IMPLEMENTATION OF LECTURER PERFORMANCE: THROUGH CAREER PATHS AND WORK ENVIRONMENT ON PRIVATE LECTURERS IN MEDAN CITY

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Abstract

Lecturer performance is not only limited to teaching activities, but also includes research, scientific publications, and community service. According to government regulations, lecturers are expected to be able to make significant contributions in these three aspects to fulfill the Tri Dharma of Higher Education. The purpose of this study was to determine and analyze the partial and simultaneous influence of career path and work environment variables on private lecturer performance in Medan City. The analysis used is associative analysis, this research method is quantitative. The population in this study were all lecturers at 23 private universities in Medan City. The sampling method used the probability sampling method with the simple random sampling technique. So the sample in the study was directly determined to be 120 private lecturers in Medan City. The results obtained from this study indicate that: 1) Career path partially has a significant effect on private lecturer performance in Medan City, 2) Work environment partially has a significant effect on private lecturer performance in Medan City. 3) Career path and work environment simultaneously have a significant effect on private lecturer performance in Medan City. The adjusted R square value of 0.744 can be called the coefficient of determination, this means that 0.744 (74.4%) of lecturer performance can be obtained and explained by career path and work environment while the remaining 25.6% (100% - 74.4% = 25.6%) is explained by variables outside the model that are not studied.

Keywords: Career path, work environment, lecturer performance

INTRODUCTION

Currently in Indonesia, lecturers play a strategic role in the development of higher education and improving the quality of human resources. Lecturers' performance is not only limited to teaching activities, but also includes research, scientific publications, and community service. According to government regulations, lecturers are expected to be able to make significant contributions in these three aspects to fulfill the Tri Dharma of Higher Education. However, the challenges faced by lecturers include limited resources, administrative pressure, and demands to remain relevant to developments in science and technology. In an effort to improve performance, the government and educational institutions have initiated various programs, such as training, research scholarships, and partnerships with industry. However, there is still a gap between expectations and reality in the field. Many lecturers feel burdened by administrative tasks that reduce the time and energy that should be allocated for academic and research activities. Of course, currently in Indonesia, the role of lecturers is also becoming increasingly important in facing the challenges of globalization and rapid technological developments. Universities are expected to produce graduates who are ready to compete in the global market. Lecturers are required to continue to improve their competencies through continuing education, training, and collaboration with industry. Thus, they can deliver material that is relevant and adaptive to changing times.

As one of the centers of higher education in Indonesia, Medan City has various private universities that contribute greatly to producing quality graduates. Lecturer performancein this city

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greatly determines the reputation and competitiveness of the educational institution. Lecturers in Medan are faced with the challenge of continuously improving the quality of teaching and research, although they are often faced with limited facilities and support. There are specific factors that influence the performance of lecturers in Medan, such as the level of competition between universities, access to academic resources, and local policies that support higher education. The performance of lecturers in Medan is also influenced by relationships with students, the availability of supporting technology, and access to research networks. Lecturers have a central role in higher education as the spearhead of education and research. Not only responsible for teaching, but also guiding students in developing critical and analytical skills. As educators, lecturers are tasked with conveying the latest knowledge and technology, as well as facilitating in-depth and innovative learning. The quality of teaching provided by lecturers directly affects the quality of graduates produced by educational institutions. As academic mentors, lecturers help guide students in choosing appropriate career paths and prepare them to enter the workforce. Competent and experienced lecturers can provide valuable insights and advice to students, help them identify their potential and interests, and direct them towards professional success.

Performance is a vital element in every organization, determining the extent to which organizational goals can be achieved. Performance is defined as the work results that can be achieved by individuals in carrying out their duties in accordance with the responsibilities given.(Paul & Bommu, 2024; Paais & Pattiruhu, 2020). Factors that influence performance include motivation, ability, and support from the work environment. In an organizational context, optimal performance is achieved when there is alignment between individual goals and organizational goals, as well as support in the form of facilities and a conducive work environment. international. In general, lecturer performance can be measured through various indicators, including teaching effectiveness, research productivity, involvement in curriculum development, and participation in other academic activities. Good performance is characterized by increased student achievement, the number and quality of scientific publications, and real contributions to community development. Internal factors such as motivation, competence, and commitment also play an important role in determining lecturer performance. Lecturers who are highly motivated tend to be more innovative and productive in carrying out their duties. Conversely, lack of motivation and support can lead to decreased performance, which has a negative impact on the quality of education provided.

Based on observations, there are several problems that occur related to the performance of private lecturers in Medan City that private lecturers in Medan City face various challenges that affect their performance. One of the main problems is the high workload, which includes teaching, research, and administrative responsibilities. This burden often reduces the time and energy of lecturers to focus on improving the quality of teaching and research. In addition, many institutions have inadequate facilities, such as laboratories and access to academic resources, which limit the ability of lecturers to conduct quality and innovative research. Excessive administrative pressure is also an obstacle, with various reports and documentation that distract from core academic activities. On the other hand, the lack of support for research, both in the form of funds and facilities, hinders the ability of lecturers to produce impactful research. An unsupportive work environment, including a non-collaborative work culture and minimal support from leaders, also reduces motivation and job satisfaction.

Career ladder is one of the significant factors that affect lecturer performance. A clear and structured career can motivate lecturers to improve their performance. In Indonesia, lecturer career ladders follow the following sequence: assistant expert, lecturer, senior lecturer, and professor. Each level has certain requirements related to academic qualifications, publications, and teaching contributions. However, many lecturers face challenges in achieving promotion, such as complicated administrative processes and limited opportunities for professional development. This can lead to stagnation in their careers, which ultimately affects their performance. InstitutionsEducation needs to pay attention to this aspect by providing adequate career guidance and development opportunities. Career ladders for private lecturers in Medan City play an important role in improving their motivation and performance. A structured career provides clear direction and achievable goals, so that lecturers are motivated to continue improving their competence and productivity. This career ladder

usually includes several levels, starting from assistant expert, lecturer, senior lecturer, to professor, each of which has different requirements and responsibilities. With a clear career ladder, lecturers can plan their professional development more effectively, such as through further education, training, and scientific publications. This not only has an impact on improving the skills and knowledge of lecturers, but also improves the reputation and competitiveness of the institutions where they teach.

Based on observations, there are several problems that occur related to career levels for private lecturers in Medan City. One of the main issues is the unclear promotion system, which is often felt to be less transparent and bureaucratic. The complicated administrative process makes many lecturers feel frustrated, because they have to face requirements that often change and are inconsistent. In addition, the lack of appreciation and recognition of lecturers' academic and professional achievements can reduce their motivation to try harder to improve their careers. Lecturers who feel that their efforts are not appreciated tend to be less enthusiastic in carrying out their duties and responsibilities.

A conducive work environment is very important in supporting lecturer performance. The work environment includes physical facilities, such as classrooms and laboratories, as well as non-physical aspects, such as work culture, relationships between colleagues, and support from leaders. A positive work environment can improveperformance, job satisfaction, motivation, and commitment of lecturers to their duties. On the other hand, an unsupportive work environment can cause stress, reduce motivation, and hinder productivity. Adequate facilities and a work atmosphere that supports collaboration and innovation are important factors in creating a conducive work environment. A conducive work environment for lecturers is very important in supporting their performance and well-being. A positive environment includes adequate physical facilities, such as comfortable classrooms, complete laboratories, and access to the latest technology (Alameeri et al., 2021; Nguyen et al., 2020). This allows lecturers to teach and conduct research more effectively. In addition, non-physical aspects such as a supportive work culture, good relationships between colleagues, and support from leaders also play an important role in increasing lecturers' motivation and job satisfaction. Ensuring that lecturers have a good work environment is a strategic step to improve the competitiveness and reputation of higher education institutions in Medan. With a supportive environment, lecturers can make a greater contribution in producing quality graduates who are ready to face global challenges.

Based on observations, there are several problems that occur related to the work environment for private lecturers in Medan City, namely that a less supportive work culture is often a problem. Unclear communication between management and staff can cause dissatisfaction and reduce lecturer motivation. The lack of opportunities to collaborate with colleagues can also limit innovation and the development of new ideas. Work stress due to high administrative burdens without adequate support is also a challenge. Lecturers often have to handle administrative tasks outside of their academic obligations, which takes up time and energy. Overall, the performance of lecturers in private universities in Medan City is influenced by various factors, including career levels and work environment. To improve performance, educational institutions need to pay attention to these two aspects by providing a clear career system and building a supportive work environment. Thus, it is expected that lecturers can contribute more optimally in improving the quality of higher education in Indonesia, especially in Medan City. Improving lecturer performance will not only have an impact on the reputation and competitiveness of the institution, but also on the quality of graduates produced. Therefore, this study aims to provide insight for policy makers and university management in formulating effective policies and strategies to support lecturer performance. With the right support, lecturers can contribute more to creating a highly competitive next generation in the national and international arena.

This study focuses on the influence of career ladder and work environment on lecturer performance in private universities in Medan City. The hypothesis proposed is that a clear career ladder and a conducive work environment will improve lecturer performance. A structured career ladder provides guidance and motivation for lecturers to achieve higher performance targets, while a positive work environment provides the support and resources needed to achieve optimal performance. In this context, it is important for educational institutions in Medan City to develop strategies that can improve lecturer performance through career ladder enhancement and work environment improvement. This can be done by reducing administrative barriers, increasing access to

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research resources, and building a collaborative work culture. Based on several problems described above, the researcher is interested in conducting a more comprehensive study with a study entitled "Implementation of Lecturer Performance: Through Career Levels and Work Environment of Private Lecturers in Medan City".

Based on the background that has been described above, the author formulate the problem as follows:

a. Does career path have a significant partial effect on private lecturer performance in Medan City?

b. Does the work environment partially have a significant effect on private lecturer performance in Medan City?

c. Do career path and work environment simultaneously have a significant influence on private lecturer performance in Medan City?

Based on the formulation of the problem above, the objectives of this research include the following:

d. To find out and analyze the career path partially which has a significant influence on private lecturer performance in Medan City.

e. To find out and analyze the work environment partially has a significant influence on private lecturer performance in Medan City.

f. To find out and analyze career path and work environment simultaneously have a significant influence on private lecturer performance in Medan City.

LITERATURE REVIEW

1. Lecturer Performance (Y)

According to Sedarmayanti (2019), explains that performance is Performance refers to the meaning of behavior as a set of behaviors that are relevant to the goals of the organization or organizational unit where people work. Performance is something that people actually do and can be observed (Paul & Bommu, 2024; Paais & Pattiruhu, 2020). Performance is the work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in the context of efforts achieve the goals of the organization concerned legally and without violating the law and in accordance with morals and ethics (Sandewa, 2018). Performance is very important for the progress of an organization or company, the higher the employee performance, the easier it will be for the organization to achieve organizational goals (Kusjono & Ratnasari, 2019). Performance is real behavior shown by employees as work achievements produced by employees according to their roles in an organization (Rachmawati, 2017).

It is further explained that the work results that can be achieved by an individual or group of people in a company are in accordance with their respective authorities and responsibilities in an effort to achieve the company's goals illegally, do not violate the law and do not conflict with morals and ethics (Afandi, 2018). Performance is also the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2019). Based on several definitions of performance according to these experts, it can be concluded that employee performance is the result of the work of individuals or groups of organizations that are carried out in accordance with the provisions that have been set by the organization to achieve the goals expected by the organization.

2. Career Path (X1)

According toKasmir (2018), explains that a career is the path of an employee's work life during his working life. This means that while someone is working, they will experience changes in position or rank. A person's career can go up, stay the same or sometimes even go down, for several periods (Akkermans et al., 2021; Lartey, 2021). A career is a direction of professional progress, a word whose use is limited to jobs that have formal hierarchical progress, such as managers and professionals (Rasheed et al., 2020; Noe, 2020). A career is also defined as a series of work experiences that someone experiences development. Career ladder refers to a series of stages or positions that an individual can achieve in their professional journey in an organization or field (Xie et

al., 2020; Cheng et al., 2024). Each stage usually has different responsibilities, qualifications, and levels of recognition, providing a clear direction for individuals in planning and developing their careers. Career ladders help individuals understand what it takes to achieve advancement, so they can plan the steps they need to take to reach higher positions (Jena & Nayak, 2023; Quader, 2024; Napitupulu et al., 2017).

It is further explained that a career ladder is a structure that describes an individual's professional development from an entry-level position to a higher level in an organization or profession. This structure defines the path to be followed, including the qualification requirements, experience, and achievements needed for promotion.(Aburumman et al., 2020; Tabiu et al., 2020). With a career ladder, individuals can map their career goals systematically and motivate them to achieve better performance in an effort to reach a higher position. A career ladder is a system that regulates and determines a person's progress in the world of work or a particular profession (Sawitri et al., 2023; Glebowa & Zare, 2023). This system includes various levels of positions or positions that can be achieved, each with different responsibilities and criteria. A career ladder provides guidance for individuals to plan the steps needed to achieve the desired professional development, as well as motivate them to continue to improve their skills and human resource performance (Saville et al., 2024; Kaya & Karatepe, 2020; Obeidat et al., 2022).

3. Work Environment (X2)

The work environment is the overall conditions and atmosphere in the workplace that affect how employees perform their tasks. It includes physical factors such as facilities and equipment, as well as non-physical aspects such as organizational culture, relationships between coworkers, and support from management (Omari & Okasheh, 2017; Purwanto, 2020; Badrianto & Eksan, 2020). A good work environment creates a conducive and productive atmosphere, helping employees feel comfortable and motivated to achieve their best performance (Alameeri et al., 2021; Nguyen et al., 2020). The work environment refers to a combination of physical, social, and psychological factors that affect employees' experiences at work. This includes the quality of facilities, the design of the workspace, and interpersonal dynamics and organizational culture (Parashakti et al., 2020; Zanardi & Brusa, 2023). A positive work environment not only increases productivity and job satisfaction, but also has an impact on employee well-being and mental health, creating a pleasant and productive work atmosphere (Putri & Hartono, 2023; Dawood & Seedat-Khan, 2023). The work environment is a combination of physical and social elements that shape a person's work experience. A good work environment will be able to influence job satisfaction and efficiency, provide the support needed to achieve optimal performance, and create a pleasant and supportive atmosphere for employees (Maestas et al., 2023; Ding et al., 2023; Toropova et al., 2021).

It is further explained that the work environment is the entire setting in the workplace that includes all elements that affect employee performance and well-being, these elements include physical conditions such as cleanliness and comfort of the workspace, as well as social factors such as interactions between colleagues and managerial support (Lazarus, 2020; Billet, 2020; Kundu & Lata, 2017). A healthy and supportive work environment can increase motivation, efficiency, and job satisfaction, while a less supportive environment can decrease productivity and morale (Hafeez et al., 2019; Ramli, 2019; Nadeem & Ahmad, 2017). The work environment refers to the conditions and atmosphere in the workplace that shape employees' experiences in carrying out their tasks. This includes physical aspects such as the equipment and facilities available, as well as social elements such as relationships between coworkers and management (Nguyen et al., 2015; Girdwichai & Sriviboon, 2020). A positive and inclusive work environment helps create a productive and motivating work atmosphere, while an unsupportive environment can cause stress and reduce the quality of performance (Dullah et al., 2024; Alkaf et al., 2024; Nanzushi, 2015; Agbozo et al., 2017).

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4. Conceptual Framework

According to Sugiyono (2018), explains that the conceptual framework is a link that explains theories, namely between independent variables and dependent variables. Based on this description, the systematic scheme of the conceptual framework can be described as follows:

a. The Influence of Career Path on Lecturer Performance

Career ladder will certainly have an impact on lecturer performance because it provides motivation and clear direction in professional development. When lecturers have a structured career ladder, such as assistant expert, lecturer, senior lecturer, to professor, they have specific goals to achieve. This encourages lecturers to be active in improving their competence and productivity in order to qualify for promotion. The career ladder structure also facilitates better career planning. Lecturers can plan the steps they need to take to achieve promotion, such as attending training, increasing scientific publications, and participating in academic activities. With clear guidance, lecturers feel more motivated to develop their skills and knowledge, which in turn improves the quality of teaching and research. Overall, a structured career ladder plays an important role in motivating lecturers, improving performance, job satisfaction, and encouraging higher professional achievement, which directly contributes to improving lecturer performance.

b. The Influence of Work Environment on Lecturer Performance

The work environment will certainly have an impact on lecturer performance because it creates an atmosphere that influences performance, productivity, motivation, and job satisfaction. A conducive work environment, including physical facilities such as comfortable classrooms and adequate equipment, as well as a non-physical environment such as a supportive work culture, is very important to support lecturer performance. Good facilities allow lecturers to teach and conduct research more effectively. Adequate access to the latest technology, laboratories, and academic resources supports lecturers in carrying out their duties optimally, improving the quality of teaching and research results. A safe and comfortable work environment also reduces stress and fatigue, which can hinder productivity. In addition, a positive work culture and support from colleagues and leaders strengthen lecturer motivation. When lecturers feel appreciated and accepted in the team, they are more likely to be actively involved in academic and administrative activities. Harmonious working relationships and opportunities for collaboration encourage the exchange of ideas and innovation, improving overall performance. Therefore, creating a conducive work environment is very important to ensure that lecturers can work efficiently and productively, thereby improving academic performance and providing a positive impact on educational institutions.

c. The Influence of Career Path and Career Path on Lecturer Performance

Career path and work environment play a crucial role in determining lecturer performance. Career path provides structure and motivation for lecturers to develop themselves and improve their performance. With a clear career path, lecturers know their long-term goals and the steps they need to take to achieve promotion. This includes academic achievement, research publications, and participation in academic activities. Clarity about promotion criteria encourages lecturers to work harder and improve the quality of their teaching and research, because they have specific and measurable goals. On the other hand, a conducive work environment affects lecturer performance by providing conditions that support their effectiveness.

A good work environment includes adequate facilities, such as well-equipped classrooms and laboratories, as well as access to the latest technology. In addition, a positive work culture, support from leaders, and harmonious relationships with colleagues also play an important role. A supportive environment reduces stress and increases job satisfaction, so that lecturers can focus on their academic tasks without distractions. When career paths and work environments work synergistically, they create ideal conditions for optimal lecturer performance. A clear career path provides motivation and direction, while a good work environment provides the support and resources needed to achieve those goals. Conversely, without the support of a good work environment, even though a structured career path exists, lecturers may still face difficulties in achieving maximum performance. Therefore, the

integration of career paths and work environments is essential to ensure that lecturers can develop and contribute effectively to the academic world.
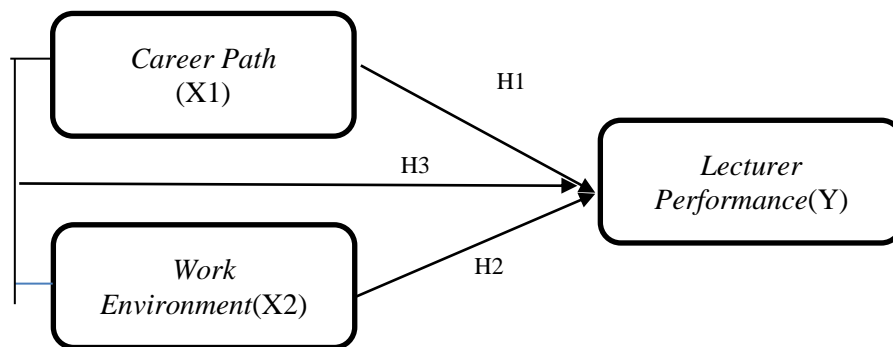

Figure 1. Conceptual Framework
Source: by researcher (2024)

5. Research Hypothesis

According to Sugiyono (2018), explaining that a hypothesis is an assumption or guess about something that is made to explain it which is often required to be checked. The hypothesis in this study is as follows:

a. *Career path* partially has a significant effect on private lecturer performance in Medan City
b. *Work environment* partially has a significant effect on private lecturer performance in Medan City
c. *Career path* and work environment simultaneously have a significant influence on private lecturer performance in Medan City

RESEARCH METHOD

1. Types and Methods of Research

The type of research that the author uses in this research is associative research.which aims to determine the relationship between two or more variables (Sugiyono, 2018). The research method in this study is a quantitative method, which is a research method used to examine certain populations and samples by collecting data using research instruments to test predetermined hypotheses (Sugiyono, 2018). The analysis in this study uses multiple linear regression to determine the partial and simultaneous influence between variables in a study.

2. Place and Time of Research

This research was conducted onprivate lecturers in Medan City which will be held in April 2024-June 2024.

3. Population and Sample

Population is all members and parts of the research subjects who have certain characteristics and whose information is needed by researchers for survey needs (Stockemer, 2019). The population in this study isall lecturers at 23 private universities in Medan City. A sample is a collection of people taken from a portion of the population designated by researchers based on predetermined criteria (Stockemer, 2019). The sampling method uses the nonprobability sampling method with the simple random sampling technique. According to Sugiyono (2018), simple random sampling is a sampling method in which each member of the population has an equal opportunity to be selected by determining 5 lecturers each at 23 existing private universities, this process is carried out randomly. So the sample in the study was directly determined to be 120 private lecturers in Medan City.

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4. Data Collection Techniques

Data collection techniques are a systematic and objective way to obtain or collect information that is oral or written. The data collection techniques used in this study are:questionnaire

5. Data Analysis Techniques

Data Quality Test

Validity Test

To determine the feasibility: to determine the feasibility of the items in a list of questions (questionnaire) that will be presented to respondents, a validity test is required for each question. If the validity is greater than (>) 0.30, then the question items are considered valid (Rusiadi, et al. 2014).

Reliability Test

To determine the stability and consistency of respondents in answering items related to the question construct arranged in the form of a questionnaire. The reliability of a variable construct is said to be good if it has a Cronbach's alpha value greater than (>) 0.60 (Rusiadi, et al. 2014).

Classical Assumption Test

Normality Test

According to Ghozali (2017), it explains that the normality test aims to determine whether the dependent variable and independent variable have a contribution in the regression model or not. A good regression model is data with a normal or near normal distribution.

Multicollinearity Test

Multicollinearity testing is seen from the magnitude of VIF (Variance Inflation Factor) and tolerance. Tolerance measures the selected independent variables that are not explained by other independent variables. So a low tolerance value is the same as a high VIF value (because VIF = 1/tolerance). The cut off value commonly used to indicate multicollinearity is a tolerance value > 0.01 or the same as a VIF value <10.

Heteroscedasticity Test

According to Ghozali (2017), he explains that the heteroscedasticity test aims to test whether in the regression model there is inequality in the variance of the residuals from one observation to another.

Multiple Linear Regression Test

Multiple linear regression analysis was conducted to determine the direction and extent of influence of the independent variable on the dependent variable (Ghozali, 2017). The equation model is as follows:

$$Y = α + ß1X1 + ß2X2 + e$$

Information:

Y = Lecturer performance (Dependent Variable)

A = Constant

ß = Multiple Regression Coefficient

X1 = Career Path (Independent Variable)

X2 = Work Environment (Independent Variable)

E = Error term

Partial Test (t-Test)

The partial test shows how far the independent variables (career path and work environment) have a partial influence on the dependent variable (lecturer performance).

Simultaneous Test (F-Test)

This test is carried out to find out whether *career path* and work environment on the performance of private lecturers in Medan City at a confidence level (confidence interval) or hypothesis testing level of 5%.

Determination Test

According to Ghozali (2017), the coefficient of determination (R^2) is a tool to measure the extent to which a model is able to explain variations in dependent variables.

RESULT AND DISCUSSION

1. Validity and Reliability Test Results

Table 1. Results of the Validity Test of Career Path (X1), Work Environment (X2), and Lecturer Performance (Y)

	Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	31.16	24,536	**.790**	.835
X1.2	31.59	23.228	**.683**	.821
X1.3	31.91	23,335	**.692**	.838
X1.4	31.59	23,261	**.712**	.827
X1.5	31.26	23,772	**.777**	.847
	Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	31.80	26,375	**.735**	.913
X2.2	31.34	23,439	**.767**	.881
X2.3	31.72	26,589	**.780**	.902
X2.4	31.38	25,316	**.797**	.894
X2.5	31.57	25,479	**.788**	.900
	Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1	32.51	20,371	**.720**	.832
Y.2	32.65	20,392	**.719**	.865
Y.3	32.77	21,622	**.755**	.816
Y.4	32.32	20,558	**.732**	.872
Y.5	32.73	21,298	**.761**	.863

Source: by research (2024)

It is known that the statistical results of the validity test show that the statement items on all career path (X1), work environment (X2) and lecturer performance (Y) variables are said to be valid because the corrected item total correlation value is > 0.30.

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Table 2. Results of the Reliability Test of Career Path (X1), Work Environment (X2), and Lecturer Performance (Y)

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
X1	**.851**	5
X2	**.893**	5
Y	**.912**	5

Source: by research (2024)

Known results*statistics*In the reliability test, the statement items for all career path (X1), work environment (X2) and lecturer performance (Y) variables were said to be reliable because the Cronbach's alpha value was > 0.60.

3. Normality Test Results

Table 3. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		120
Normal Parametersa,b	Mean	0E-7
	Std. Deviation	2.95139750
Most Extreme Differences	Absolute	.083
	Positive	.083
	Negative	-.077
Kolmogorov-Smirnov Z		.817
Asymp. Sig. (2-tailed)		**.731**
a. Test distribution is Normal.		
b. Calculated from data.		

Source: by research (2024)

Based on Table 3. above, it is known that the results of the Kolmogorov-Smirnov test have a significance value of 0.731 > 0.05 so it can be concluded that the data tested is normally distributed.

4. Multicollinearity Test Results

Table 4. Multicollinearity Test Results

Coefficientsa										
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			**Collinearity Statistics**	
	B	Std. Error	Beta			Zero order	Partial	Part	**Tolerance**	**VIF**
1 (Constant)	6,817	2.623		2,891	.005					
Career Path	.417	.073	.373	3,727	.001	.558	.492	.276	**.832**	**1,571**
Work Environment	.577	.086	.524	6,319	.000	.726	.631	.561	**.832**	**1,571**
a. Dependent Variable: Lecturer Performance										

Source: by research (2024)

Based on Table 4, it is known that the results of the multicollinearity test for the career path (X1) and work environment (X2) variables have a tolerance value of > 0.10 and VIF < 10, so this study is declared free from multicollinearity problems.

5. Heteroscedasticity Test Results

Table 5. Glacier Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero order	Partial	Part	Tolerance	VIF
1	(Constant)	7,371	1,332		5,831	**.000**					
	Job Demands	-.214	.033	-.264	-2.413	**.172**	-.364	-.320	-.283	.870	1,329
	Self Efficacy	-.177	.045	-.179	-1,498	**.189**	-.352	-.192	-.182	.870	1,329
a. Dependent Variable: Abs_RES											

Source: by research (2024)

Based on Table 5. above, it is known that the Gletjser test for all variables shows a significant value greater than 0.05. Thus, it can be concluded that the research data is free from heteroscedasticity problems.

6. Multiple Linear Regression Test Results

Table 6. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			**Collinearity Statistics**	
		B	Std. Error	Beta			Zero order	Partial	Part	Tolerance	VIF
1	(Constant)	**6,817**	2.623		2,891	.005					
	Career Path	**.417**	.073	.373	3,727	.001	.558	.492	.276	.832	1,571
	Work Environment	**.577**	.086	.524	6,319	.000	.726	.631	.561	.832	1,571
a. Dependent Variable: Lecturer Performance											

Source: by research (2024)

Based on Table 6. above through the multiple linear regression equation, the following explanation is outlined:

1. The constant value of 6.817 means that if career path and work environment are considered zero, lecturer performance has a value of 6.817 units.
2. The coefficient value of the career path variable of 0.417 means that if the career path value increases by 1 unit, the lecturer performance value will increase by 0.417.
3. The coefficient value of the work environment variable of 0.577 means that if the work environment value increases by 1 unit, the lecturer performance value will increase by 0.577.

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7. Partial Test Results (t-Test)

Table 7. Partial Test Results (t-Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero order	Partial	Part	Tolerance	VIF
1	(Constant)	6,817	2.623		**2,891**	**.005**					
	Career Path	.417	.073	.373	**3,727**	**.001**	.558	.492	.276	.832	1,571
	Work Environment	.577	.086	.524	**6,319**	**.000**	.726	.631	.561	.832	1,571
a. Dependent Variable: Lecturer Performance											

Source: by research (2024)

1) The Influence of Career Path on Lecturer Performance

The t-value of career path is 3.727 > 1.65 (nk = 120-3 = 117 at 0.05/5%) and significant 0.001 < 0.05, so Ha is accepted and Ho is rejected, then career path partially has a significant effect on lecturer performance. (Hypothesis 1 is accepted)

2) The Influence of Work Environment on Lecturer Performance

The t-value of work environment is 6.319 > 1.65 (nk = 120-3 = 117 at 0.05/5%) and significant 0.000 < 0.05, so Ha is accepted and Ho is rejected, then the work environment directly and significantly influences lecturer performance. (Hypothesis 2 is accepted)

8. Simultaneous Test Results (F-Test)

Table 8. Simultaneous Test Results (F-Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1715.832	2	831,773	**142,293**	**.000b**
	Residual	873,492	115	8,592		
	Total	2147.292	117			
a. Dependent Variable: lecturer performance						
b. Predictors: (Constant), work environment, career Path						

Source: by research (2024)

Based on Table8. above shows that the F-count value obtained is 142.293 > F-table 2.69 with a significance level of 0.000 < 0.05. Through these results, it can be concluded that in this study, simultaneously or simultaneously, the career path and work environment variables simultaneously have a significant effect on private lecturer performance in Medan City.

9. Determination Test Results

Table 9. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	,841a	,718	**,744**	3,116

Source: by research (2024)

Based onTable 9. It is known that the adjusted R square value of 0.744 can be called the coefficient of determination, this means that 0.744 (74.4%) of lecturer performance can be obtained and explained by career path and work environment while the remaining 25.6% (100% - 74.4% = 25.6%) is explained by variables outside the model that are not studied.

CONCLUSION AND SUGGESTION

1. CONCLUSION

a. *Career path*partially has a significant effect on private lecturer performance in Medan City
b. *Work environment*partially has a significant effect on private lecturer performance in Medan City
c. *Career path*and work environment simultaneously have a significant influence on private lecturer performance in Medan City

2. SUGGESTION

a. Based on the respondents' statements on the career path variable, in this case it is suggested that lecturers set clear career goals that are very important. By setting specific goals, such as achieving a certain academic position or publishing a number of scientific articles, lecturers can plan the steps needed to achieve them, being active in professional development through training, seminars, and additional courses can improve relevant skills and knowledge. Participation in academic conferences and professional networks also helps in expanding connections and gaining the latest insights in their fields, then gaining relevant research experience and focusing on publications in leading journals can improve the academic profile of lecturers and support the promotion process.

b. Based on the respondents' statements on the work environment variable, in this case it is suggested to lecturers to build good communication with colleagues and leaders is very important. Being open in communicating and actively listening can reduce conflict and create a more harmonious work atmosphere, participating in team activities and encouraging a collaborative work culture can improve relationships between colleagues and create a supportive work atmosphere, and lecturers must maintain a balance between work and personal life by setting healthy boundaries to reduce stress. Finally, seeking feedback and responding to criticism positively can help in self-improvement and create a better work environment.

c. Based on the respondents' statements on the lecturer performance variable, in this case it is suggested to lecturers to be active in research and publication, and strive to collaborate with colleagues in scientific projects to expand the scope of research and improve academic reputation. Utilizing feedback from students and colleagues for continuous improvement, as well as effective time management and managing workloads well helps maintain productivity and reduce stress.

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