Indicators
Discipline (X3)	Work discipline is the lecturer's perception related to the compliance of individuals or groups to carry out their duties and obligations in accordance with applicable regulations in the organization.	<ul style="list-style-type: none"> e. The level of challenge in the work and assignments of lecturers (X25). a. Punctuality in coming to campus to teach according to the lecture schedule (X31). b. Not leaving campus during working hours without permission (X32). c. Appropriateness in dressing (X33). d. Be careful in using the campus-owned Learning-Teaching-Process equipment (X34). e. Fulfilling the lecture contract made with the student (X35).
Job-insecurity (Z)	A variable that is expected to improve performance, in the form of lecturers' perceptions of job insecurity, which are lecturers' perceptions of lecturers' work insecurity and discomfort, associated with opportunities for future work sustainability.	<ul style="list-style-type: none"> a. The quality of formal communication between dean - lecturers (Z1), b. The quality of formal communication between fellow lecturers (Z2), c. There are opportunities given to lecturers to solve problems between faculties - lecturers (Z3), d. Development of pride in the faculty/university (Z4), e. There is a lecturer health maintenance program (Z5).
Lecturer Performance (Y)	Lecturer's perception of the work achieved both in quality and quantity in accordance with the purpose of the work	<ul style="list-style-type: none"> a. The suitability of the quantity of work with the target (Y1), b. Conformity of work quality with quality standards (Y2), c. Timeliness of completion of work (Y3), d. Willingness to cooperate with fellow co-workers (Y4), e. (e) Initiative in completing tasks (Y5).

Source: processed data, 2022

RESULT AND DISCUSSION

Result of Analysis

The data analysis technique used to test the hypothesis is the structural equation model (SEM) with the application of the AMOS Version 22.00 program. The AMOS program facilitates testing the validity and reliability of the indicator's ability to measure its latent construct variables. The results of the analysis on the measurement model show that all indicators have good validity (the indication is SLF or standardized loading factor > 0,60 and significant, probability < 5,00%).

Table 2. Validity Test Results of Variable Measurement Indicators

Variable	Indicators	SLF	Probability	Status
X1	X11	0,765	0,0325	Valid
	X12	0,702	0,0144	Valid
	X13	0,601	0,0216	Valid
	X14	0,703	0,0165	Valid
	X15	0,711	0,0229	Valid
X2	X21	0,782	0,0322	Valid
	X22	0,701	0,0154	Valid
	X23	0,632	0,0123	Valid
	X24	0,724	0,0262	Valid
	X25	0,692	0,0312	Valid
X3	X31	0,702	0,0242	Valid
	X32	0,714	0,0132	Valid
	X33	0,732	0,0209	Valid
	X34	0,625	0,0175	Valid
	X35	0,633	0,0307	Valid
Z	Z1	0,646	0,0192	Valid
	Z2	0,755	0,0203	Valid
	Z3	0,667	0,0154	Valid
	Z4	0,755	0,0186	Valid
	Z5	0,644	0,0205	Valid
Y	Y1	0,632	0,0197	Valid
	Y2	0,631	0,0204	Valid
	Y3	0,627	0,0200	Valid
	Y4	0,716	0,0032	Valid
	Y5	0,605	0,0212	Valid

Source: AMOS Printout, 2022.

The results of the reliability test show that all indicators meet the reliable criteria in measuring the construct variables (construct's reliability or CR > 0,70 and variance extracted or VE > 0,50).

Table 3. Reliability Test Results of Variable Measurement Indicators

Variable	Indicators	CR	VE	Status
X1	X11	0,757	0,536	Reliable
	X12	0,735	0,647	Reliable
	X13	0,764	0,558	Reliable
	X14	0,736	0,585	Reliable
	X15	0,744	0,564	Reliable
X2	X21	0,833	0,671	Reliable
	X22	0,724	0,593	Reliable
	X23	0,735	0,682	Reliable
	X24	0,723	0,592	Reliable
	X25	0,724	0,506	Reliable
X3	X31	0,701	0,502	Reliable

Variable	Indicators	CR	VE	Status
Z	X32	0,714	0,601	Reliable
	X33	0,732	0,602	Reliable
	X34	0,625	0,601	Reliable
	X35	0,733	0,503	Reliable
	Z1	0,764	0,501	Reliable
	Z2	0,755	0,502	Reliable
	Z3	0,766	0,501	Reliable
	Z4	0,754	0,501	Reliable
	Z5	0,764	0,502	Reliable
	Y	Y1	0,763	0,501
Y2		0,863	0,502	Reliable
Y3		0,862	0,650	Reliable
Y4		0,871	0,580	Reliable
Y5		0,860	0,670	Reliable

Source: AMOS Printout, 2022.

The explicit structural equation model can be written mathematically:

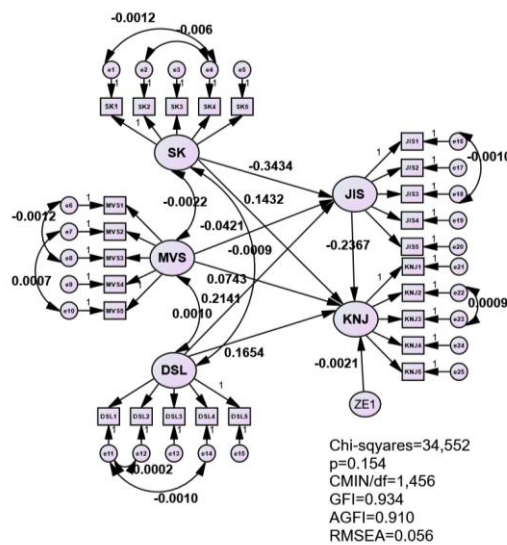
$$JIS = -0.3434 SK - 0.0421 MVS + 0.2141 DSL + \epsilon_1$$

$$KNJ = 0.1432 SK + 0.0743 MVS + 0.1654 DSL - 0.2367 JIS + \epsilon_2$$

Where:

- SK = Career System
- MVS = Motivation
- DSL = Work Discipline
- JIS = Job insecurity
- KNJ = Performance
- ϵ = error

Figure 1. Explicit Structural Equation Model



Source: AMOS Printout, 2022.

Table 4. The Index of Explicit Structural Equation SEM

GIF Index	Cut off value	Result	Description
Chi-square	≤ 120,990	34,552	Good fit
Probability	≥ 0,05	0,154	Good fit
CMIN/DF	≤ 2,00	1,456	Good fit
GFI	≥ 0,90	0,934	Good fit
AGFI	≥ 0,90	0,910	Good fit
RMSEA	≤ 0,08	0,056	Good Fit

Source: AMOS printout, 2022

The resulting explicit structural equation model has a good fit with the input data. The model suitability criteria have been met. Value of $\chi^2 = 34,552$; is a relatively small value with probability = 0.154 has met a good fit of the model (more than 5,00%). GFI = 0,934 and AGFI = 0.910 have met a good fit of the model (> 0.90). RMSEA = 0.056 also meets the criteria for a good model suitability (0,05 - 0,08).

Hypothesis Testing Results

Table 5 below summarizes the results of hypothesis testing. Of the 7 hypotheses proposed, 5 of them were accepted and 2 of them were rejected.

Table 5. Estimation of SLF and its Significance at = 5.00%

Relationship	LF	SE	CR	Prob.	Status
Performance (Y) ← Career systems (X ₁)	0,1432	0,0700	2,046	0,0432	Accepting H1
Performance (Y) ← Motivation (X ₂)	0,0743	0,0340	2,185	0,0358	Accepting H2
Performance (Y) ← Work discipline (X ₃)	0,1654	0,1132	1,461	0,0790	Rejecting H3
Job-insecurity (Z) ← Career systems (X ₁)	-0,3434	0,1345	-2,553	0,0323	Accepting H4
Job-insecurity (Z) ← Motivation (X ₂)	-0,0421	0,0204	-2,064	0,0421	Accepting H5
Job-insecurity (Z) ← Work Discipline (X ₃)	0,2141	0,1052	2,035	0,0622	Rejecting H6
Performance (Y) ← Job-insecurity (Z)	-0,2367	0,1032	-2,294	0,0354	Accepting H7

Source: AMOS Printout, 2022.

The probability value of the career system variable (X₁) to performance (Y) is 0,0432. These results indicate that H1 was accepted because $0,0432 < \alpha = 0,05$ in a

positive direction. This statistical result shows that the better the career system, the better the lecturer performance.

Furthermore, the probability value of the motivational variable (X2) to performance (Y) is 0,358. These results indicate that H2 is accepted because $0,0358 < \alpha = 0,05$ in a positive direction. The results of this statistical indicate that the better the career system, the better the lecturer performance.

The probability value of work discipline variables (X3) to performance (Y) is 0.0790. These results indicate that H3 was rejected because $0,0790 > \alpha = 0,05$ in a positive direction. The results of this statistical indicate that the better the lecturer's work discipline does not have a significant effect on the lecturer's performance.

Then, the probability value of the career system variable (X1) to the Job Insecurity (Z) is 0,0323. These results indicate that H4 is accepted because $0,0323 < \alpha = 0,05$ with a negative direction. The results of this statistical indicate that the better the career system the more it will reduce the job insecurity.

The probability value of the motivational variable (X2) to the job insecurity (Z) is 0,0421. These results indicate that H5 is accepted because $0,0421 < \alpha = 0,05$ with a negative direction. The results of this statistical indicate that the better work motivation, the more it will reduce the job insecurity.

Furthermore, the probability value of work discipline variables (X2) to Job Insecurity (Z) is 0,0622. These results indicate that H6 was rejected because $0,0622 > \alpha = 0,05$ in a negative direction. This statistical results indicate that the better work discipline does not have a significant effect on reducing job insecurity.

The last one, the probability value of the Job-Insecurity (Z) variable on performance (Y) is 0,0354. These results indicate that H7 is accepted because $0,0354 > \alpha = 0,05$ in a negative direction. The results of this statistical indicate that an increase in job insecurity will worsen lecturer performance.

Discussion

The career system has a direct significant positive effect on the performance of private university's foundation lecturers, this finding is in accordance with the theory developed by Bergman (2011): and Blanchard, et al; (2006) and previous research by Bacar et al. (2021) and Santoso (2022). This indicates that the better the career system at private universities will significantly improve the performance of lecturers.

Motivation has a significant direct positive effect on the performance of private university's lecturers. These results are in accordance with the opinion of Stoner (2003); Creemer et al, (2010); Fisher and Fraser (2009) which states that if someone has high motivation, it causes him to feel safe because he has a more certain work future thus, they are encouraged to do good work and can produce good performance as well. This result is in accordance with previous research by Chien et al. (2020) and Adam & Kamase (2019).

Work discipline has an insignificant direct effect on performance. As is known, that work discipline is oriented to the work process, not the result of work. These findings do not support the theory developed by Locker (2002); Werther and Davis (2005); and Holt (2014) and previous researches by Surajiyo et al. (2021) and Lie et al.

(2021) who found that work discipline has a significant effect on employee performance.

Career systems has significant negative effect on job-insecurity. The better the career system applied to the university, the lower the job-insecurity. Research by Luthans (2008), Vendy (2010), Bergman (2011), and Blanchard (2006), does not state this directly. But in other words, it can be understood that the better the career system applied to universities, the lower the job-insecurity; lecturers will feel safe and comfortable at work. This condition creates a conducive situation for foundation lecturers, because worries about their future fate can be suppressed. This result is in accordance with previous research by Tasib (2020) and Daris et al. (2021) who found that good career system will reduce job insecurity in a company.

Motivation has a significant negative effect on job-insecurity. Motivation is only possessed by the observed foundation lecturer. The pattern of motivational influence on job insecurity is categorized as significant negative. The better the motivation of the foundation lecturers, the lower the job-insecurity. Good motivation will suppress insecurity and discomfort at work. These results are in accordance with the opinion of Stoner (2003); Creemer et al, (2010); Fisher and Fraser (2009) which states that if a person has high motivation, it causes him to feel safe because he has a more certain work future. This result is in accordance with the result of previous research by Bonita & Nurtjahjanti (2016) which proves that there is a significant negative relationship between work motivation and job insecurity.

Work discipline has an insignificant effect on job-insecurity. Once again, work discipline is oriented to the work process, not to the work result. Thus, the disciplined or undisciplined attitude of a private university's foundation lecturer is not related to feelings of job-insecurity that may develop unconsciously by them. This result is not supporting the theory from Locker (2002); Werther and Davis (2005); and Holt (2014) who stated that good work discipline will affect job-insecurity, because someone who works with high work discipline will feel confident that he will have a safer and more comfortable work future. This result is also not supporting a research by Mukhalipi (2018) who found that work discipline can reduce employee disengagement which is characterized by job insecurity.

Job-insecurity has a significant negative effect on the performance of private university's lecturers. This finding is in accordance with the theory developed by Blanchard (2009); Tohardi (2002), Brown and Moberg (2010), and Luthans (2002); which states that high job-insecurity will affect lower performance, because someone will work with no certainty of work continuity in the future. The results of this study support research by De Angelis et al. (2021) and Piccoli et al. (2021) which found a negative and significant effect of job insecurity on employee performance.

CONCLUSION

This study found that the career system and motivation have a significant positive effect on lecturer performance and job insecurity partially, work discipline has no effect on lecturer performance and job insecurity partially, and job insecurity has a significant negative effect on the performance of private university lecturers in the Besuki Raya Region. Motivation and work discipline can enhance the

performance of lecturers, whereas job insecurity can lower the performance. On the other side, motivation and work discipline can decrease job insecurity in the workplace among private university lecturers in the Besuki Raya Region.

The theoretical implications are the results of this study enriching the literature, especially regarding job insecurity which is a mediating variable on employee performance and is still rarely used in previous research. The practical implications are considering that the career system is the dominant factor in its influence on job-insecurity and lecturer performance, the authorized official at each private university must also design an optimal career system, meaning that the career system must provide definite benefits to the private university's foundation lecturers in accordance with with the development of the private universities concerned both financially and academically. So far, private universities has prioritized improvement in the scientific field.

Improving the quality of human resources in private universities, can be started with efforts to suppress the job-insecurity climate to be very low. Efforts that can be made include: (a) improving the quality of formal communication between leaders - lecturers; (b) improve the quality of formal communication between fellow lecturers; (c) increasing the opportunities given to lecturers to solve problems between faculties - lecturers; (d) increase the pride of lecturers to the faculty/university; and (e) create a better program for maintaining lecturers' health and old age allowances.

The limitation of this research is that the researcher cannot guarantee the seriousness of the respondents in answering the questionnaire questions. Second, respondents have different tenures which can affect their perceptions of their level of motivation, work discipline, job insecurity, and performance. Future research can add the factor of tenure so that the research results are more accurate. Future research the relationship with performance should be in the form of non-recursive (reciprocal); in other words, job-insecurity is an endogenous variable, while performance is positioned as an intervening variable. Modification of the model like this can be done and researched considering that performance is not solely the goal of private university, but the certainty of work continuity for the foundation's lecturers needs to be a major concern, because after all these lecturers are important assets for private universities.

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