**The Effect of Visiting Professor Program on Student Competence**

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**Abstract.** Universities all around the globe have been working on internationalization to improve the quality of education, students, and alumni, along with the demand of a more dynamic world. Universitas Brawijaya has also implemented the internationalization strategy to realize its vision and mission as a World Class, Entrepreneurial University. *Objectives*: This study evaluated the “3 in One” program, emphasizing lecturers’ perspectives as program implementers. *Method*: We employed a mixed-method study with a qualitative and quantitative approach. The population was all lecturers involved in the “3 in One” Program. Samples were chosen using stratified random sampling. The instrument was a questionnaire and semi-structured interviews. *Findings*: Lecturers agreed the program was beneficial for students and improve students competence. *Implications*: Our findings could become a reference for stakeholders to evaluate and improve the program and for other universities in Indonesia to adopt a similar program according to institutional needs.

**Keywords:** visiting professor; internationalization; lecturers’ perspective

**1 Introduction**

Almost all companies, including those engaged in the banking industry, compete to improve their service quality and service value to satisfy customers amid the tight competition. However, the strategy will not be effective if they do not practice relationship marketing and do not increase switching costs to retain existing customers. If appropriately managed, switching costs are drivers of repetitive behavior, reducing customers’ desire to leave their current service provider [1].

Relationship marketing is a philosophy of doing business and a strategic orientation focused more on maintaining and improving relationships with existing customers rather than getting new customers. The philosophy assumes that customers prefer to have long-term relationships with one particular organization rather than constantly moving from one organization to another in looking for the value they need. Therefore, a company must satisfy customers on an ongoing basis. Having satisfied customers is not enough; there must be very satisfied customers—because satisfaction leads to loyalty as the core of marketing purpose.

In contrast, other researchers stated that satisfaction explained only a quarter of behavioral intentions. They also mentioned that satisfaction influenced repurchase intention but typically explained only one-quarter of behavioral intentions. The relationship between satisfaction and loyalty was recognized as more complex than previously thought. [2] argued that companies seemed to be caught in what he called as ‘satisfaction trap’, a myopic belief that customer satisfaction and service quality were the only tools for maintaining customer retention. Thus, [1] suggested that marketers had to understand thoroughly various drivers of customer retention to break out of the trap. One of the influential driving factors for customer retention is increasing switching costs.

**2 Literature Review**

**2.1 Customer Retention**

Customer retention is a strategic goal to strive to maintain long-term relationships with customers. The customer retention rate depends on the company’s efforts manifested through various customer service programs. Meanwhile, from the customer side, the intention to stay or leave the company is highly dependent on various factors, including service quality, satisfaction, customer value, switching costs or switching barrier, customer experience, commitment, trust, company image, company reputation, and others [3] [4] [5] [6].

**2.2 Service Quality and Switching Costs**

Service quality has a decisive role for all business organizations, especially those engaged in the service sector because it contributes significantly to the creation of differentiation, positioning, and competitive strategy for companies. Studies concluded that profitability, market share, Return On Investment (ROI), asset turnover, efficiency, cost, customer satisfaction, loyalty, repurchase interest, and Word-of-Mouth (WoM) was positively related to perceptions of service quality of an organization [7].

**3 Method**

The study employed a quantitative approach with a survey design. The population was all bank customers from three cities in East Java, Indonesia. Samples were chosen based on their legal entity form, operational areas, competitive levels, and asset values. Respondents were chosen through accidental sampling under the following criteria: having a minimum IDR 2 million deposit and a minimum IDR 5 million loan. Data were collected through face-to-face meetings using questionnaires. Before data collection, the questionnaire had been tested for its validity and reliability. The questionnaire had five alternatives based on the Likert Scale (1 for completely disagree and 5 for completely agree). Hypotheses were tested using Generalized Structured Component Analysis (GSCA). The steps in the GSCA included (a) making a structural model to illustrate the relationship between variables, (b) making a measurement model, (c) making a path diagram, (d) converting the path diagram into an equation, (d) estimating weight, loading, and path, (e) evaluating goodness of fit, and (f) hypothesis testing.

**4 Findings and Discussion**

Table 1 confirms that the FIT value is 0.645, meaning that the CR variable can be explained by the SQ, RM, CS, and SC variables by 64.50%. The AFIT value is 0.640, meaning that the variation of data from the CR variable can be explained by the SQ, RM, CS, and SC variables by 64%, while the rest is explained by other variables outside of the study. Meanwhile, the GFI value is 0.964, or close to 1 (the model is very good), and the SRMR value is 0.222, close to 0 (the model is quite appropriate).

**Table 1.** Test Results on the Research Model.

|  |  |
| --- | --- |
| Model FIT | Index Value |
| FIT | 0.645 |
| AFIT | 0.640 |
| GFI | 0.964 |
| SRMR | 0.222 |
| FIT | 0.645 |



**Figure 1.** Architecture of a Typical Wireless Sensor Node

GSCA results are shown in Figure 1. The analysis was done using a significance limit of 5% (0.05) with the following criteria. (a) If the Critical Ratio (CR) value is marked with an asterisk (\*) ≥ t-table (t = 2.00), then the hypothesis had a significant effect or was accepted. (b) If the CR value < t-table, the hypothesis was not significant, or it was rejected. Table 2 presents the GSCA results of the hypothesized models. The path coefficients presented in Table 2 (and Figure 1) show the relationship between the variables studied and their impact on customer retention (RP). The formula can be written as follows.

0.5 a + 7.5 b = 8 c (1)

**5 Conclusions and Recommendations**

**5.1 Conclusions**

Based on the findings and discussion, the following conclusions are presented. First, the experimental group learned using IT-based PBL and the control group learned using PjBL showed different motivation after the treatment was given (post-test). Second, the experimental group learned using IT-based PBL and the control group learned using PjBL showed a different gain in motivation after the treatment was given (post-test).

**5.2 Recommendations**

Teachers or lecturers have to pay attention to time allotment, availability of learning facilities, and learning material suitability when applying IT-based PBL and PjBL. Teachers or lecturers may use IT-based PBL and PjBl on entrepreneurship subjects or other subjects as variations in the teaching and learning processes. The two models help to make learning more meaningful and challenging for students to avoid boredom in learning. Teachers or lecturers play an essential role as facilitators in implementing IT-based PBL and PjBl so they need to be creative and have good skills in classroom management. Teachers or lecturers must guide students throughout the learning process, so they have to plan the lesson well.

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