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**Abstract**

This study aimed to explore the perceptions of Indonesian academics towards the implementation of Performance Indicators (PIs) on teaching and research. The study was a case study using semi-structured interviews, conducted with 30 academics in three state universities in Indonesia. The results of the study revealed academics believed that outcome indicators used in PIs for control mechanisms have neglected the humane side of the teaching and learning process, and scientific research. Academics also perceived that PIs are valuable for improving daunting workplace conditions and poor institutional culture if they are used for the improvement of internal management. The findings of this study, if seriously considered, may provide information for policy makers to revisit and refine the existing indicators used to measure academics' teaching and research performance. This can be implemented by taking into account the collegial nature, organised anarchy, of a bottom-up approach that emphasises the emancipation of academics to determine what elements

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of their teaching and research should be covered and be measured. This research argues that indicators used for PIs can be a blend of quantitative and qualitative measures, which compensate for each other.

(HRK / Abstract übernommen)