Research Paper

The Effect of Infrastructure Management and Employee Performance on the Quality of Academic Services At Manado State University

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ABSTRACT
Attention to improving the quality of service facilities and infrastructure from time to time becomes increasingly important for student satisfaction because it is the first step in the success of higher education in the future. Student satisfaction is one of them marked by word of mouth communication about positive things about service providers in this case universities. Improving the quality of education at the tertiary level can be achieved if it is supported by adequate facilities and infrastructure. This study aims to (1) determine the effect of infrastructure management on the quality of academic services at Manado State University. (2) Determine the effect of employee performance on the quality of academic services. at Manado State University. (3) To know the effect of infrastructure management and employee performance together on the quality of academic services at Manado State University. Researchers used a cross-sectional design to obtain information from respondents through the sample studied. The data analysis technique used descriptive and inferential statistical analysis techniques with the parametric test paradigm. The sample was 105 people with the assumption of 5%. The results of the study (1) The management of facilities and infrastructure has a positive and significant effect on the quality of academic services at Manado State University with a contribution of 33.7% meaning that the better the management of facilities and infrastructure, the higher the quality of academic services at Manado State University. (2) Performance staffing has a positive and significant effect on the quality of academic services at Manado State University with a contribution of 48.9% meaning that the better the staffing performance at Manado University, the higher the quality of academic services at Manado State University. (3) The influence of facilities and infrastructure management and personnel performance together on the quality of academic services at Manado State University by 55.6%. This explains that there are other things or other variables besides the management of facilities and infrastructure as well as personnel performance that affect the quality of academic services at Manado State University.
Keywords: Infrastructure Management, Employee Performance, Academic Service Quality

I. PRELIMINARY

Education is the basis for improving and preparing superior and competitive Human Resources (HR). Therefore, efforts are needed to create quality human resources. To build and realize quality human resources, one of which is determined by education. Education aims to educate the nation's life. Education is taken at the primary, secondary and higher levels. As stated in the Law on the National Education System number 20 of 2003 article 3 that national education functions to develop capabilities and shape the character and civilization of a dignified nation in the context of educating the nation's life, aiming at developing the potential of students to become human beings who believe and fear God. God Almighty, has noble character, is healthy, knowledgeable, capable, creative, independent, and becomes a democratic and responsible citizen.

In this era of globalization, it has become an era of quality competition or the quality of a product. Quality products will be in demand and conversely products that are not quality will be abandoned. Likewise, universities in this era of globalization must be based on quality, how universities seek to win the competition in the world of education, universities must be able to provide satisfaction to their customers in this case students, namely by providing quality products, namely in the form of educational services. . Hayati and Muchlis (2007) in the journal customer satisfaction (students) in educational services as a continuous quality improvement in

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education, mention "Regarding the educational services provided, student satisfaction as one of the main stakeholders must be considered". The quality of education services is an important priority scale, because if there are students who are disappointed and dissatisfied with the service system, it can have an impact on demands and complaints. The claim can be pursued through legal procedures or displaying a sense of dissatisfaction in the media or through legal channels.

If this happens, it is very detrimental to the college, it can damage the good name of the college. Higher Education as an educational institution is an institution that plays an important role in producing human resources who have high qualifications and competencies. Universities are required to be able to make a positive contribution to the development and improvement of human resources. Higher Education is one of the educational institutions created by the government and the private sector as the best place to learn so that it can create competent human beings both intellectually, spiritually, personality and socially. Therefore, universities must be managed effectively and efficiently to achieve these goals.

There are several reasons that are so relevant that why students, in this case students, must be able to fulfill their needs and desires, as explained by Suhardan (2006, pp. 86-87) that: students are customers whose learning needs must be met. by educators properly, because: 1) Students are people who have the power in the form of freedom to choose the preferred educational institution, because of its compatibility with their wishes, hopes, and needs. 2) Learners are people who have the choice to pursue knowledge in accordance with future goals and expectations. 3) Students are individuals who have personalities, goals, life goals and potential, therefore students cannot be treated arbitrarily. 4) Learners are someone who is always developing and changing, today's needs are not necessarily the same as yesterday's needs. The implication is that the treatment given must be improved following the desired changes and progress. 5) Students demand individual and group services. 6) Learners grow and develop, gain learning progress, demand evaluation to know the changes.

RESEARCH PURPOSES
Based on the description of the problem formulation, the purpose of this research is as follows;

1.   Knowing the influence of infrastructure management on the quality of academic services at Manado State University.
2.   Knowing the effect of employee performance on the quality of academic services at Manado State University.
3.   Knowing the effect of infrastructure management and employee performance together on the quality of academic services at Manado State University.

II.   THEORITICAL REVIEW
Educational management is a set of planning, organizing, movement and monitoring activities carried out to achieve the goals of educational organizations by empowering human resources and other resources (Mulyono, 2008:50). Meanwhile, according to Muhammad Tholhah education management is how to utilize the resources of educational institutions both physical resources and human resources efficiently so that educational goals are achieved. Management is not limited to a routine activity that aims to make teaching and learning easier, but becomes a human activity that aims to increase conducive opportunities and abilities that can help achieve educational and social goals broadly (Muhammad Tholhah Hasan, 2006:42). From some of the definitions above, it can be concluded that education management is utilizing existing resources, both physical resources and efficient resources and facilitating teaching and learning affairs in order to achieve the expected educational goals.

Educational facilities are equipment and supplies that are directly used and support the educational process, especially the teaching and learning process, such as buildings, classrooms, tables, chairs, as well as teaching tools and media. What is meant by educational infrastructure are facilities that indirectly support the course of the education or teaching process, such as yards, gardens, campus parks, roads leading to campus, but if used directly for teaching and learning processes, such as campus parks, campus yards as well as fields. sports, these components are educational facilities (Mulyasa, 2008).

Management of facilities and infrastructure is the entire process of procurement and utilization of facilities and infrastructure in order to support the achievement of educational goals in an effective and targeted manner. Educational targets include all equipment and supplies that indirectly support the educational process. Educational infrastructure includes all equipment and supplies that indirectly support the educational process (Barnawi, 2012). Management of educational facilities and infrastructure can be interpreted as a whole process of procurement and utilization of components that directly or indirectly support the educational process to achieve educational goals effectively and efficiently. The facilities and infrastructure management process includes planning, procurement, regulation, utilization, and elimination.

Management of campus facilities and infrastructure is an activity aimed at organizing an organization in the educational environment. What is meant in this case is the management of facilities and infrastructure, where the intended activity is an action that refers to management functions. According to Suryobroto, the management functions of campus facilities and infrastructure include planning or determining needs, procurement processes, utilization, and maintenance.

III. RESEARCH METHODS

Researchers used a cross-sectional design to obtain information from respondents through the sample studied. The design of this study requires the existence of variables to be measured by conducting a survey of the selected sample. The variables that will be studied in this study are management of infrastructure, personnel performance, and quality of academic services at Manado State University.

IV. RESULTS AND DISCUSSION

A.   Research Results

1.   Validity and Reliability Test Results

In order to have a research instrument that can be relied upon for its ability, it is necessary to test the validity and reliability of the research measuring instrument in order to obtain representative data.

a.   Validity Test Results

Validity shows the extent to which the measuring instrument measures what is being measured. The research results are said to be valid if the calculated r value or the correlation r value is greater than the specified r table value. The value of r table at = 0.05 then the value of r table is 0.361. Or if the resulting significant value is less than the value of = 0.05. The results of the validity test for each variable item in this study can be seen in the following table:

Table 5.1 Results of the Validity Test of Infrastructure Management Variables (X1)

Variabel	Indicator	Item	r count	Sig	Information
Infrastructure Management (X1)	Intrinsic	Item 1	0.698	0.000	Valid
		Item 2	0.693	0.000	Valid
		Item 3	0.699	0.000	Valid
		Item 4	0.426	0.019	Valid
		Item 5	0.514	0.004	Valid
		Item 6	0.656	0.000	Valid
		Item 7	0.603	0.000	Valid
		Item 8	0.541	0.002	Valid
		Item 9	0.739	0.000	Valid
		Item 10	0.582	0.001	Valid
		Item 11	0.668	0.000	Valid
		Item 12	0.679	0.000	Valid
		Item 13	0.606	0.000	Valid
		Item 14	0.703	0.000	Valid
		Item 15	0.649	0.000	Valid
		Item 16	0.577	0.000	Valid
		Item 17	0.430	0.018	Valid
		Item 18	0.527	0.003	Valid
		Item 19	0.672	0.000	Valid
		Item 20	0.473	0.008	Valid
	Extrinsic	Item 21	0.706	0.000	Valid
		Item 22	0.743	0.000	Valid
		Item 23	0.861	0.000	Valid
		Item 24	0.863	0.000	Valid
		Item 25	0.859	0.000	Valid

Source: Processed Data, 2021

Based on table 5.1, it can be explained that all of the question items on the infrastructure management variable (X1) have a calculated r value greater than r table and the resulting sig value is below 0.05 (5%). This means that the question items used in the infrastructure management variable (X1) in this study are feasible or valid to be used as data collectors.

Table 5.2 Validity Test Results of Personnel Performance Variables (X2)

Variabel	Item	r count	Sig	Information
Personnel Performance (X2)	Item 1	0.514	0.004	Valid
	Item 2	0.379	0.039	Valid
	Item 3	0.729	0.000	Valid
	Item 4	0.561	0.001	Valid
	Item 5	0.519	0.003	Valid
	Item 6	0.407	0.026	Valid
	Item 7	0.464	0.010	Valid
	Item 8	0.481	0.007	Valid
	Item 9	0.468	0.009	Valid
	Item 10	0.767	0.000	Valid
	Item 11	0.646	0.000	Valid
	Item 12	0.691	0.000	Valid
	Item 13	0.657	0.000	Valid
	Item 14	0.652	0.000	Valid
	Item 15	0.784	0.000	Valid
	Item 16	0.505	0.004	Valid
	Item 17	0.811	0.000	Valid
	Item 18	0.541	0.002	Valid
	Item 19	0.693	0.000	Valid
	Item 20	0.661	0.000	Valid
	Item 21	0.745	0.001	Valid
	Item 22	0.491	0.006	Valid
	Item 23	0.567	0.001	Valid
	Item 24	0.627	0.000	Valid
	Item 25	0.394	0.031	Valid

Source: Processed Data, 2021

Based on table 5.2, it can be explained that the overall question item on the Personnel Performance variable (X2) has a calculated r value greater than r table and the resulting sig value is below 0.05 (5%). This means that the question items used in the Personnel Performance variable (X2) in this study are feasible or valid to be used as data collectors.

Table 5.3 Validity Test Results for Academic Service Quality Variables (Y)

Variabel	Item	r count	Sig	Information
Academic Service Quality (Y)	Item 1	0.379	0.039	Valid
	Item 2	0.467	0.009	Valid
	Item 3	0.507	0.004	Valid
	Item 4	0.383	0.037	Valid
	Item 5	0.640	0.000	Valid
	Item 6	0.298	0.029	Valid
	Item 7	0.502	0.005	Valid
	Item 8	0.604	0.000	Valid
	Item 9	0.676	0.012	Valid
	Item 10	0.562	0.001	Valid
	Item 11	0.636	0.000	Valid
	Item 12	0.649	0.000	Valid
	Item 13	0.588	0.001	Valid
	Item 14	0.603	0.000	Valid
	Item 15	0.479	0.007	Valid
	Item 16	0.568	0.001	Valid
	Item 17	0.638	0.000	Valid
	Item 18	0.543	0.002	Valid
	Item 19	0.453	0.012	Valid
	Item 20	0.559	0.001	Valid
	Item 21	0.753	0.001	Valid
	Item 22	0.710	0.000	Valid
	Item 23	0.637	0.000	Valid
	Item 24	0.585	0.001	Valid
	Item 25	0.449	0.013	Valid

Source: Processed Data, 2021'

Based on table 5.3 it can be explained that the overall question item on the Academic Service Quality variable (Y) has a calculated r value greater than r table and the resulting sig value is below 0.05 (5%). This means that the question items used in the Academic Service Quality variable (Y) in this study are feasible or valid to be used as data collectors.

a.   Reliability Test Results

Reliability is an index that shows the extent to which a measuring instrument can be trusted or reliable. An instrument can be said to be reliable if it has a reliability coefficient of 0.6 or more. The reliability test used is Alpha Cronbach. The results of reliability testing on all variables are shown in the table below:

Table 5.4 Instrument Reliability Test Results

No	Variabel	Value α Cronbach	Information
1.	Infrastructure management (X1)	0.924	Reliabel
2.	Staffing performance (X2)	0.881	Reliabel
3.	Academic Service Quality (Y)	0.906	Reliabel

Source: Processed Data, 2021

Based on the table above, it can be seen that each variable studied has a Cronbach alpha coefficient value greater than 0.6 so it can be said that the variables used in this study are reliable or reliable.

1.   Requirements Analysis Test Results

a. Normality Test Results

The regression model can be said to meet the assumption of normality if the residuals obtained from the regression model are normally distributed. bThis normality test is carried out with the Kolmogorov Smirnov test, as shown in the table below:

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		109
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	6.98991907
Most Extreme Differences	Absolute	.080
	Positive	.080
	Negative	-.079
Kolmogorov-Smirnov Z		.832
Asymp. Sig. (2-tailed)		.493

a. Test distribution is Normal.

b. Calculated from data.

Table 4.1 Normality Test Results

To detect normality, it can be seen by looking at the significant value generated from the Kolmogorov Smirnov test results. Based on the results of the normality test, it is known that the resulting significant value of 0.493 is greater than 0.05 indicating that the normality assumption is met.

a.   Linearity Test Results

Linearity test is a procedure used to determine the linear status of a distribution of the data values obtained. In general, the linearity test aims to determine whether two variables have a significant linear relationship. A good correlation should have a linear relationship between the predictor or independent variable (X) and the criterion or dependent variable (Y). In some references it is stated that this linearity test is a requirement or assumption before linear regression analysis is carried out. The following will present the results of linearity analysis carried out with the help of SPSS for Windows:

Table 4.2 Linearity Test Results

Variable Relationship	F Nilai value	Sig Value
Y * X1	1.453	0.090
Y * X2	1.023	0.458

Source: Processed Data, 2021

Based on the results of linearity analysis, it is known that the deviation from linearity sig for the relationship between X1 and Y is 0.090, which is greater than the sig value of 0.05. So it can be concluded that there is a significant linear relationship between variable X1 and variable Y. For the relationship between X2 and Y, the deviation from linearity sig is 0.458. So it can be concluded that there is a significant linear relationship between the X2 variable and the Y variable.

1. Hypothesis Testing Results

The analytical tool used in this research is multiple linear regression because there is more than one independent variable being studied. Based on the results of multiple regression analysis, the following results were obtained:

Table 4.1 Results of Multiple Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.130	7.207		2.377	.019
	X1	.337	.069	.340	4.910	.000
	X2	.489	.061	.555	8.017	.000

a. Dependent Variable: Y

Based on the results of the regression analysis, the following regression equation is obtained:

a. The influence of facilities and infrastructure management on the quality of academic services at Manado State University

Based on table 4.3, the coefficient b1 = 0.337 and is positive, meaning that the influence of the facilities and infrastructure management variable on the quality of academic services at Manado State University is 33.7% (0.337 x 100%) and the better the management of facilities and infrastructure, the better the quality of service. academic at Manado State University. In addition, the obtained value of sig = 0.000 and this value is smaller than = 0.05, so it is said that the effect of the variable management of facilities and infrastructure on the quality of academic services at Manado State University is real or significant. Thus, the first hypothesis, namely that there is a positive influence between the management of facilities and infrastructure on the quality of academic services at Manado State University, is accepted.

a. The effect of staffing performance on the quality of academic services at Manado State University

Based on table 4.3, the coefficient b2 = 0.489 and has a positive sign, meaning that the influence of the employee performance variable on the quality of academic services at Manado State University is 48.9% (0.489 x 100%) and the better the staffing performance, the better the quality of academic services at the State University Manado. In addition, the obtained value of sig = 0.000 and this value is smaller than = 0.05, so it is said that the effect of the variable performance of personnel on the quality of academic services at Manado State University is real or significant. Thus, the second hypothesis, namely that there is a positive influence between staffing performance on the quality of academic services at Manado State University, is accepted.

a. The effect of management of facilities and infrastructure as well as staffing performance together on the quality of academic services at Manado State University

In order to prove the truth of hypothesis III in this study, the F test was used. The F test or simultaneous testing was carried out to show whether all the independent variables studied simultaneously had a significant effect on

the dependent variable (Y). In other words, the F test will determine whether the variables of facilities and infrastructure management (X1) and personnel performance (X2) simultaneously have a significant influence on the quality of academic services at Manado State University (Y).

Table 4. Simultaneous Test Results

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6594.552	2	3297.276	66.236	.000[a]
	Residual	5276.769	106	49.781		
	Total	11871.321	108			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

The results of the F test obtained an Fcount of 66,236. From table F, the value of Ftable with degrees of freedom (df) n1 = 2 and n2 = 106 is 3.09. Then it is known if the calculated F value is greater than Ftable (66,236 > 3.09). In addition, obtained a significant value of 0.000. If it is significant compared to = 0.05, it is significantly smaller than = 0.05. From the test results, the decision taken is to reject H0 and accept Ha so that it can be concluded that there is a significant simultaneous effect between the variables of facilities and infrastructure management (X1) and personnel performance (X2) on the quality of academic services at Manado State University (Y). Thus hypothesis III is accepted.

Furthermore, from the analysis results obtained R Square value which indicates the magnitude of the contribution of the independent variables simultaneously to the dependent variable. The results of the analysis obtained that the R square value of 0.556 indicated that the variables of facilities and infrastructure management (X1) and personnel performance (X2) simultaneously affected the quality of academic services at Manado State University (Y) by 55.6%, the remaining 44.4% was influenced by these variables. variables other than those studied in this study.

A.   Discussion

1.   The Effect of Facilities and Infrastructure Management on the Quality of Academic Services at Manado State University

Educational facilities and infrastructure are one of the educational resources that have an important role because they can improve the arrangement of educational facilities and infrastructure so that they can contribute optimally to the course of the educational process. Management of facilities and infrastructure is the entire process of procurement and utilization of facilities and infrastructure in order to support the achievement of educational goals in an effective and targeted manner. Educational targets include all equipment and supplies that indirectly support the educational process. Educational infrastructure includes all equipment and supplies that indirectly support the educational process (Barnawi, 2012).

Management of educational facilities and infrastructure can be interpreted as a whole process of procurement and utilization of components that directly or indirectly support the educational process to achieve educational goals effectively and efficiently. Based on the results of the analysis, it is known that the management of facilities and infrastructure has a significant positive influence on the quality of academic services at Manado State University. The results of this analysis can be interpreted if the better the management of facilities and infrastructure at Manado University, the better the quality of academic services at Manado State University. With good management of facilities and infrastructure, the quality of academic services provided to students as customers will also be good. The quality of academic services is a standard process that must be carried out in an academic service activity in order to meet student expectations. Academic services are said to be of good quality if the academic services provided by the school are in accordance with the academic services expected by students. Good academic services are expected to support the student learning process so that it can help students in the learning process which later can help students achieve good learning achievements. The importance of facilities and infrastructure is often a problem encountered in the world of higher education as found in the research of Marthalina (208) that universities still have several problems that cause dissatisfaction for students. The problem is based on aspects of academic administration services and facilities and infrastructure which are considered to be still not fully adequate. With the management of campus facilities and infrastructure, there is an activity aimed at organizing an organization within the campus education environment

to support learning activities on campus so that students can study well and achieve optimal performance. With good management of facilities and infrastructure, it is expected to create an institution or university that is clean, neat, beautiful, comfortable, and in pleasant conditions as a learning environment, so it needs to be managed properly. With the proper management of educational facilities and infrastructure, it is expected to be able to prepare all the needs for the achievement of good and productive quality of learning services and to satisfy consumers (students).

2.   The Effect of Employee Performance on the Quality of Academic Services at Manado State University

        Another factor that can affect the quality of academic services at a university is staffing performance. Based on the results of the analysis, it is known that staffing performance has a significant positive effect on the quality of academic services. These results indicate that the better the staffing performance, the better the quality of academic services at the university. Performance is the result of work that can be achieved by a person or group of people from an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Prawirosentono and Primasari, 2017: 2). Human resources are the most strategic component in the organization because human resources are the movers and implementers in the organization so that it can be said that human resources are the key to success of organizational success, especially in a rapidly changing and highly competitive business environment. The importance of human resources owned by the company is related to its performance. The performance of the employees will determine the quality of the academic services provided. The importance of staffing performance is mainly related to the quality of academic services as stated in Irma Nurmazizah's research (2018) that the better the employee performance and the quality of administrative services, the better the student assessment.

3.   The Effect of Management of Facilities and Infrastructure and Employee Performance Together on the Quality of Academic Services at Manado State University

The results of this study as explained previously revealed that partially the two variables, namely the management of facilities and infrastructure and personnel performance have a positive and significant effect on the quality of academic services at Manado State University. Thus, it can be concluded that simultaneously both variables (management of facilities and infrastructure and personnel performance) have a positive and significant effect on the quality of academic services at Manado State University.
Management of facilities and infrastructure as well as personnel performance are two important things that affect the quality of academic services at Manado State University. It is known from the results of simultaneous testing which shows that the management of facilities and infrastructure as well as the performance of personnel simultaneously have a significant effect on the quality of academic services at Manado State University. The results of this study also reveal that the influence or effective contribution of the variable management of facilities and infrastructure as well as staffing performance simultaneously on the quality of academic services at Manado State University with a contribution of 55.6%. These results explain that there are other things or other variables besides the management of facilities and infrastructure as well as personnel performance that affect the quality of academic services at Manado State University.

V.   CONCLUSIONS AND SUGGESTIONS

A.   Conclusions

Based on the research that has been done, the following conclusions can be drawn:

1.   Management of facilities and infrastructure has a positive and significant impact on the quality of academic services at Manado State University with a contribution of 33.7% meaning that the better the management of facilities and infrastructure, the more the quality of academic services at Manado State University.
2.   Personnel performance has a positive and significant impact on the quality of academic services at Manado State University with a contribution of 48.9%, meaning that the better the staffing performance at Manado University, the higher the quality of academic services at Manado State University.
3.   The effect of management of facilities and infrastructure as well as staffing performance together on the quality of academic services at Manado State University is 55.6%. This explains that there are other things or other variables besides the management of facilities and infrastructure as well as personnel performance that affect the quality of academic services at Manado State University.

B.   Suggestion

1.   In order to improve the quality of academic services at the University of Manado, Manado University should pay attention to the management of facilities and infrastructure by carrying out the procurement process and optimal utilization of facilities and infrastructure through the proper and effective planning, procurement, utilization, maintenance and removal processes so that they can support teaching and learning activities at Manado University.

2.   The university must also pay attention to staffing performance considering that employees are the driving force for activities in campus organizations. Without human resources with good performance, it will be difficult for an organization to achieve its goals

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