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ARE DEMOGRAPHIC FACTORS PLAY A ROLE IN THE LECTURERS' PRODUCTIVITY IN INDONESIA PRIVATE UNIVERSITIES?

Abstract: *This study aims to provide empirical evidence about the pattern of spiritual leadership relations through calling and membership (spiritual survival) on organizational commitment and productivity with demography as a control variable. The sample used in this study is a lecturer at a private universities in East Java. The method used in this study is Spatial SEM-PLS, the spatial itself is used to weight the demographic factors before being included in the SEM-PLS model. The outer model in the study used the Confirmatory factor analysis and inner model method using the R-square value and the path statistic value. The results of the study inform that all indicators are able to measure latent variables properly. The second order SEM-PLS results show that vision, altruistic love, and hope can reflect the spiritual leadership style. The results of hypothesis testing indicate that all hypotheses are accepted. In other words, in order to improve the tri dharma (Three Pillars) of higher education, the leader of the East Java Private University can develop spirituality values towards the corporate culture so as to increase the sense of family and togetherness in the work atmosphere. Moreover, the development of demographic factors as a control variable can cluster lecturers in the other treatment group so that an increase in the tri dharma of higher education in Private Universities in East Java can be achieved. Clustering can be through the gender and academic position of the lecturer.*

Key words: *East Java Private Universities, Tri Dharma (Three Pillars) of higher education, Demography.*

Language: *English*

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Introduction

Everyone is a leader. The leader who will be held accountable later. Leadership is the ability to influence, both for himself and the environment around him, this potential has been inherent since someone was born in the world. It's just that everyone's leadership abilities are different. According [1] " Leadership is the ability to influence groups towards achieving goals " someone is said to be capable when he has a personality (personality), ability (ability) and ability (capability) [2]. Whereas according to [3] Leadership is the process of directing and influencing activities that have to do with the work of group members

Nowadays, one of the main concerns is the leadership style that involves a spiritual leadership style. Spiritual leadership is the formation of values, attitude and behavior needed to motivate oneself (intrinsic motivation) and others so as to cause a sense of spiritual well-being (spiritual survival) through calling and membership [4,5]. This brings two things, first is to unite the vision of fellow members of the organization through feeling calling in their lives so that they become more meaningful and make a change, calling speaks of the soul's

calling for a change in serving people to gain meaning and purpose in life based on altruistic love where leaders and those who are led care for each other, mutual attention and respect for each other in earnest so as to give rise to feelings of membership, membership talking about family relationships and social relations interactions. [4,5,6]

The characteristics of spiritual leadership according to [6,7] are vision, altruistic love and hope. Vision is the goal to be achieved by an organization in the long and short term. Altruistic love is a cultural image of an organization defined as the feeling intact, harmonious, prosperity through attention, concern and appreciation for self and others. Hope / faith is the desire for a hope that is fulfilled and is the basis of the establishment of the vision, goals and mission of the organization that will be fulfilled. From the characteristics of spiritual leadership that are based on vision, altruistic love, and hope / faith will result in a feeling of spiritual survival through calling and membership that has an effect on positive performance improvement (producvity positive) and organizational commitment.

Tridharma (Three Pillars) of higher education is the obligation of universities to organize education, research, and community service [8]. The Tridharma of Higher Education is not only the responsibility of students. All lecturers (educators), as well as people involved in the learning process (academics) have the same responsibilities. Explanation of activities in tridharma, namely, (1) Education is a conscious and planned effort to create a learning atmosphere and learning process so that students participate actively develop their potential to have religious spiritual power, self-control, personality, intelligence, noble character, and skills needed by themselves, society, nation and state [8]. (2) Research is an activity carried out according to scientific principles and methods systematically to obtain information, data, and information relating to the understanding and / or testing of a branch of science and technology [8] , (3) Community Service is the activity of academicians who utilize Science and Technology to advance the welfare of the community and educate the nation's life [8].

The National Education System states that universities are obliged to carry out tertiary education principles, namely, education, research, and community service ([8.9]. high as part of the national education system has a strategic role in educating the nation's life and advancing science and technology by paying attention to and applying the values of humanity and civilization and empowerment of a sustainable nation of Indonesia. In realizing such a large and strategic role, it can be carried out well, the role of the leader in developing the sex resources of higher education institutions must have a superior quality leadership style, especially for lecturers as professional educators. In order to realize the Tri dharma of Higher Education, a new leadership style is needed, one of which is the spiritual leadership style that involves calling and membership to create positive lecturer productivity so as to create a conducive academic atmosphere towards the target of higher education tri dharma.

Research Methods

The type of data in this study is primary data. Collection techniques are carried out using a questionnaire and supported by observation. The population of this study are all college lecturers throughout East Java, from the population sampled are lecturers who already have a minimum functional position of expert assistants, in accordance with the characteristics of the sample that the researcher expects (purposive sampling). The variables in this study are as follows:

a. Variable demographic characteristics (gender, functional position)
b. Exogenous variable (Spiritual Leadership (vision, altruistic love, hope))
c. Endogenous variables intervening (Calling, Membership)
d. Endogenous Variables (Organizational Commitment, Productivity)

Based on the variables used in this study, it can be in the form of structural equations and the following hypothesis

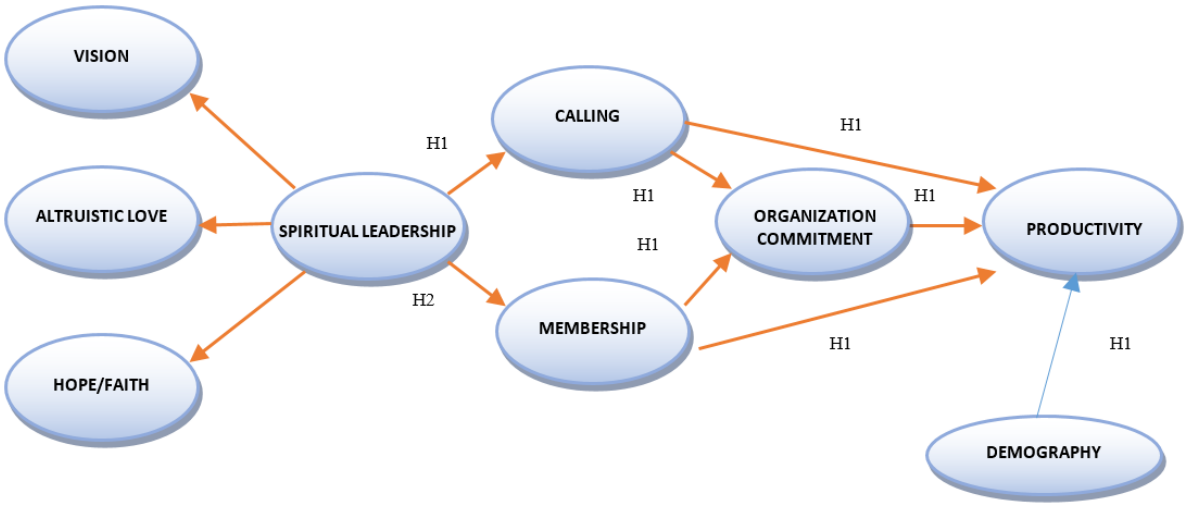

Figure 1. Research Model

Based on the research model above, it can be constructed as follows:

H_1 : Spritual Leadhership affects Calling
H_2 : Spritual Leadhership affects Membership
H_3 : Calling berpengaruh affects Comitment
H_4 : Membership affects Organization Comitment
H_5 : Calling affects Productivity
H_6 : Membership affects Productivity
H_7 : Organization Commitment affects Productivity
H_8 : Demografi affects Productivity

The method of data analysis in this study was Spatial PLS SEM. The stages of data analysis are divided into 2 stages, namely, analysis of Outer models using confirmatory factor analysis and Inner model analysis using R-square values and Statistical values. The criteria for the two stages are as follows:

1. Outer model - Value of loading factor> 0.4 with AVE value> 0.5 and Composite reliability> 0.7
2. Inner model - The R-square value is expected to be between 0.33 to 0.85 and the Tstatistic value for each path> 1.96

Results and Discussion

This study uses secondary data, the data taken in this study is lecturer data in 15 private universities in East Java where there are minimal accredited B / economic majors / fields with each of the 20 respondents per university. From the results of the survey, 202 data from 300 questionnaires were targeted. The 15 universities were as follows:

Table 1. Respondents

University in East Java	Number Of Respondents
STIE Perbanas	20 from 20 respondents
Narotama University	18 From 20 respondents
UM malang	19 From 20 respondents
Wiraraja University	10 From 20 respondents
UNU Sidoarjo	18 From 20 respondents
UI lamongan	15 From 20 respondents
UII Jember	12 From 20 respondents
UII Madiun	12 From 20 respondents
UWK Kediri	12 From 20 respondents
STIA Bayuangga	10 From 20 respondents
STIE Nganjuk	8 From 20 respondents
STIKES NU Tuban	10 From 20 respondents
UM Gresik	19 From 20 respondents
UI majapahit	8 From 20 respondents
UNTAQ banyuwangi	11 From 20 respondents

The summary results of the data in table 1 (the number of respondents to the analysis data) can be illustrated that STIE Perbanas filled all questionnaires so well that from the 20 data expected to be fulfilled. The other universities that almost fulfilled the expectations of the questionnaire expected were poor Narotama University UM, UNU Sidoarjo and UM Gresik. From the results of Table 1 above, it is also seen that there are several universities that are far from the expected target of the desired data, namely, UI majapahit and STIE Nganjuk. This is because the taking of questionnaires at the university coincides with the college break. But according to the justification, researchers can still represent it, so that the sample is included in the model. The summary results of the data can also be seen in the pie chart below:

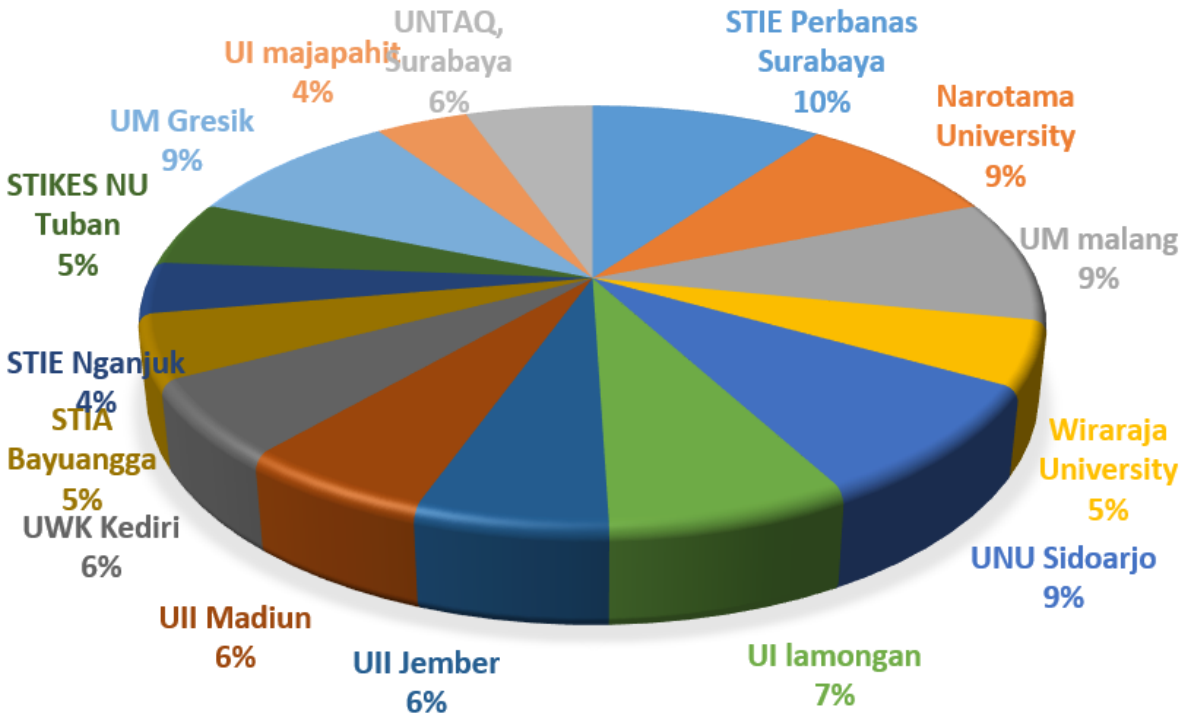

Figure 2. Respondents

After screnning data (data selection), data analysis will be carried out. in this data analysis there are two methods of statistical analysis used, namely CFA Analysis (Confirmatory Factor Analysis) and Structural Equation Modeling (SEM), Structural Equation Modeling (SEM) analysis is performed to determine the significance of the relationship between latent variables. while the CFA analysis (Confirmatory Factor Analysis), to determine the validity and reliability and analysis of inner models with the boost method by looking at the statistical value of the table, this analysis to determine the relationship between latent variables is often called a hypothesis test.

Confirmatory Factor Analysis

Confirmatory Factor Analysis is used to test the validity of a theoretical construct to determine the validity, reliability, and contributions given by each indicator variable in preparing its latent variables. Concept. Confirmation analysis carried out was divided into 2 parts, namely, validity and reliability. Indicators that measure latent variables are said to be valid if the value of the loading factor is more than 0.7 and the value of AVE> 0.5. Indicators of latent variables are said to be reliable if the composite reliability value and cronbach's alpha> 0.7. The results of Confirmatory Factor Analysis are presented in Table 2 and Figure 1 as follows:

Table 2. Second Order CFA

	T-Statistic	Information
S.Leadership -> A.Love	140,183317	Able to measure
S.Leadership -> Hope	122,706605	Able to measure
S.Leadership -> Vision	98,462390	Able to measure

Table 2 results of the second order confirmatory factor analysis with SEM-PLS, informing that vision, altruistic love and hope / faith are able to measure well the spiritual leadership variables. This is indicated by the statistical value of more than 1.96. Vision is the goal to be achieved by an organization in the long and short term, altruistic love is a picture of an organization's culture which is defined as feeling intact, harmonious, welfare through attention, concern and appreciation for self and others, and hope is faith on an expectation that is fulfilled and is the basis of the establishment of an organization's vision, goals and mission that will be fulfilled.

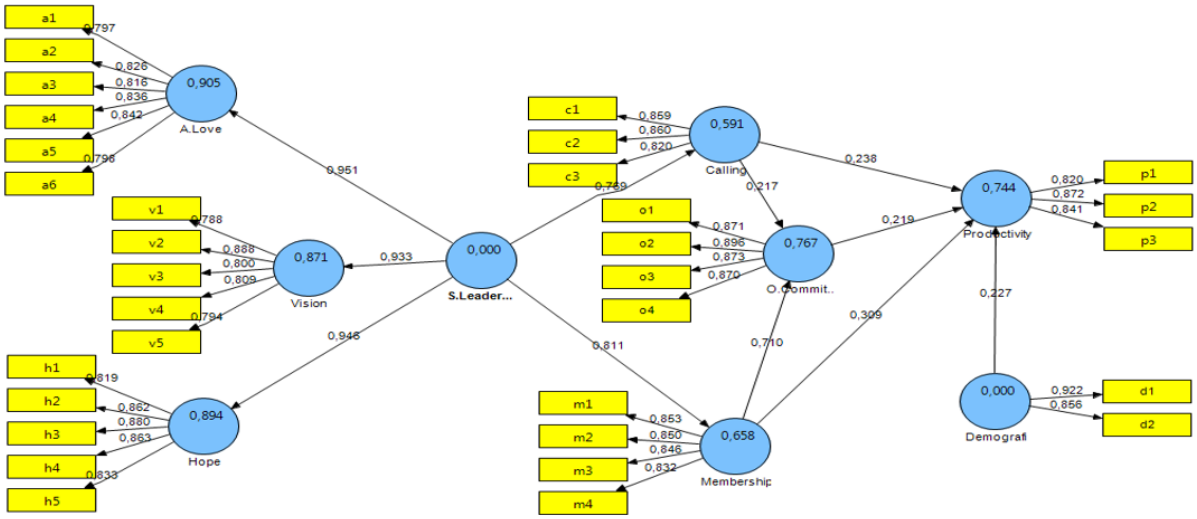

Figure 3. Confirmatory Factor Analysis

Figure 3 results of the confirmatory factor analysis with the SEM-PLS inform that all values of the loading indicator are more than 0.7. This shows that each indicator is able to reflect properly its latent variables which mean the characteristics of each of the strong indicators reflect the latent variables. This statement is supported by cross loading, AVE and Composite reliability values in tables 3 and 4 as follows

Table 3. Croos Loading

	A.Love	*Calling*	*Demografi*	*Hope*	*Membership*	*O.Commitment*	*Productivity*	*Vision*
a1	0,797083	0,638935	0,491361	0,650930	0,591554	0,612435	0,537036	0,668337
a2	0,826196	0,618363	0,521794	0,678233	0,624832	0,681258	0,633302	0,704163
a3	0,815851	0,643691	0,531004	0,674745	0,629194	0,652784	0,638309	0,643460
a4	0,835763	0,554467	0,602220	0,700083	0,601321	0,635275	0,617684	0,667511
a5	0,841971	0,613171	0,509889	0,702977	0,661074	0,692600	0,656102	0,704454
a6	0,798134	0,578315	0,465807	0,748347	0,655828	0,669473	0,600245	0,691404
c1	0,677035	0,858714	0,443721	0,693671	0,574384	0,595474	0,637727	0,607484
c2	0,613458	0,860474	0,480738	0,600932	0,596171	0,631750	0,625909	0,548316
c3	0,590050	0,820219	0,437326	0,619475	0,608586	0,585576	0,595201	0,553961
d1	0,621245	0,534927	0,922376	0,667187	0,615398	0,585785	0,666064	0,547289
d2	0,496307	0,404979	0,856268	0,446218	0,404228	0,445543	0,498124	0,385558
h1	0,776225	0,631492	0,516714	0,818600	0,703332	0,713783	0,644161	0,773127
h2	0,697071	0,592913	0,513345	0,862099	0,654791	0,680153	0,624336	0,736960
h3	0,748356	0,698977	0,559466	0,879847	0,647608	0,669874	0,616477	0,707763
h4	0,712374	0,640380	0,627401	0,862883	0,650069	0,660539	0,701322	0,664905
h5	0,660325	0,646497	0,509529	0,833051	0,632543	0,614198	0,582457	0,649657
m1	0,626597	0,603555	0,527465	0,644349	0,852802	0,741921	0,652728	0,647893
m2	0,637438	0,506783	0,447456	0,611243	0,849624	0,728341	0,642973	0,600538
m3	0,678658	0,630197	0,475477	0,705993	0,845503	0,774485	0,683238	0,681826

m4	0,644479	0,620675	0,534751	0,647657	0,831728	0,664450	0,715304	0,622390
o1	0,713025	0,625903	0,454323	0,696130	0,720385	0,871146	0,646830	0,722345
o2	0,720586	0,665331	0,501533	0,682804	0,754716	0,896171	0,697114	0,688036
o3	0,688499	0,600488	0,580303	0,690821	0,781219	0,873310	0,726383	0,684550
o4	0,697223	0,614370	0,523386	0,688316	0,766469	0,869941	0,694153	0,678532
p1	0,590854	0,603145	0,505084	0,601779	0,628457	0,656649	0,820142	0,545857
p2	0,696445	0,686727	0,547570	0,675485	0,705074	0,693401	0,872004	0,669776
p3	0,608808	0,563048	0,630166	0,607985	0,684764	0,647446	0,841155	0,568334
v1	0,604763	0,481124	0,340424	0,610636	0,533469	0,573397	0,489672	0,788395
v2	0,741123	0,587347	0,449545	0,728806	0,635293	0,707471	0,622625	0,887760
v3	0,637867	0,536398	0,447982	0,650908	0,589571	0,588911	0,531216	0,800081
v4	0,696143	0,586567	0,421270	0,710693	0,680793	0,681920	0,637857	0,808906
v5	0,700822	0,552307	0,518209	0,686211	0,641766	0,661398	0,590035	0,794419

Table 3 informs that all the loading factor values are more than 0.7 and each loading value indicator has a greater factor in the variable measured than measuring the other variables. This indicates that each selected indicator can properly measure and reflect the measured variable. This statement is supported in Table 4 as follows:

Table 4. AVE, R-Square, CR and CA

	AVE	*Composite Reliability*	*R Square*	*Cronbachs Alpha*	*Information*
A.Love	0,671331	0,924528	0,904830	0,901969	Reliable
Calling	0,716855	0,883608	0,590996	0,802298	Reliable
Demografi	0,791986	0,883778		0,742350	Reliable
Hope	0,725198	0,929508	0,894480	0,905079	Reliable
Membership	0,713945	0,908945	0,657854	0,866460	Reliable
O.Commitment	0,770371	0,930639	0,766573	0,900617	Reliable
Productivity	0,713522	0,881898	0,744024	0,799026	Reliable
S.Leadership	0,611505	0,961736		0,957439	Reliable
Vision	0,667049	0,909067	0,871225	0,874591	Reliable

based on figure 2 (SEM-PLS hypothesis test) and table From the results of the Confirmatory Factor Analysis, it shows all values of loading factors> 0.6 and AVE> 0.5. while each indicator measures the variable, the loading value of the factor is always higher than the value of the loading factor on the variable not measured by the indicator. and all composite reliability values are greater than 0.7, it can be said that all indicators are valid and reliable so that it can be said that the indicators of each variable are able to measure latent variables properly.

After doing Confirmatory Factor Analysis, the next step is to analyze Structural Equation Modeling (SEM) with a full model. Testing of Structural Equation Modeling analysis is done by the SEM-based variance method, often called SEM-PLS. This method was chosen by the researcher with the justification of the researcher that this research is explorative and assumptions assumptions in the SEM-PLS method are nonparametric, which does not require many assumptions, such as covariance-based SEM which is often called SEM which requires many assumptions because it is parametric. The results of SEM-PLS testing are presented in Figure 4 as follows:

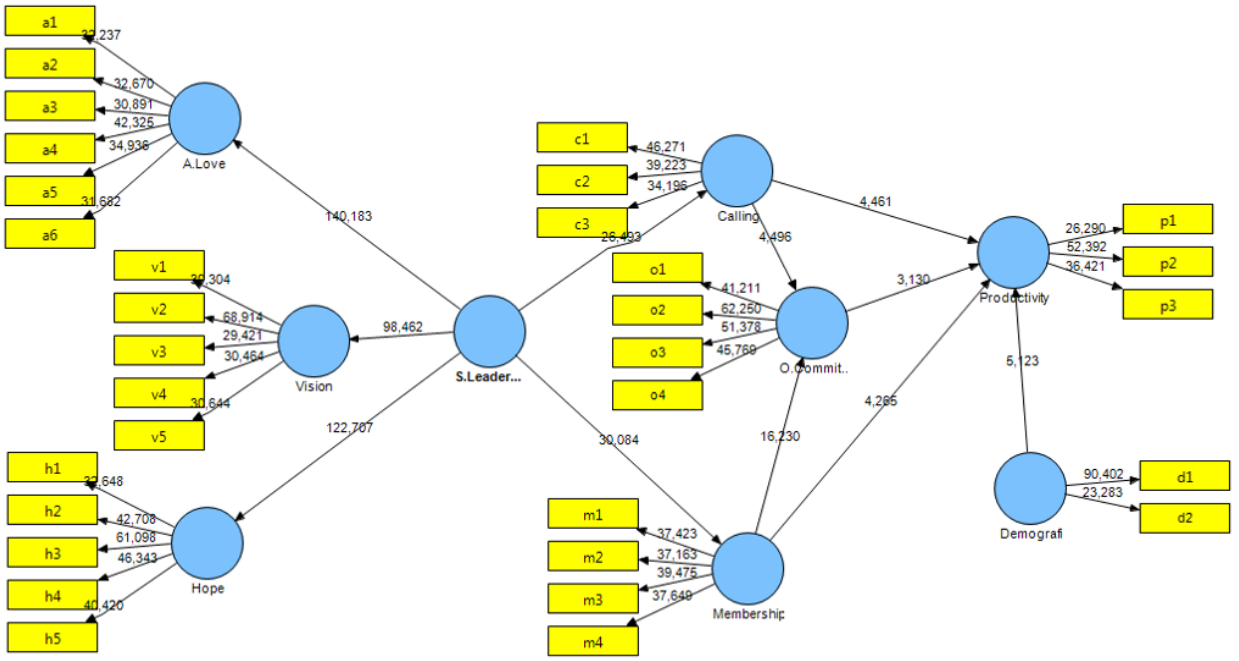

Figure 4. Boostraping SEM-PLS

After the Confirmatory Factor Analysis is carried out and the indicators can measure the latent variables well, then the inner model is analyzed. The inner model analysis is conducted to determine the relationship between latent variables and to conclude the research hypothesis is accepted or rejected. Hypothesis testing criteria are, if the value of t-statistics> 1.96 assuming alpha (fault tolerance of 5%), it can be concluded that the relationship of the two latent variables is significant (hypothesis accepted) and vice versa. The results of the inner model analysis for between latent variables are presented in the table as follows:

Table 5. Hypothesis testing

	Path Coeficient	*T-Statistik*	*Information*
H1	0,768762	26,492848	Affect
H2	0,811082	30,083858	Affect
H3	0,216843	4,495542	Affect
H4	0,709993	16,229587	Affect
H5	0,238316	4,460848	Affect
H6	0,309196	4,264895	Affect
H7	0,218510	3,130065	Affect
H8	0,226763	5,123068	Affect

Spiritual leadership* affect *calling

The results of the study showed that there was a direct influence of spiritual leadership on calling in private universities. The higher the spiritual leadership possessed by the leader, the higher the calling / meaning possessed by each lecturer. In spiritual leadership, calling is a transcendent visión from a form of lecturer responsibility towards students. This allows the lecturer to show intrinsic motivation through calling "doing what it takes" to "spread the organization message" that is related to quality of life and integrity [6,10,11,12]

Spiritual leadership* affect *membership

The results showed that there was a direct influence between spiritual leadership and membership in private universities in East Java. The higher the spiritual leadership possessed by the leadership, the higher the membership of each lecturer. Membership itself is one aspect of workplace spirituality needed in the spiritual dimension of survival. The term membership can be defined as the basic needs of sex, which is to be understood and want to be appreciated [13,14]. Having a feeling of wanting to be understood and want to be valued is an important issue in the reciprocal relationship and interaction of social relations .

Calling* affect *Organizational Commitment

The results of the study show that there is a direct influence between calling on organizational

commitment in private universities in East Java. The higher the feeling of calling that is owned by the lecturer, the higher the organizational commitment that each lecturer has. [5.11] defined calling as a positive inspiration in the spirit of being responsible for work. The professional attitude possessed by each lecturer based on feeling calling will increase feelings to be more meaningful to others and the organizational environment and himself [14,15]. People will do anything for a calling of soul (calling) that is very different from work or career [14]. When a job is seen as a calling of the soul (calling) and not a job so that it can take on a new meaning [16,17].

Membership* affect *Organizational Commitment

The results of the study show that there is a direct influence between membership on organizational commitment to the lecturers of private universities in East Java. The higher the feeling of membership possessed by the lecturer, the higher the organizational characteristics of each lecturer .. [6,11] which states that organizational commitment is that lecturers who have the feeling of calling and membership then become interconnected for more loyalty (loyalty), and want to stay (commitment) on an organization that has a culture based on the values of love (altruistic love). The feeling of membership is one of the feelings of spirituality in the work environment (workplace spirituality) which is very important to be developed so that social relations between lecturers can be harmoniously intertwined.

Calling* affect *Productivity

The results of the study indicate that there is a direct influence between the calling on productivity on the lecturers of private universities in East Java. The higher the feeling of calling owned by the lecturer, the higher the productivity of each lecturer.[6,11] which states that productivity and continuous improvement (continuous improvement) are people who have hope / belief in the vision of the organization and people who have a calling and membership will do anything to pursue a vision to improve themselves and become more productive. [16,17] defined calling as a positive inspiration in the spirit of being responsible for work.

H6 : Membership affect Productivity

The results of the study show that there is a direct influence between membership to productivity on the lecturers of private universities in East Java. The higher the feeling of membership possessed by the lecturer, the higher the productivity of each lecturer. [6,11] which states that productivity and continuous improvement (continuous improvement) are people who have hope / belief in the vision of the organization and people who have a calling and membership will do anything to pursue a vision to improve themselves and become more productive. . The feeling of membership is one of the feelings of spirituality in the work environment (workplace spirituality) which is very important to be developed so that social relations between lecturers can be harmoniously intertwined.

Organizational Commitment affect Productivity

The results of the study show that there is a direct influence between productivity commitment on the lecturers of private universities in East Java. The higher the organizational commitment of the lecturers, the higher the productivity of each lecturer. [6,12] which states that organizational commitment is that employees who have a feeling of calling and membership then become interconnected to be more loyal (loyalty), and want to stay (commitment) to an organization that has a culture based on the values of love (altruistic love)

Demography affect Productivity

The results of the study show that there is a direct influence between demography on productivity in the lecturers of private universities in East Java. The greater the influence of lecturer demographic factors, the higher the productivity of each lecturer. Demographic factors can be as control variables that can cluster lecturers in the other treatment groups so that they run well in the improvement of tertiary educational institutions at Private university in East Java.

Conclusions and Suggestions

All indicators are able to stretch well the latren variable, this is supported with each indicator valid and reliable. Second order results inform that vision, altruistic love, and hope can measure both the spiritual leadership variable. Hypothesis test concludes that spiritual leadership has an effect on calling (H1 accepted), spiritual leadership has an effect on membership (H2 is accepted), calling has an effect on organization commitment (H3 is accepted), membership has an influence on organization commitment (H4 is accepted), calling has an effect on productivity (H5 is accepted), Membership has an effect on Productivity (H6 is accepted), O. Commitment has an effect on Productivity (H7 is accepted) and Demographics have an effect on Productivity (H8 is accepted). This informs that in order to improve the tridharma of higher education, the East Java Private University Leadership can develop spirituality values towards the corporate culture so that it enhances the sense of family and togetherness in the work atmosphere that is related to the development of spirituality and demographic factors. The results showed that demographic factors influence the produvctivity, it can be concluded that demographic factors can be as

control variables that can cluster lecturers in the other treatment groups so that they run well in the improvement of higher education principles in Private University in East Java. Clustering can be through the gender and academic position of the lecturer. Furthermore, Private University research can be carried out in Java that accommodates cultural factors as the second control variable towards increasing the tridharma of higher education. Factor clustering of treatments based on demographic factors and cultural factors is expected to optimize treatment for lecturers to fulfill the obligations of tridharma lecturers which will have a direct impact on university accreditation.

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