

The Effect of Brand Equity, Quality of Service and Organizational Commitment on Work Loyalty and Performance of Lecturers of Muhammadiyah University, South Sulawesi Province

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Abstract

The purpose of this study is (1) to examine and analyze the effect of brand equity on the work loyalty of lecturers at the Muhammadiyah University of South Sulawesi Province, (2) to examine and analyze the effect of service quality on the work loyalty of lecturers at the Muhammadiyah University of South Sulawesi Province, (3) to test and analyze the effect of organizational commitment on the work loyalty of lecturers at the University of Muhammadiyah South Sulawesi Province, (4) testing and analyzing the effect of brand equity on the performance of lecturers at the University of Muhammadiyah South Sulawesi Province, (5) testing and analyzing the effect of service quality on the performance of lecturers at the Muhammadiyah University of South Sulawesi Province, (6) examine and analyze the effect of organizational commitment on the performance of lecturers at Muhammadiyah University of South Sulawesi Province, (7) examine and analyze the effect of work loyalty on the performance of lecturers at Muhammadiyah University of South Sulawesi Province, (8) test and analyze the effect of brand equity on lecturer performance through work loyalty of lecturers at Muhammadiyah University of South Sulawesi Province, (9) testing and analyzing the effect of service quality on lecturer performance through work loyalty of lecturers at Muhammadiyah University of South Sulawesi Province, (10) testing and analyzing the effect of organizational commitment on performance lecturers through the work loyalty of lecturers at the Muhammadiyah University of South Sulawesi Province. This research uses a quantitative descriptive approach, the primary data source is a survey (questionnaire) with as many as 106 samples. Data were analyzed using AMOS SPSS 24 with the Path Analysis method. The results obtained are (1) Brand equity has a positive and insignificant effect on the work loyalty of lecturers at Muhammadiyah University of South Sulawesi Province, (2) Service quality has a positive and significant effect on the work loyalty of lecturers at Muhammadiyah University of South Sulawesi Province, (3) Organizational commitment has a positive effect. and significant to the work loyalty of lecturers at the University of Muhammadiyah South Sulawesi Province, (4) Brand equity has a positive and significant effect on the performance of lecturers at the University of Muhammadiyah South Sulawesi Province, (5) Service quality has a positive and significant effect on the performance of lecturers at the University of Muhammadiyah South Sulawesi Province, (6) Organizational commitment has a positive and significant effect on the performance of lecturers at the Muhammadiyah University of South Sulawesi Province, (7) Work loyalty has a positive and significant effect on the performance of lecturers at the Muhammadiyah University of South Sulawesi Province, (8) Brand equity does not have a significant effect on lecturer performance indirectly through work loyalty of lecturers at Muhammadiyah University of South Sulawesi Province, (9) Service quality has a significant effect on lecturer performance through work loyalty of lecturers at Muhammadiyah University of South Sulawesi Province, (10) Organizational commitment has a significant effect on lecturer performance through work loyalty of lecturers at the University of Muhammadiyah, South Sulawesi Province.

Keywords: Brand Equity, Service Quality, Organizational Commitment, Work Loyalty and Lecturer Performance.

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I. Introduction

The orientation of higher education services has now undergone significant changes. The orientation has changed from being a non-profit organization to a profit-oriented institution. These changes arise due to the increasing need for quality higher education services. PDDikti (2020) noted that there were at least 4,504 higher education units spread throughout Indonesia, consisting of 122 state universities (PTN) and 3,136 private

universities (PTS), while for the number of private universities in South Sulawesi as many as 209 PTS This means that the number of PTS is now 26 times more than PTN. (Aswin, Pratisti, and Saputra 2012). This comparison certainly makes the competition between private universities more stringent. The public's perception of PTS has now changed from what used to be a second-choice university after not being accepted at a State University (PTN), now it can become the main choice as more and more quality PTS can compete with PTN. This is of course the higher competition PTS. According to the Law of the Republic of Indonesia No. 14 of 2005 (Changriawan 2017) lecturers are professional educators and scientists who have the main task of transforming, developing, and disseminating their knowledge, technology, and art through education, research, and community service. Related to this, the task of a lecturer in a lecture is to assist students in developing their potential and abilities of students in a lecture. In the process, a lecturer needs to pay attention to the teaching method that will be used, because every teaching method applied by a lecturer affects student learning achievement. Competition in the business world is very diverse in every field and especially in the world of education is also experiencing conditions of intense competition. In this modern era, education is very important as the main capital to accompany skills to be able to compete in the world of work later. In response to this situation, many educational institutions have established various schools, course institutions, as well as private and public universities. Colleges or universities are one of the ones experiencing fierce competition in the race to become the best education service, provider. One strategy in dealing with competition is to increase the reputation of the university to get a place in the right of every prospective student. It is not enough to just reputation, along with competition and wider dynamics, it takes more than just reputation to create brand equity. The basic asset of brand equity is the focus on marketing planning and extending customer loyalty with brand management can serve as a major marketing tool (Pay, 2018). In brand management, making lecturers aware of the brand is a good first step. Brand awareness is an asset that can be so durable that it is sustainable. Every lecturer has the right to test and be aware of the existence of a university brand that will place in the minds of lecturers in choosing a college. Aaker in (Bayar 2018) explains that brand equity is divided into 5 parts, including brand awareness, brand associations, perceived quality, brand loyalty and ownership of other assets.

In the context of brand equity, universities that have more added value according to the perceptions or opinions of potential customers or the public can be said to have a higher level of brand equity strength than other universities. A university that is easily and immediately remembered by potential customers (brand awareness) means that it has a higher level of brand equity strength than universities that are not immediately remembered by potential customers, in this case, high school/MA students (Ahmad nd). Private universities have a high level of difficulty in implementing branding or branding communication activities, considering that universities cannot be treated the same as other commodity products. Universities have complex problems in implementing brand communication, for example in communicating brands among internal organizations. The activity of communicating the brand demands uniform standardization between departments or faculties that take shelter in it to create brand consistency so that it results in the achievement of goals. Universities that are unable to compete with other universities will experience a shortage of students which can cause these universities to eventually go out of business. Branding expert Amalia E. Maulana (Antara News, January 17, 2010) in (Scientific et al. 2015) will still succeed in attracting the interest of many prospective students. Universities that are out of business are unable to make prospective new students interested in studying at their institutions. Many factors influence prospective students in choosing a college, but the most basic is the reputation factor. Facing the implementation of the ASEAN Economic Community (2015), Indonesian universities must be able to compete with universities in ASEAN member countries through quality improvement. One of the requirements to become a quality Higher Education (PT), with the achievement of World Class University (WCU) as a parameter, is that 40 per cent of the lecturers have doctoral degrees and each lecturer publishes two articles in international journals per year, universities in Indonesia, especially higher education institutions. Private Higher Education (PTS) (Dirwan 2016), it is still difficult to achieve this because of the limited ability to improve the quality of lecturers and the lack of funding to develop research. This is exacerbated by the awareness of lecturers to conduct research and the lack of research results that are capable of being developed and useful for the surrounding community.

Human resources (HR) have a very important role in various sectors. Become a superior human resource, there is the main thing in an organization or an institution facing the era of technology and information which is developing quite rapidly, so everyone is required to be able to compete by having a higher level of education. Education is a very important step in shaping human capital. Human resources are the most important factor in improving an organization. In realizing this from the goals to be achieved, the most important thing that must be taken is to improve the performance of human resources. Once the importance of the role of human resources for each institution is expected to improve the performance of lecturers, each lecturer must have reliable skills or skills so that they can handle every job, therefore with reliable competence, it can automatically improve the performance of lecturers (Suwanto 2019). Apart from brand equity, another important

thing that supports lecturer performance is good service quality. As an institution, Higher Education is managed based on the interests of the academic community consisting of students, teaching staff, and employees. A university should be equipped with various kinds of facilities to support success in quality service. One of the factors that support the success of a higher education institution is the provision of information facilities that participate in implementing the Tri Dharma through providing, organizing and providing services to students. The service quality model that is popular and is currently widely used as a reference in service marketing research is the servqual (service quality) model developed by Zeithaml. Servqual that is used as a reference to measure service quality is as follows: direct evidence (tangible), reliability (reliability), responsiveness (responsiveness), assurance (assurance), and empathy (empathy). Today many organizations are focused on high satisfaction because if customers are the only ones who are satisfied, then they are easy to change their minds when they get a better offer. Those who are very satisfied are more difficult to change their choice. High satisfaction creates attachment to campus institutions which will later create a sense of loyalty to the institution or institution (Fikri Sirhan, Wiyani Wahyu 2016).

Quality or quality is a dynamic state associated with products, services, people, processes, and environments that achieve or exceed expectations (Goetsch and David, 2002) Armistead and Clark (1996) cited by (Ii and Service 2002) define quality or quality as the suitability of interests with customer expectations or the overall form and characteristics of the product or service that support the ability to meet the promised needs. To maintain the image of the institution and satisfy the lecturers, the institution should maintain the quality of service to its lecturers. Apart from the quality of service which can create loyalty and lecturer performance, the most important thing is the organizational commitment of every lecturer at the Muhammadiyah University of South Sulawesi. that supports human resources to have good quality and performance, one of which is the organizational commitment of the lecturer concerned to the campus institution where he is located. Organizational commitment is an emotional bond between lecturers and the organization that arises because of trust, willingness to achieve a goal and the desire to maintain membership as part of the organization and this is what makes lecturers stay in an organization both in pleasant conditions and not. The strong commitment of lecturers at campus institutions will also determine how the nature and behaviour of the lecturers while in the institution. Organizational commitment encourages lecturers to keep their jobs and show the results they should. Lecturers who have a high commitment to the institution tend to show good quality, and more totality in their work and the turnover rate of the institution is low. Greenberg and Baron, 1997 in (Akbar, Musadieg, and Mukzam 2017) conceptually, organizational commitment is characterized by three things: (1) There is a strong sense of trust and acceptance of one's acceptance of the goals and values of the organization, (2) The desire someone to make a serious effort for the sake of the organization, (3) a strong desire to maintain membership in an organization. Lutheran, 2006) cited by (Johan 2014) organizational commitment is a strong desire to remain a member of a particular organization, the desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of the values and goals of the organization. In other words, it is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its success and continuous progress.

The problem is how to create human resources that can produce optimal performance so that organizational goals can be achieved. According to Robbins (Syukriadi, Pananrangi, and Aziz 2019), Work productivity is the main demand for campus institutions so that their survival or operations are guaranteed. Individuals in the organization certainly have guidelines for action. The action must also be aimed at organizational commitment. Commitment itself is an important thing for an organization or institution because it will always be related to the sustainability of the organization. The loyalty of a person in achieving good performance is a very important thing to note. In this case, the Institute hopes that it will be able to retain its lecturers for a long time. Because if the institution has a loyal lecturer, then it can be a very valuable asset for the institution according to Kotler (2008:60) (Syawalmi, Zulkarnain, and Samir 2018) stating that satisfied and loyal (faithful) lecturers are an opportunity to get a new teacher. Tipton (2008:385) states that lecturer loyalty is an ideal situation that is most expected by the institution where the lecturer is positive towards the institution being sheltered with the consistency of the lecturer concerned. One way for the Institute to have loyal lecturers is to pay attention to the existence of brand equity where the brand can attract lecturers to feel at home in the institution.

Through the provision of service quality and organizational commitment of lecturers, it is hoped that high loyalty will be created by the lecturers. However, in reality, to increase loyalty, there are still some problems that often lead to dissatisfaction among the lecturers, where the problem is based on several factors such as inadequate lecturer compensation and services to lecturers who are less qualified. If they have high loyalty, they will be willing to pay whatever is important to be able to attend the training organized by the

institution. Maintaining lecturer loyalty in today's business era is a demand that must be implemented immediately because basically with the maintenance of lecturer loyalty, the university will always be well maintained by having lecturers who have high loyalty to the institution. The phenomenon in private universities is that many lecturers choose to leave or propose to move to other universities for reasons not only because of money (Toni Nugraha 2013). Still according to Toni Nugraha (2013) in (P. Loyalty et al. 2013) Factors that are suspected to be the emergence of a desire to leave or move are first work comfort (can be in the form of physical and social environments), unpopular campus brands, quality of service to lecturers, campus commitment to lecturers, providing facilities, as well as recognition from the university for his role as a lecturer. It is also a lot of people who believe that the price of job loyalty is no longer "as expensive" as it used to be. If you don't feel comfortable with your heart, the way to solve the situation is to leave or change jobs. Now, "jumping bugs" are no longer viewed negatively. It's not like it used to be when the price of loyalty was seen as something so amazing.

There are many reasons why people change jobs, as well as the reasons people choose to stay. Therefore, it is necessary to know the reason why someone moves, whether the reason for moving is due to conflict with co-workers, boredom, and so on this is not the right reason, because, in a new workplace, this can happen again, not where a lecturer teaching (there are two factors why someone chooses to stay in the job he is currently doing, namely extrinsic factors and intrinsic factors. If the reason for staying is because of extrinsic external factors such as salary, compensation packages, benefits, a comfortable workplace and so on then the loyalty is in the comfort zone, but if it comes from intrinsic this is a sign that our loyalty is of quality because factors from within are more emotional, such as satisfaction due to achievement or recognition of results, opportunities to take greater responsibility and so on. Various

problems become phenomena occur above s, it also happened at the Muhammadiyah University of South Sulawesi, although from the point of view of brand equity, Muhammadiyah University from the assessment that had been obtained nationally was ranked 113 which had brand equity in private universities while for regional brand equity assessments, South Sulawesi universities muhammadiyah is in the top rank beating other private universities in south Sulawesi, this achievement will certainly provide a fairly good value in the process of developing Muhammadiyah university towards a higher quality campus which of course the university must always maintain brand equity in its institution. Although this achievement is a very good thing for universities, it does not mean that it does not have challenges, it is even more difficult to maintain it than to achieve it.

In this study, the authors examine various Muhammadiyah Universities located in South Sulawesi totalling 7 universities located in districts and cities, namely:

| No | Name Of University | Lecturers | Of Regency/City |
|----|--|-----------|-----------------|
| 1 | Muhammadiyah University of Makassar | 452 | Makassar |
| 2 | University of Muhammadiyah Parepare | 185 | Pare-Pare |
| 3 | University of Muhammadiyah Sidenreng Rappang | 85 | Rappang |
| 4 | University of Muhammadiyah Bone | 61 | Bone |
| 5 | University of Muhammadiyah Palopo | 84 | Palopo |
| 6 | University of Muhammadiyah Sinjai | 92 | Sinjai |
| 7 | University of Muhammadiyah Bulukumba | 35 | Bulukumba |

From the various descriptions described above, the researchers are interested in conducting a study entitled: "The Influence of Brand Equity, Service Quality and Organizational Commitment to Work Loyalty and Performance of Lecturers at Muhammadiyah University in South Sulawesi Province".

II. Research Methods

Good research must be planned and structured system so that the research objectives and targets to be achieved can be realized appropriately. This chapter describes the research methods and research procedures that will be carried out during the research.

Research Design

In conducting research, one of the important steps is to make a research design. Research design is a strategy to achieve research objectives that have been determined and acts as a guide or guide for researchers

throughout the research process. According to (Sarwono, 2006) that research design is like a road map for researchers who guide and determine the direction of the research process correctly and precisely in accordance with the goals that have been set, without the right design a researcher will not be able to do research properly because what is concerned do not have clear directions. The research design used in this study used a survey research design. The survey method is used to obtain data from certain natural (not artificial) places, but researchers carry out treatments in data collection, for example by distributing questionnaires, tests, structured interviews and so on (Sugiyono, 2017). This type of research gives a clear boundary about the data because the intended influence is a power that exists or arises from something (people, objects) that help shape a person's character, belief or actions (Sukamadinata, 2018). This type of survey research was chosen because it was adapted to the research objective, namely to examine the effect of perceived brand equity, service quality and organizational commitment on the loyalty and performance of lecturers at Muhammadiyah University in South Sulawesi Province.

Research Approach

This study used a quantitative approach which is research based on the philosophy of positivism. The quantitative approach is a type of research that uses a deductive- inductive approach. This approach departs from a theoretical framework, ideas from experts, as well as the understanding of researchers based on their experiences, then developed into problems and their proposed solutions to obtain justification (verification) or assessment in the form of empirical support in the field. Research with a quantitative approach is a method used to answer research problems related to data in the form of numbers and statistical programs. To properly describe the approach and type of research, population and sample, research instruments, data collection techniques, and data analysis in a research proposal and/or report, a good understanding of each of these concepts is required (Wahidpure, 2017). The quantitative approach can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, and data analysis are quantitative, with the aim of testing the established hypothesis (Sugiyono, 2017). The quantitative research method is a research method that uses data in the form of numbers and emphasises measuring objective results using statistical analysis. The focus of quantitative methods is to collect data and make generalizations to explain specific phenomena experienced by the population.

From some of the descriptions above, it can be concluded that quantitative research methods are a form of research method used to examine certain populations or samples, data collection using research instruments, and data analysis is quantitative, to test predetermined hypotheses. This study aims to analyze the effect of perceived brand equity, service quality and organizational commitment on the loyalty and performance of Muhammadiyah University Lecturers in South Sulawesi Province. This research begins by examining theories and knowledge as well as previous research that already exists so that the causes of problems arise. These problems are tested to test acceptance or rejection based on data obtained from the field. The data from the field is in the form of questionnaire results regarding perceptions of brand equity, service quality, organizational commitment, loyalty and performance in the form of quantitative figures.

Population

According to (Margono, 2005), Population is all data that is of concern to us in the scope and time that we specify. So, the population relates to the data, not the people. If humans provide data, then the number or size of the population will be as large as the size of humans. The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2017). According to Mulyatiningsih (2020) population is a group of people, animals, plants, or objects that have certain characteristics to be studied. The population will be the area of generalization of the conclusions of the research. Based on the theory about the population and connected to the research site, there are 7 Muhammadiyah Universities located in South Sulawesi Province and 994 lecturers who have a National Lecturer Identification Number (NIDN).

Sampling The sampling

the technique uses the solving method. namely the formula used to calculate the minimum number of samples in a finite population survey, where the main purpose of the survey is to estimate the proportion of the population. After the data that the author needs are collected, the next step is to analyze the data. Analysis of the data that the authors use in this study using quantitative descriptive analysis. Quantitative research data analysis techniques using inferential statistics (often also called inductive statistics or probability statistics) are statistical techniques used to analyze sample data and the results are applied to the population. The researcher uses parametric statistics because the type of data analyzed is on an interval scale. Parametric statistics fulfill many assumptions. The main assumption is that the data to be analyzed must be normally distributed in the regression, the assumption of linearity must be met, so that the data obtained from this study are normally

distributed, and in the regression, the assumption

of linearity must be met so that the data obtained from the research results are tested for normality and linearity before being used. to test the hypothesis.

III. Results And Discussion

This section discusses the results of the data analysis conducted based on the quantitative descriptive research method described in the previous chapter. This discussion begins with a description of the research respondent's profile, tests the research data instruments, tests the validity of the model structure feasibility, then continues with a discussion of data processing and analysis, and ends with the conclusions and suggestions and limitations of the study.

Path Analysis Model Structural Equation:

$$Y1 = 0.003X1 + 0.241X2 + 0.486X3 + e \text{ Sub-structure 1}$$

$$Y2 = 0.727X1 + -.215X2 + 0.384X3 + 0.525Y1 + e \text{ Sub-structure 2}$$

Based on the equation of sub-structure models 1 and 2, it can be included as follows:

1. The direct influence of brand equity on job loyalty is 0.003.
2. The direct influence of service quality on work loyalty is 0.241.
3. The direct effect of organizational commitment on job loyalty is 0.486.
4. The direct influence of brand equity on lecturer performance is 0.727.
5. The direct influence of service quality on lecturer performance is -0.215.
6. The direct effect of organizational commitment on lecturer performance is 0.384.
7. The direct influence of work loyalty on lecturer performance is 0.525.

1. Hypothesis Testing the Direct Effect of Exogenous Independent Variables on Indigenous Dependent Variables.

Next is to test the proposed hypothesis about the direct effect of the tested variables can be seen in the following table:

Table 29 Direct Effect Hypothesis Testing Results (Direct Effect)

| | | Estimate | | P Information | |
|----|------|----------|-------|---------------|-------------------------------------|
| Y1 | <--- | X1,003 | , | 974 | Positive and insignificant (P>0.05) |
| Y1 | <--- | X2 | , | 231,043 | Positive and significant (P<0.05) |
| Y1 | <--- | X3 | ,486 | *** | Positive and significant (P<0.01) |
| Y2 | <--- | X1,227 | , | 003 | Positive and significant (P<0.05) |
| Y2 | <--- | X2 | -.215 | 0.017 | Negative and significant (P<0.05) |
| Y2 | <--- | X3,384 | and | *** | significant (P<0.01) |
| Y2 | <--- | Y1,525 | and | *** | significant (P<0.01) |

Source: Primary Data Processed:2022

Based on table 25 above, the results of testing the research hypothesis can be described as follows:

1. Brand Equity is directly positive and not significant to work loyalty (hypothesis rejected).
2. Service quality directly has a positive and significant effect on job loyalty (accepted hypothesis)
3. Organizational commitment directly has a positive and significant effect on job loyalty (accepted hypothesis)
4. Brand Equity directly has a positive and significant effect on lecturer performance (hypothesis received).
5. The quality of service has a direct negative and significant effect on the performance of lecturers (the hypothesis is accepted).
6. Organizational commitment directly has a positive and significant effect on lecturer performance (the hypothesis is accepted).
7. Job loyalty has a positive and significant effect on lecturer performance (the hypothesis is accepted).

1. Testing the Indirect Effect (Sobel Test) of Exogenous Independent Variables on Indigenous Dependent Variables (Z)

Mediation Test With Sobel Test

Sobel test is a test to test whether the relationship through a mediating variable is a mediator in the relationship. To test how the role of mediation indirectly on the independent dependent variable in this study using the Sobel Test by utilizing an online calculator (www.danielsoper.com). Testing requirements if the Sobel Test Statistics > T Table 1.96 then the role of mediation has an indirect effect.

Table 30 Testing the Indirect Effect of

| | | | Estimate | SE |
|----|------|----|----------|------|
| Y1 | <--- | X1 | 005 | ,138 |
| Y1 | <--- | X2 | ,155 | ,076 |
| Y1 | <--- | X3 | ,681 | ,137 |
| Y2 | <--- | X1 | ,399 | ,135 |
| Y2 | <--- | X2 | -,182 | ,076 |
| Y2 | <--- | X3 | ,683 | ,149 |
| Y2 | <--- | Y1 | ,666 | ,096 |

Source: Primary Data Processed:2022

2. Testing the Indirect Effect of Organizational Commitment Variable (X3) on Lecturer Performance (Z) Through Work Loyalty (Y1)

It is known that the Independent Variable Exegones Organizational Commitment (X3) with an estimate value of 0.681 and an error value of 0.138 while the value of the work loyalty intervening variable based on an estimated value of 0.666 and standard error of 0.096. After being tested with the Sobel test, the Sobel test value was 4.021, the on-tailed probability was 0.138 and the two-tailed probability was 0.096. From these results, it was obtained that the Sobel test statistic was $4.021 > 1.96$. These results mean that the exogenous variable Organizational Commitment (X3) through Work Loyalty (Y1) indirectly has a significant effect on the lecturer performance variable (Z) so it can be concluded that Work Loyalty (Y1) acts as a mediator (intermediary). The calculation results can be seen in the following figure.

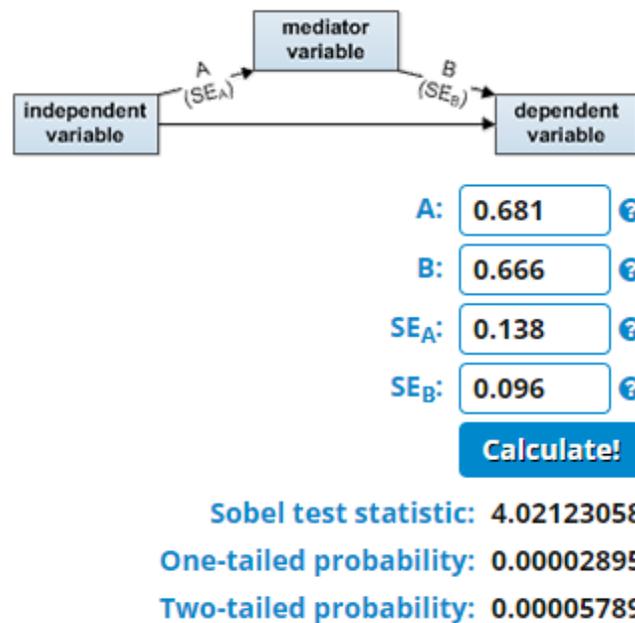


Figure 8 Test Results of Organizational Commitment Variables on Lecturer Performance Through Work Loyalty Variables

IV. Discussion

In this section, we will examine in more depth the two channels of direct and indirect influence. The direct effect of the independent variable on the dependent variable (sub-structure 1) is the direct influence of the brand equity variable on the work loyalty variable, the direct influence of the service quality variable on the work loyalty variable and the direct influence of the organizational commitment variable on work loyalty. Meanwhile, the direct effect of the independent variable on the dependent variable (sub-structure 2) is the direct influence of brand equity on the lecturer's performance variable, the direct influence of service quality on the lecturer's performance variable, and the direct influence of the organizational commitment variable on the lecturer's performance. In addition to the direct effect, it also discusses the indirect effect, namely the influence of brand equity on performance through work loyalty, the indirect effect of service quality on lecturer performance through work loyalty, and the indirect effect of organizational commitment on lecturer

performance through work loyalty.

1. Analysis of the Direct Effect of Brand Equity Independent Variables (X1) on Dependent Variables of Work Loyalty (Y1).

Based on the results of hypothesis testing, the independent variable exegones brand equity directly has a positive and insignificant effect on job loyalty, with the results of hypothesis testing showing the standardized estimated value of 0.003 and $P = 0.974 > 0.05$. This can be interpreted that brand equity has a positive effect on loyalty but the effect is not significant (significant), meaning that the variation of the change in the brand equity variable is so small that it can be ignored. For universities, brand equity is very important because it can strengthen the brand in the market and make consumers remember the brand. Brand Equity can increase consumer loyalty to the brand and besides that, it plays a role in giving credibility to other products from similar brands. However, in the condition of lecturers' work loyalty, brand equity does not make a significant contribution to increasing lecturers' work loyalty in universities, especially at Muhammadiyah universities. The results obtained are contrary to the results of research (Syukri, 2018) which shows that the brand equity variable has a partially significant effect on customer loyalty. This means that if brand equity has increased, it will have a linear effect on increasing customer loyalty. The difference in these findings, based on different subjects, the researcher discusses the variable of work loyalty of a lecturer at the institution and the researcher discusses consumer loyalty, so there is an empirical gap in the form of research findings.

2. Analysis of the Direct Effect of Service Quality Variables (X2) on Job Loyalty Variables (Y1).

Based on the results of hypothesis testing, it shows directly that the independent variable exegones of service quality have a positive and significant effect on job loyalty with the results of hypothesis testing showing the standardized estimated value of 0.231 and $P = 0.043 > 0.05$. This can be interpreted that service quality has a positive effect on loyalty and the effect is real (significant), meaning that the variation of changes in service quality variables is very large on variations in changes in work loyalty variables. In addition, the positive and significant influence of service quality can be interpreted that increasing service quality will have a linear effect on increasing lecturers' work loyalty. The quality of services provided by the institution is reflected in the attitude or behaviour of a person in the institution which can be seen in loyalty and also the achievement of the vision, mission and goals of the organization. Each individual has a high quality of service at the institution, it can be seen from the trust, as well as a strong acceptance of the goals and values of the organization. A strong will to work for the organization, and strong to remain a member of an organization. Meyer & Allen in Spector cited (Rahmadaningtyas, 2016) explain, organizational service quality can be defined as the extent to which an employee experiences a sense of oneness with their organization. Furthermore, organizational service quality is also an individual's willingness to be with the organization which has three main characteristics, namely, affective commitment, continuance commitment, and normative commitment.

The research findings above are in line with the results of the study (Syukri, 2018) showing that service quality has a partially significant effect on customer loyalty. This means that if the quality of service has increased, it will have a linear effect on increasing customer loyalty.

Another study that supports the findings of this study is the research conducted by Abu Bakar (2015) with the title "The influence of service quality, infrastructure management, compensation, environment and job satisfaction with lecturer loyalty at the State Islamic High School (STAIN) in South Sulawesi". The results showed that service quality had a significant effect on lecturer loyalty at the State Islamic High School (STAIN) in South Sulawesi with the statement that improving service quality resulted in increased lecturer loyalty.

3. Analysis of the Direct Effect of Organizational Commitment Variables (X3) on the Dependent Variable of Job Loyalty (Y1).

Based on the results of hypothesis testing, it is shown directly that the independent variable exegones of organizational commitment have a positive and significant effect on job loyalty with the results of hypothesis testing showing the standardized estimation value of 0.486 and $P = *** > 0.01$. This can be interpreted that organizational commitment has a positive effect on loyalty and the effect is real (significant), meaning that the variation of changes in organizational commitment variables is very large on variations in changes in work loyalty variables. In addition, a positive and significant effect can be interpreted that increased organizational commitment will have a linear effect on increasing lecturer work loyalty. The results of this study are supported by the results of research conducted by (Fadhil and Ashoer, 2020) organizational commitment to lecturer work loyalty at universities in Maros has implications for lecturer work loyalty with a large influence of 31%.

Organizational commitment in general is a mutually agreed provision from all personnel in an organization regarding guidelines, implementation and goals to be achieved together in the future. This is supported by one theory of organizational commitment described by Russ and McNeily (2005:5) in (Muis,

Jufrizen, and Fahmi 2018) which states that: "Organizational commitment is the identification of a person and loyalty to the organization.

" between individuals and universities in which individuals have confidence in the values and goals of the organization, are willing to use their business seriously for the benefit of the organization, and have a strong desire to remain part of the organization. In this case, lecturers identify themselves in a university where they work and participate in realizing the goals of the organization. Lecturer's pride is indicated by the lecturer feeling proud to have been part of the organization he is participating in and feeling that the organization has become a part of his life. Lincoln (1989) and Bashaw (1994) (Akbar, Musadieg, and Mukzam 2017) suggest that organizational commitment has three indicators, namely the willingness of the lecturers, the loyalty of the lecturers, and the pride of the lecturers in the organization. Conceptually, there are three things that are markers of organizational commitment;

1) there is a strong sense of trust and acceptance of a person towards the goals and values of the organization, 2) a person's desire to make a serious effort for the organization, 3) a strong desire to maintain membership in an organization.

4. Analysis of the Direct Effect of Brand Equity Variables (X1) on Dependent Variables of Lecturer Performance (Z)

Based on the results of hypothesis testing, the independent variable exegones of organizational commitment directly have a positive and significant effect on job loyalty with the results of hypothesis testing showing the standardized estimation value of 0.227 and $P = 0.003 > 0.05$. This can be interpreted that brand equity has a positive effect on the performance of lecturers and the effect is real (significant), meaning that the variation in the change in the brand equity variable is a very large on the variation in the change in the variable in the performance of the lecturer. In addition, a positive and significant effect can be interpreted that increased brand equity will have a linear effect on improving lecturer performance.

5. Analysis of the Direct Effect of Service Quality Variables (X2) on the Dependent Variable of Lecturer Performance (Z)

Based on the results of hypothesis testing, the independent variable exegones of organizational commitment directly have a positive and significant effect on job loyalty with the results of hypothesis testing showing the standardized estimate value of -0.215 and $P = 0.017 > 0.05$. This can be interpreted that the quality of service has a positive effect on the performance of lecturers and the effect is real (significant), meaning that the variation of changes in the service quality variable is very large on the variation of changes in the variable of lecturer performance. In addition, a positive and significant effect can be interpreted that the increased service quality will have a linear effect on improving lecturer performance.

6. Analysis of the Direct Effect of Organizational Commitment Variables (X3) on Lecturer Performance Variables (Z)

Based on the results of hypothesis testing, it shows that the independent variable exegones organizational commitment has a positive and significant effect on job loyalty with the results of hypothesis testing showing the standardized estimation value of 0.525 and $P = * ** > 0.01$. This can be interpreted that organizational commitment has a positive effect on the performance of lecturers and the effect is real (significant), meaning that the variation of changes in organizational commitment variables is very large on variations in changes in lecturer performance variables. In addition, a positive and significant effect can be interpreted that the increased service quality will have a linear effect on improving lecturer performance.

The results of this study are supported by research (Fadhil and Ashoer 2020) with the results of the study being that organizational commitment has a positive and significant effect on lecturer performance. This finding shows that organizational commitment can improve the performance of lecturers in Maros Regency. In addition, this research is also supported by research conducted by Tamrin (2019) with the research title, "Analysis of the Influence of Organizational Culture, Organizational Commitment, Teamwork on Work Loyalty and Its Implications on the Performance of Lecturers of PTS Information Technology Study Programs in Medan City". the results of the study partially the effect of organizational commitment has a positive and significant influence on the performance of lecturers in the PTS information technology study program in Medan City.

7. Analysis of the Direct Effect of Work Loyalty Variables (Y1) on Lecturer Performance Variables (Z)

Based on the results of hypothesis testing, it is shown directly that the independent variable exegones of organizational commitment have a positive and significant effect on job loyalty with the results of hypothesis testing showing the standardized estimation value of 0.384 and $P = * ** > 0.05$. This can be interpreted that work loyalty has a positive effect on lecturer performance and the effect is real (significant), meaning that the variation

of changes in organizational commitment variables is very large on variations in changes in lecturer performance variables. In addition, a positive and significant effect can be interpreted that increased work loyalty will have a linear effect on improving lecturer performance.

8. Analysis of the Indirect Effect of Brand Equity Variables (X1) on Dependent Variables of Lecturer Performance (Z) through Work Loyalty Variables (Y1) Based on the results of hypothesis testing, the Sobel test count is 0.036 which is smaller than 1.96. These results mean that the exogenous Brand Equity variable (X1) through Work Loyalty (Y1) does not indirectly have a significant effect on the lecturer's performance variable (Z) so it can be concluded that Work Loyalty (Y1) does not act as a mediator (intermediary).

9. Analysis of the Indirect Effect of Service Quality Variables (X2) on Lecturer Performance Variables (Z) Through Work Loyalty Variables (Y1)

Based on the results of testing the indirect effect of service quality variables on lecturer performance through work loyalty variables, the Sobel test results were obtained by 1, 96. From these results, it was obtained that the Sobel test statistic was

$1.96 \geq 1.96$. These results mean that the exogenous variable of Service Quality (X2) through Work Loyalty (Y1) indirectly has a significant effect on the lecturer's performance variable (Z) so that it can be concluded that Job Loyalty (Y1) acts as a mediator (intermediary).

10. Analysis of the Indirect Effect of Organizational Commitment Variables (X3) on Lecturer Performance Variables (Z) Through Work Loyalty (Y1)

Based on the results of testing the indirect effect of organizational commitment on lecturers' performance variables through work loyalty, the Sobel test value of 4,021 was obtained. From these results, it was obtained that the Sobel test statistic was

$4.021 > 1.96$. These results mean that the exogenous variable Organizational Commitment (X3) through Work Loyalty (Y1) indirectly has a significant effect on the lecturer performance variable (Z) so it can be concluded that Work Loyalty (Y1) acts as a mediator (intermediary).

The results of this study contradict the research conducted by (Nongkeng et al. 2012) with the results showing that organizational commitment has an indirect and insignificant effect on performance, meaning that although organizational commitment is increasing, it does not have an impact on improving lecturer performance at LLDIKTI IX.

Limitations of the Research The

limitations and weaknesses of this research can lead to imperfect results of this study, so it is hoped that other researchers will improve it. Some of the limitations and weaknesses are as follows:

1. The limited time respondents in filling out the questionnaire it is feared that the data obtained does not show the actual conditions experienced and felt by the respondents.
2. Statistical data processing with Path Analysis the discussion is not perfect because it has not displayed the loading factor of each influential variable, so it is hoped that further researchers will process data using SEM and other equivalents.

V. Conclusion And Recommendations

Conclusion

1. Brand equity has a positive and insignificant effect on job loyalty. This means that brand equity still has an influence on loyalty but the effect is not real or significant. If brand equity increases, job loyalty does not change significantly.
2. Service quality has a positive and significant effect on job loyalty. This means that service quality has a positive and significant effect on job loyalty. If service quality increases, work loyalty will also increase linearly.
3. Organizational commitment has a positive and significant effect on work loyalty. This means that organizational commitment when there is an increase will have a linear effect on increasing work loyalty.
4. Brand equity has a positive and significant effect on lecturer performance. This can be interpreted, as if there is an increase in brand equity, there will be an increase in lecturer performance.
5. Service quality has a negative and significant effect on lecturer performance. This can be given the meaning that if there is a decrease in service quality, it will linearly have a significant effect on the decline in lecturer performance.
6. Organizational commitment has a positive and significant effect on lecturer performance. This can be given a meaning, if an organizational commitment has increased it will be followed by an increase in lecturer

performance.

7. Work loyalty has a positive and significant effect on lecturer performance. This can be given meaning, if there is an increase in work loyalty, it will automatically increase the performance of lecturers.

8. Brand equity indirectly has no significant effect on lecturer performance through work loyalty. This can be given a meaning, if brand equity through work loyalty is a mediating variable, it can indirectly have an impact on real changes or increases in lecturer performance.

9. Service quality indirectly has a significant effect on lecturer performance through work loyalty. This can be given the meaning, if the quality of service through work loyalty is a mediating variable, then indirectly the effect will provide real changes and have implications for the increase in lecturer performance.

10. Organizational commitment indirectly has a significant effect on lecturer performance through work loyalty. This can be given the meaning that organizational commitment implications or impacts will have a significant effect on changes in lecturer performance through work loyalty as a mediating variable.

VI. Suggestions

1. Building brand equity is not only used to improve the brand's image but what needs to be focused on is to make consumers loyal to the brand. To build brand equity, it needs to be supported by the use of new technologies, distribution channels, relationships, communications and consumer experiences to increase its value. The higher the brand equity is expected to increase both the intention or behaviour of consumers in buying certain products or services. This applies to universities, good brand equity management provides value for universities, especially lecturers, students and prospective students to target new customers. This has been described, although the research results do not have a significant effect on loyalty but have a high effect on lecturer performance, so it is necessary to build and improve higher education brand equity, especially in the Muhammadiyah Higher Education environment in South Sulawesi.

2. The program to improve the quality of service is a very priority thing, it is a very wary thing in an effort to maintain work loyalty and lecturer performance at Muhammadiyah universities in South Sulawesi. The service quality of an institution or organization is an attitude or behaviour of a person in an organization that can increase loyalty, and also achieve the vision, mission and goals of the organization. High-quality improvement can make a lecturer have confidence, a strong acceptance of the goals and values of PTM and a strong will to carry out the mandate as a good lecturer in the PTM work environment.

3. What needs to be built for a lecturer is to carry out organizational commitment at PT. Organizational commitment is the nature of the relationship between an individual lecturer and a university in which a lecturer has confidence in the values and goals of the organization, is willing to use his business seriously for the benefit of the university, and has a strong desire to remain part of the university. In this case, lecturers identify themselves in a certain university where they work and participate in realizing the goals of the organization. Therefore, organizational commitment depends on clear rules so that they are disseminated to be well understood by lecturers, which can then be carried out by lecturers properly and increase the quality of PT's commitment to its lecturers.

4. It is expected that lecturers will increase their work loyalty, by improving the attitude of a lecturer who devotes his abilities and expertise, carries out tasks with responsibility, and discipline, and is honest in carrying out his duties in carrying out the tridharma of higher education. This is a very important thing considering the attitude of a good lecturer, the main thing is to be loyal. A loyal attitude will create a pleasant and supportive atmosphere in the workplace, maintain the image of the university and a willingness to work for a longer period of time. The loyalty of lecturers in universities is absolutely necessary to realize the success of PTM, the higher the loyalty of lecturers in a PTM, the easier it is for PTM to achieve the goals that have been previously set by PTM management, on the contrary, for PTMs with low lecturer loyalty, the more difficult it is for the PTM to achieve the goals previously set by the PTM management.

5. For researchers who want to continue this research, it is expected to develop this research through higher analytical tools, so that the indicators of each variable studied can be explained in more detail to support this research.

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