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## Conference Paper

# Lecturer's Performance: Leadership, Organizational Culture, Work Motivation, and Work Behavior

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## Abstract

The objectives of this study were to analyze the effect of leadership, organizational culture, and motivation on work behavior and lecturer performance, and the effect of work behavior on lecturer performance. This research used quantitative method. The respondents of this research were 157 lecturers in Batam, by using census method. The data were collected by using questionnaire and analyzed by using Structural Equation Modeling using Partial Least Square. The results of the research showed that leadership has significant effect on work behavior; organizational culture has significant effect on work behavior; leadership has significant effect on work behavior; motivation has significant effect on work behavior; leadership has insignificant effect on lecturer performance; organizational culture has insignificant effect on lecturer performance; and work behavior has significant effect on lecturer performance.

**Keywords:** lecturer performance, leadership, organizational culture, motivation, work behavior

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## 1. Introduction

The roles of human resources are greatly determining the achievement of organizational goals, but it is quite difficult to manage them. Human resources are expected to be capable, talented and skilled, also should be enthusiastic and willing to work effectively and efficiently (Sedarmayanti, 2009). Human resource is a dynamic factor that determines the progress of an organization, therefore, the organizations with reliable human resources will win the competition (As'ad, 2008).

It is acknowledged that the competition between companies is not a competition between machines, buildings, equipment and even not between the capitals. In essence, the competition occurs between personnel. Companies with better personnel

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will be the winner of the competition. Human Resource is one of the resources belong to the organization, covering all people who play some roles. Human resources are the most important and momentous among all of the resources available, either in the public or private organizations.

Human resources are the only resources that have reasoning, feeling, desire, abilities, skills, knowledge, drive, power, and work. It is the only resource that has the ratio, taste, and intention. All the potentials of human resources are very influential to the organization's efforts in achieving its objectives. However, the advancement of the technology, the progress of information, and availability of the capital and sustainability of materials will be malfunctioning without the presence of the human resources, and it will be difficult for the organization to achieve its goals. However, the excellence of the organizational goals and plans which have been formulated likely to be in vain if the elements of human resources are ignored, abandoned, (Gomes, 2008). It cannot be denied and there is no doubt that one of the most important factors to determine the success or failure of an organization is the human resources factor. The competitive advantage of an organization is determined by the quality of its human resources, therefore the handling of human resources must be done thoroughly and exhaustively within the framework of human resource management system that is strategic, integrated, and always connected, in accordance with the objectives, visions and missions of the organization (Moeheriono, 2009).

The strategic role of human resources can be generalized in higher education institutions, in this case, the lecturers. The lecturers are strategic human resources that provide added value and are a benchmark for the success of higher education institutions. The lecturer ability is the competitive advantage of the higher education institution. Facing the era of global market competition today, the business world is perceived to be more competitive. The level of business competition is perceived in almost all sectors of industry and service, both in small, medium and large companies, which causes expenses on the managers in the company to be increasingly heavy and complex, including to the college management. Private universities in Batam City, as service providers, will also be affected by the free market, as there is no longer limitation for people to participate in the competition in managing the higher education institutions. This is supported by the geographical location of Batam City which is very strategic and neighboring to the other countries, such as Singapore, Malaysia, and Vietnam. Education is a very important and prospective field because everyone needs it. One of the supporting factors of education is human resources. The educational institutions will achieve success if they are supported by the high-quality and professional

human resources. The existence of human beings as human resources is very important because they provide their work, talent, creativity, encouragement, and play roles to support the existence of university. Without the human element in a college, it is impossible for the universities to achieve their goals. The lecturer performance determines the success in achieving the goals of a university (Rivai, 2015). Lecturers who play their functions to support the achievement of the organizational goals cannot be separated from other factors such as leadership. The effective leadership suited to the needs of the organization will facilitate the leaders in managing and communicating the organizational resources (Cahyono, 2012). The function of leadership is vital for any organization because a leader, through his leadership, always influence the motivation of the people in the organization, by which will have manifest on the work behavior and employee performance as desired by the organization (Prananta, 2008).

Based on the research conducted by Bratton et al. (2015), leadership has an effect on performance, because leadership plays the most important role in mobilizing changes in organization. Leadership is as relational processes, where a phenomenon occurs at various levels within the organization and depends on social and networking interactions, Conger and Pearce (2013).

## 2. Literature Review

Leadership is the ability to influence people directed to the achievement of the goals. Leadership is reciprocal that occurs between people who are dynamic and involves the use of power (Daft, 2014). Leadership, through its social influence and behavior, makes a difference in the organizational activities and outcomes. Leadership is the ability to influence a group to achieve certain goal, where the form of influence can be formally of an equal interest, or even beyond the influence of formal structures or it can be said that a leader may appears in a group even he/she is not formally appointed (Robbins, 2010). Leadership is a process of influencing, affecting the interpretation of events to the followers, the choices of some targets, the motivation of followers to achieve goals, the maintenance of cooperative relationships of people outside the group or organization (Yukl, 2015).

Organizational culture as a system of roles, flow of activities and processes (indicating the organizational processes or called systems or patterns of relationships) involving multiple people as the executors or activities designed to carry out the common goals (Chatab, 2007). Organizational culture is defined as various interactions of habitual characteristics that affected groups of people within the environment.

Culture is a set of interactions from the habitual characteristics of members of a group that influence their behavior (Luthans, 2016). Organizational culture is a system of shared meanings and beliefs held by members of the organization that determine, in large part, the way they act to one another and the outsiders. It represents a shared perception by those organizations that determine to which members should behave. In every organization, there are values, symbols, rituals, myths and practices that have evolved for a long time. Togetherness, at a high level, is what employees see and how they deal with their world (Robbins & Coulter, 2007).

Organizational culture is a system of shared meanings by the members that distinguish an organization from other organizations. This shared meaning system, when examined more thoroughly, is a set of the key characteristics upheld by the organization (Robbins, 2010). Organizational culture is a basic assumption pattern shared by a group of people of what they have learned and believed in the truth of the assumption pattern as a way to solve various problems related to external adaptation and internal integration, so that the basic assumption pattern needs to be taught to the new members as ways to perceive, think and express their feelings in relation to organizational issues (Schein, 2014). The conclusion is that organizational culture is a system of shared meanings in organizations held by members of the organization and will differentiate an organization from other organizations.

Work motivation is something that raises the spirit or encouragement of work, therefore, work motivation, in work psychology, is usually referred to as the morale of work. Strong and weak labor to which a person participates determine the level of performance (As'ad, 2008). Motivation is an attempt made by an organization to find out and improve the willingness of the works to act as they do in the organization (Jones, 2007). Motivation is a process that begins with a physiological or psychological definition that drives behaviors intended for certain purpose or incentive (Luthans, 2016). Motivation is as a process that produces intensity, direction, and perseverance of individuals in an effort to achieve a goal (Robbins, 2010).

Motivation illustrates the relationship between expectation and purpose, in addition, the relationship between supervisors and underlings (Zainun, 2014).

The behavior of human labor in the organization seems unpredictable as imagined, as it arises from the needs and value systems embodied within (Davis & Newstrom, 2007). Working behavior is all that a person does in a work environment (Ivancevich, 2016). Work behavior can be influenced by effort, ability, and environmental situation. Enterprises are manifested in the form of motivation, capability is manifested in the

form of competence, and environmental situation is manifested in the form of support from superiors, co-workers, facilities, and adequate infrastructures. Enterprises, capability, and environmental situation are realized to achieve the goals effectively and efficiently, and to support the implementation of high-performance management patterns (Robbins, 2010). Work behavior is a complex result of intention and perception of the present situation, and assumptions or beliefs about the situation and the people in the situation. Ultimately, these assumptions are based on past experiences, cultural norms and what is expected according to the teachings of others (Schein, 2014). In conclusion, work motivation is something that is done by the leadership to encourage members of the organization to work harder.

Performance is derived from the word 'Job Performance or Actual Performance', which is defined as the work performance or achievement actually achieved by someone. Therefore, performance can be interpreted as work performance, namely the work in quality and quantity achieved by a workforce in carrying out its duties in accordance with the responsibilities given to him, therefore, to explain the achievement of someone in an organization or company which is commonly referred to as Employee Performance. Employee performance is the level at which employees reach job requirements (Simamora, 2014). Employee performance is a term such as output, efficiency and effectiveness often associated with productivity (Gomes, 2013).

Performance is the organization's ability to maintain its objectives by using resources effectively and efficiently. This ability is an achievement that has been achieved by the employees that accumulated into a work performance. Then, work performance will be the level of effectiveness of an organization or performance. The higher the work effectiveness, the higher the performance (Daft, 2016). Employee performance is the result of work in quality and quantity achieved by an employee in performing his/her duties in accordance with the responsibilities given to him/her. Therefore it is concluded that the performance of Human Resources is the performance of work or output both of quality and quantity achieved by Human Resources per unit in a certain period in carrying out its work duties in accordance with the responsibilities given. (Mangkunegara, 2007).

Based on the background of the problems and the results of the aforementioned research, it is believed that there is the effect of leadership and organizational culture that is able to bind lecturers to achieve the goals of the universities, besides the culture. It is also required that the lecturer motivation embodied in the behavior to always have full spirit, confidence and optimism that ultimately being able to bring lecturers to improve their performance. From the results of observation, there is a gap between

leadership theory, organizational culture, motivation, behavior, and performance of the real condition. It can be verified from the accreditation of the study program with an average grade of C and there are only a few study programs are accredited B. One of the requirements of accreditation based on Book II: An Accreditation Procedure Standard, especially for standard 4, is human resources; the lecturers and educational personnel. Therefore, the research problems can be formulated as follows:

1. Does the leadership have a significant effect on work behavior?
2. Does the organizational culture have a significant effect on work behavior?
3. Does the work motivation have a significant effect on work behavior?
4. Does the leadership have a significant effect on lecturer performance?
5. Does the organizational culture have a significant effect on lecturer performance?
6. Does the work motivation have a significant effect on lecturer performance?
7. Does the work behavior have a significant effect on the lecturer performance?

This research was conducted at 6 (six) Private Universities in Batam City, namely: RK University, B University, IB University, PB University, K University, and U University.

### 3. Methods

This research used explanatory research method that aims to analyze the relationships between variables and explain the effect between variables through hypothesis testing. The variables include leadership, organizational culture, and their effect on motivation and performance.

This study used five variables with the following research indicators:

1. Leadership is the ability of the management of university to affect individuals or groups to achieve goals. The Indicators used were personal quality, administrative action, existing values, awards, and problem solving.
2. Organizational culture is a system of shared meaning in a university possessed by the lecturers, which distinguishes one university with others. The indicators used were the level of risk tolerance, communication pattern, vision and mission, and level of control.

3. Work Motivation is something done by the supervisor to encourage lecturers to be more active and optimal at work. The indicators used were the compensation, promotion, working condition, and reward.
4. Work Behavior is a process to what extent the lecturer’s work plan to take individual action in relation to the leadership and organizational culture. The indicators used were the work commitment, passion, and initiatives.
5. Performance is the result achieved by the lecturers in carrying out their duties and responsibilities. The indicators used were the attendance, timeliness of work, quantity and quality of work, and work ability.

These five variables of this study were measured by using Likert scale (1–5), where 1 means very bad and 5 means very good. The results of validity test of the measuring instrument by factor analysis using the lisrel program states that all items were valid.

This research was conducted at 6 (six) private universities in Batam City, with a total of 157 professional lecturers (certified lecturers); all of the lecturers were involved as the research samples.

## 4. Results and Discussion

### 4.1. Analysis and discussion

The results of the hypothesis testing can be seen in Table 1:

TABLE 1: The results of hypothesis testing.

| Relationship Variable |   | Path Coefficient       | p value | Hypothesis Testing Decision |                 |
|-----------------------|---|------------------------|---------|-----------------------------|-----------------|
| Leadership            | → | Work Behavior          | 0,117   | 0,006                       | Significant     |
| Organization Culture  | → | Work Behavior          | 0,196   | 0,009                       | Significant     |
| Work Motivation       | → | Work Behavior          | 0,624   | 0,000                       | Significant     |
| Work Behavior         | → | Lecturers’ Performance | 0,223   | 0,047                       | Significant     |
| Organization Culture  | → | Lecturers’ Performance | 0,014   | 0,834                       | Not Significant |
| Work Motivation       | → | Lecturers’ Performance | 0,028   | 0,635                       | Not Significant |
| Work Behavior         | → | Lecturers’ Performance | 0,745   | 0,000                       | Significant     |

### 4.2. The model test results

SEM analysis research model can be seen in Figure 1.

The effect of organizational culture on work behavior, from the result of hypothesis testing with SEM, has a path coefficient of 0.196 with a *p*-value of 0.006. Thus,



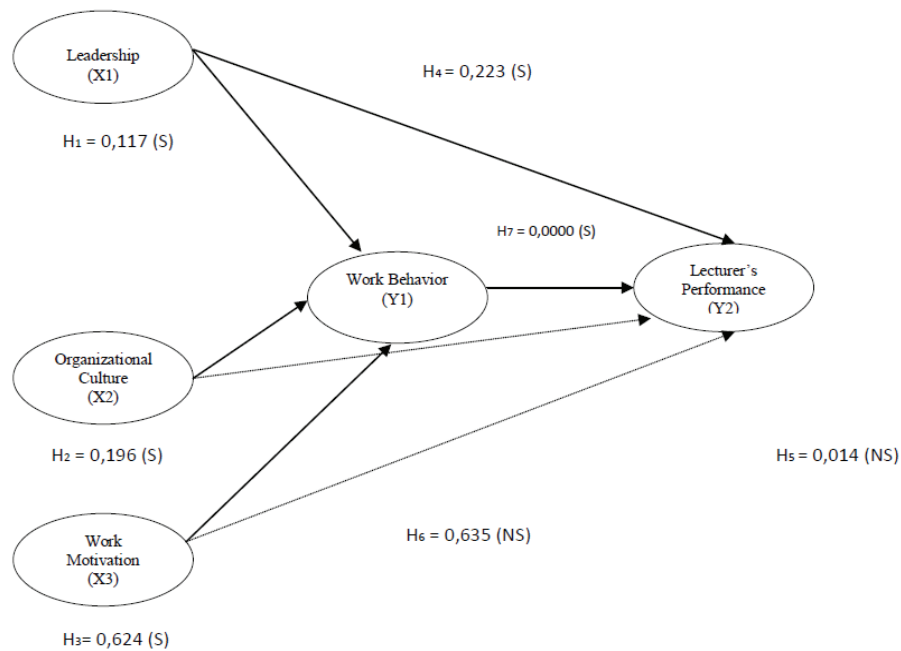


Figure 1: SEM analysis research model.

it is stated significant. This shows that there is a significant and positive effect of organizational culture on work behavior. The better the leadership perceived by the lecturers, the better the work behavior. Among these five indicators that construct the organizational culture variable, both based on the average value of the answer and the value of loading factor obtained from the results of each analysis, the risk tolerance (X2.1) has a value of 0.507, reward system (X2.2) has a value of 0.951, communication patterns (X2.3) has a value of 0,520, management support (X2.4) has a value of 0.976, and control level (X2.5) has a value of 0.958, as all have positive and significant contribution.

The magnitude of the contribution of each indicator by looking at the magnitude of the loading factor coefficient showed that the management support indicator (X2.4) has the most significant contribution on the development of organizational culture variable, while the risk tolerance level indicator (X2.1) has the smallest significant contribution among other indicators. In fact, every individual who has done his work activities in general, besides relying on his own ability, needs some support from the superiors by seeing the results of his work and correcting the errors directly, it can make the lecturers feel safe and more confident in carrying out their duties. If the supervisor keeps the continuity of such condition, it will have an effect on organizational culture to be better, and later have an effect on the better performance, hence the second hypothesis in this study stated that organizational culture has significant effect on work behavior of the lecturers was proven and accepted.

The effect of organizational culture on lecturer performance, based on the results of hypothesis testing with SEM, has a path coefficient of 0,014 with a  $p$ -value of 0.834, thus, it is stated insignificant. This shows that there is an insignificant effect of organizational culture on lecturer performance. The organizational culture applied in 6 (Six) Private Universities in Batam City, based on the answers on the questionnaires submitted, showed that the indicators of organizational culture are ranged only from 21 percent to 40 percent of respondents who states strongly agree. It means that the organizational culture applied at the Private Universities in Batam City were perceived to have no effect on lecturer performance, hence, the fifth hypothesis in this research stated that the organizational culture has significant effect on lecturer performance was not proven and rejected.

Based on the hypothesis test, the path coefficient is 0.624 with a  $p$ -value 0.000 which means significant. The leadership has significant effect on the performance of permanent lecturers at Private Universities in Batam City. It means that if the leadership is perceived positively and highly by the lecturers, the lecturers' perception about the performance will also be higher. Based on the hypothesis test, the path coefficient is 0.223 with a  $p$ -value of 0.047 which means significant. Organizational culture has significant effect on the performance of permanent lecturers of the Private Universities in Batam City. Based on hypothesis test, the path coefficient is 0,014 with a  $p$ -value of 0.834 which means insignificant. Work Motivation has significant effect on the performance of permanent lecturers of the Private Universities in Batam City. Based on hypothesis test, the path coefficient is 0,028 with a  $p$ -value of 0.635 which means insignificant. Work behavior has significant effect on the performance of permanent lecturers of private universities in Batam City. The result of hypothesis test, the path coefficient is 0.745 with a  $p$ -value of 0.000 which means significant. It means that there is a significant positive effect on work behavior on the lecturer performance.

## 5. Conclusions

Based on the results of the research in answering the formulation of the problems and hypotheses, the conclusions are as follows:

1. Leadership has significant effect on work behavior of lecturers in Batam City. This finding is in line with the findings of Silke, and Daniel (2007), Emery and Katherine (2007), Eppard (2007), Suparman (2007), Prananta (2008), Ismail, Abidin, and Rabaah (2009), Boerner, Casida, Jesus, and Genevieve (2008), Lo and Hi (2009), Riaz, Akram, and Ijaz (2010)

2. Organizational culture has significant effect on work behavior of lecturers in Batam City. This finding is in line with the findings of Hidayat (2007), Widagdo (2007), Hermawan (2008), and Prananta (2008)
3. Work motivation has significant effect on work behavior of lecturers in Batam City. This finding is in line with the findings of Prananta (2008), and Robbins (2010).
4. Leadership has significant effect on the performance of lecturers in Batam City. This finding supports the findings of Yukl (2015), Luthans (2016), Prananta (2008).
5. Organizational culture has significant effect on the performance of lecturers in Batam City. This finding supports the findings of Widagdo (2007), and Prananta (2008).
6. Work motivation has significant effect on the performance of lecturers in Batam City. This finding supports the findings of Prananta (2008) and Robbins (2010).
7. Work behavior has significant effect on the performance of lecturers in Batam City. This finding supports the findings of Widagdo (2007), and Prananta (2008).

Based on the result of the research, it is suggested to the management of Private Universities in Batam to develop a strong organizational culture; as this will have an impact on perception on work behavior and lecturer performance. The Management of Private Universities in Batam is expected to always improve the procedures and motivation system for lecturers related to the systems of compensation, promotion, creating conducive working conditions and giving awards for outstanding lecturers. The Management of Private Universities in Batam should always encourage the lecturers, because there is a need to change the behavior based on the organizational culture. The permanent lecturers of the Private Universities in Batam should always improve their ability and competence by studying, recognizing, understanding, and perceiving organizational culture which is instilled and socialized by the Higher Education. In addition to understand the meaning of a leadership in the university in order to know what the management desirables are, there is a meeting point between the management of the universities and the lecturers. It is very necessary to be applied to obtain the optimal performance of the universities.

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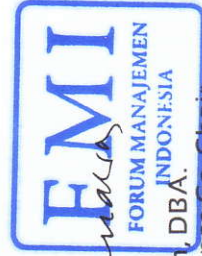
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|  |    |
|--|----|
| 18R-066: Key Factors in the Medical Examination Product Design and Development Using Human Cell Image Totems | 55 |
|--|----|

## **9. Human Relations**

|  |    |
|--|----|
| 18R-022: Interpersonal Orientation among College Students in Relation to Their Locus of Control  | 55 |
| 18R-023: Conflict Management Styles among Students of Teacher Education Colleges - A Comparative Analysis  | 56 |
| 18R-103: Ways to Improve Students' Humanistic Quality in Vocational Colleges   | 56 |
| 18R-177: Entrepreneurial Intentions in University Students: Based on Analysis of Entrepreneurship Education, Adversity Quotient, Emotional Intelligence, and Family Factor | 57 |
| 18R-187: Functions, Age, Education, Tenure of CEO, And Employee Commitment toward Firm Performance   | 57 |
| 18R-220: Does Job Performance Affected by Job Motivation and Job Satisfaction?   | 58 |

## **10. Human Resource Management**

|  |    |
|--|----|
| 18R-044: Intertemporal Incentive, Career concern and Promotion   | 58 |
| 18R-081: A Study on Role Perception, Job Involvement, and Career Commitment of Employees in Shipping Industry  | 59 |
| 18R-128: Human Resources Management Effectiveness for Client Satisfaction and Bank Reputations (Case of State Owned Banks in Indonesia)                                  | 59 |
| 18R-159: The Relationship of Human Capital, Innovation, and Corporate Performance (A Study of Small and Medium Rattan Businesses in PALU City Central Sulawesi Province) | 60 |
| 18R-162: Influence of Compensation, Job Characteristics and Leadership Style through Motivation to Employee Performance  | 60 |
| 18R-205: Burnout, Self-Efficacy and Work Satisfaction on Special Education Teacher   | 61 |
| 18R-216: The Moderating Roles of Perceived Supervisor Support between Psychological Contract and Job Related Outcomes  | 61 |
| 18R-217: The Effect of Person-Job Fit to Job Involvement with Intrinsic Motivation as Intervening Variable   | 62 |

|  |    |
|--|----|
| 18R-156: The Impact of Social Marketing Mix and Message Effectiveness to Target Audience Behaviour of Hiv/Aids   | 87 |
| 18R-157: Building Costumer Loyalty through Marketing Mix Strategy with Satisfactory as Intervening Variable  | 88 |
| 18R-161: Enhancing Brand Loyalty through Online Brand Community: the Role of Value Creation Process, Brand Love, and Trust   | 88 |
| 18R-181: Analysis of Services Marketing Mix and Competitive Advantage and Its Effect on Customer Loyalty (Survey on Customer Go-Jek in Bandung)                          | 89 |
| 18R-193: The Influence of Product Quality on Purchase Intention through Electronic Words of Mouth in Pt Telkomsel Medan  | 89 |
| 18R-200: The Influence of Website Trust on Recommendation Adoption and Word-of- Mouth Communication: Study on Tripadvisor Website  | 90 |
| 18R-211: The Motivation behind Cosmetics Corpse in Funeral Business  | 90 |
| 18R-234: Effectiveness of Guerilla Marketing, Events-Based Marketing, and Search Engine Optimisation (SEO) Based on Social Media and the Implications on Brand Awareness | 91 |
| 18R-240: Brand Love and Brand Jealousy: Do They Mediate the Influence of Electronic Word of Mouth (EWOM) on Online Hotel Reservation Intention?                          | 91 |
| 18R-251: Analysis of Purchase Decision on Satisfaction in Pt Asuransi Jiwasraya (PERSERO)  | 92 |
| 18R-262: Social Marketing Campaign for Drug Rehabilitation Decision  | 92 |

## 17. Organizational Behavior

|  |    |
|--|----|
| 18R-032: The Relationships among Leisure Support, Leisure-to-Work Facilitation, and Leisure Satisfaction                               | 93 |
| 18R-039: The Study on the Mental Deficiency of Pet Owners in Taiwan  | 93 |
| 18R-074: Investigating the Effects of Students' Speaking Question-Generation on Self-efficacy and Anxiety in the EFL Classroom         | 94 |
| 18R-168: Understanding Skill Mismatch from Learning Organization Perspective : A Literature Review                                     | 94 |
| 18R-188: Linking Job Dissatisfaction, Learning Motivation, and Creative Work Involvement: the Moderating Role of Proactive Personality | 95 |
| 18R-189: Lecturer Performance: Leadership, Organizational Culture, Work Motivation, and Work Behavior                                  | 95 |