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# Leadership, Organizational Culture, and Work Motivation toward Work Behavior and Lecturers' Performance in Batam City

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## EXTENDED ABSTRACT

The objectives of this study were to analyze the influence of leadership, organizational culture, and motivation toward the work behavior and the lecturer performance, and the work behavior toward the lecturer performance. The respondents of this research were 157 lecturers in Batam, using census method. The data was gathered by questionnaire and analyzed by Structural Equation Modeling using Partial Least Square. The results of the study found that the leadership has significantly influenced the work behavior, the organizational culture has significantly influenced the work behavior, the leadership has significantly influenced the work behavior, the motivation has significantly influenced the work behavior, the leadership has insignificantly influenced the lecturers' performance, the organizational culture has insignificantly influenced the lecturers' performance, and the work behavior has significantly influenced the lecturers' performance.

**Keywords:** Leadership, Organizational Culture, Motivation, Work Behavior, Performance

## INTRODUCTION

The roles of human resources are greatly determining the realization of organizational goals, but to manage them is quite difficult. The 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 does not a competition between machines, buildings, equipment and even does not between the capitals. In essence the competition is happens between personnel. Companies with better personnel will be the winner of the competition. Human Resources 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 whether in the public or in the private organizations.

Human resources are the only resources that have reason, feelings, desires, abilities, skills, knowledge, drive, power, and work. It is the only resources that have the ratio, taste, and intention. All the potential of the human resources are very influential to the organization's efforts in achieving its objectives. However advanced of the technology, progressed of the information, and availability of the capital and sustained of the materials, these all will be malfunction without the attendance of the human resources, and it will difficult for the organization to achieve its goals. However excellence of the organizational goals and plans were formulated, it is likely to be in vain if the elements of human resources are ignored, let alone abandoned, (Gomes, 2008). It can not be denied and 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 organization's objectives, vision and mission (Moehleriono, 2009).

The strategic role of human resources can be generalized in higher education institutions, at this case is in the lecturers' hands. The lecturers are strategic human resources that provide added value and are a benchmark for the success of higher education institutions. The Lecturers' ability is the competitive advantage of the higher education institution. Facing the era of global market competition today, the business world feels more competitive. The level of business competition is felt in almost all sectors of industry and services, both in small-scale companies, medium and large companies, this causes the burden borne by the managers or

managers in the company 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, there is no longer limitation of people to compete in managing the higher education. This is supported by the geographical location of Batam City which is very strategic, neighboring to the other countries such as Singapore, Malaysia, and Vietnam. Education is a very important and prospective field, because everyone needs education. One of the supporting factors of education is human, it is the human resources. The educational institutions will be successful if it supported by the qualified and professional human resources. The existence of human beings as human resources is very important because they provide their work, talent, creativity, encouragement, and real roles to support the university existence. Without the human element in a college, it is impossible to the college to gain its' desired destination. The lecturers' work performances determine the successful of college's goals achievement (Rivai, 2015). Lecturers who play their function to support the achievement of the organizational goals could not be separated from the other factor such as the leadership. The Effective leadership appropriated to the needs of the organization will facilitate the leaders in managing and in communicating to the organizational resources (Cahyono, 2012). The function of leadership is vital for every organization, because a leader through his leadership always affected the motivation of person who exists in the organization, then it manifested to the work behavior and the performance of employees as desired by the organization (Prananta, 2008).

Based on a research by Bratton et al (2015) leadership has an effect on performance, because leadership plays the most important role in mobilizing change 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).

## **LITERATURE REVIEW**

Leadership is the ability to influence people directed to the goals achievement. Leadership is reciprocal that occurs between people who are dynamic and involves the use of power (Daft, 2014). Leadership through their social influence and behavior makes a difference in the organization's activities and outcomes. Leadership is the ability to influence a group to achieve a 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 if 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 task executors or activities designed to carry out common goals (Chatab, 2007). Organizational culture is defined as the various interactions of habitual characteristics that affected the groups of people within their environment. Culture is a collection 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 to outsiders. It represents a shared perception shared by those organizations that determine which members should behave. In every organization there are values, symbols, rituals, myths and practices that have evolved for a long time. Togetherness values, at a high level, 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 after 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 organizations from other organizations.

Motivation of work is something that raises the spirit or encouragement of work, therefore the motivation of work in the psychology of the work is usually called the morale of work. Strong and weak labor of a person participate determine the size of the performance (As'ad, 2008). Motivation is an attempt by an organization to

know and improve the willingness of a worker 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 purpose or incentive (Luthans, 2016). Motivation is as a process that produces an intensity, direction, and perseverance of individuals in an effort to achieve a goal (Robbins, 2010).

Motivation illustrated the relationship between expectation and purpose, in addition it illustrated 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 in man (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 manifested in the form of competence, and environmental situation in the form of support from superiors, co-workers, facilities, and adequate infrastructure. Enterprises, capabilities, and environmental situations 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 intent 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. For that 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 commonly used the term 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 of the work effectiveness the higher of the performance will be (Daft, 2016). Employee performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him. 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 time 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 previous research that has been stated above, it is believed that there is influence of leadership, organizational culture that is able to bind lecturers to achieve the goals of the universities, besides of culture, it is also required the lecturer's motivation embodied in the behavior that is always in spirit, confidence and optimistic that ultimately being able to bring lecturers to improve their performance. From the observation result, there is a gap between leadership theory, organizational culture, motivation, behavior, and performance of the real condition. It can be verified from the accreditation grade of the study program that the average accreditation is C and only a few accredited B. One of the requirements of accreditation based on Book II: An Accreditation Procedure Standard, especially on standard 4, it is about human resources, that is lecturers and educational personnel. Therefore, the research problems can be formulated as follows:

1. Does the leadership have a significant influence toward the work behavior?
2. Does the organizational culture have a significant influence toward the work behavior?
3. Does the work motivation have a significant influence to the work behavior?
4. Does the leadership have a significant influence toward the lecturer performance?
5. Does the organizational culture have a significant influence toward lecturer performance?
6. Does the work motivation have a significant influence toward lecturer's performance?
7. Does the work behavior have a significant influence toward the lecturer performance?

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

## METHODOLOGY

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

This study used five variables with the following research indicators:

1. Leadership is the ability of the college's management to influence individuals or groups to achieve goals. The Indicators used were the personal qualities, administrative action, existing values used, awards, and problem solving.
2. Organizational culture is a system of shared meaning in a college professed by the lecturers, which distinguishes one college with others. The indicators used were the level of risk tolerance, communication pattern, vision and mission, and level of control.
3. Work Motivation is a thing done by the supervisor to encourage lecturers work to be more active and optimal. The indicators used were the compensation, promotion, working conditions, and rewards.
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 commitments, work passions, and work 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 of work, quality of work, and work ability.

These five variables of this study were measured using Likert scale (1-5), where 1 means very bad and 5 means very good. The test results of the validity 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, the total number of professional lecturers (certified lecturers) from these six universities were 157 personnel; all of these lecturers have involved as the research samples.

## FINDINGS AND ARGUMENT

### Analysis and Discussion

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

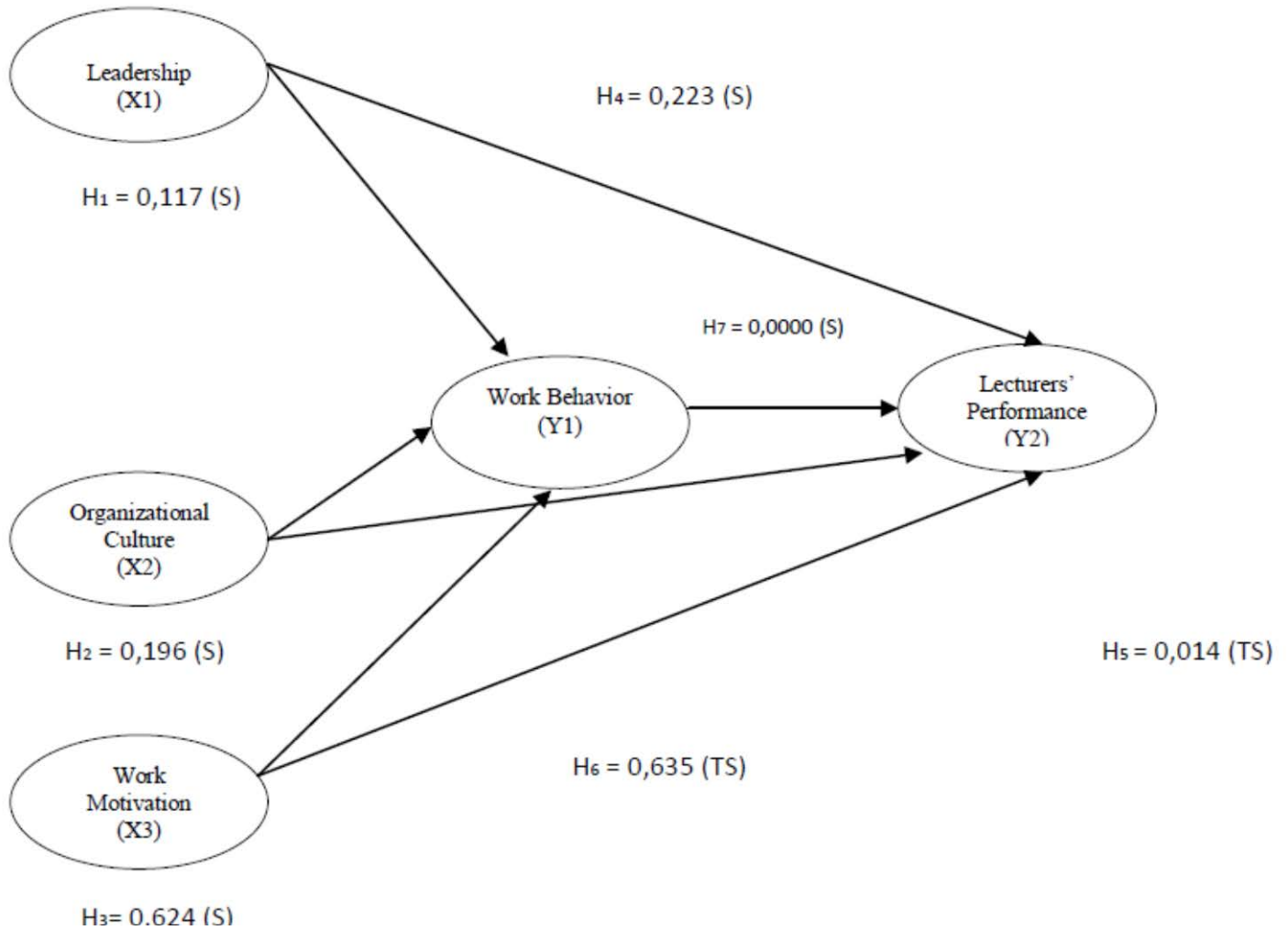
**Table 1**  
**Hypothesis Testing Results**

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



## The Model Test Results

SEM analysis research model can be seen in Figure 1.



**Figure 1**  
**SEM Analysis Research Model**

The influence of organizational culture toward work behavior, the result of hypothesis testing with SEM resulted in path coefficient of 0.196 with p value 0,006 so it was decided significant. This shows that there is a significant and positive influence of organizational culture toward work behavior, the better of the leadership perceived by the lecturer will improve their work behavior. Among the five indicators that construct the organizational culture variables, both based on the average value of the answer and the value of loading factor obtained from the results of each analysis are 0.507 for the risk tolerance (X2.1), 0.951 for the reward system (X2.2), 0,520 for the communication patterns (X2.3), 0.976 for the management support (X2.4), and 0.958 for the control level (X2.5) all contributed positively and significantly.

The magnitude of the contribution of each indicator by looking at the magnitude of the loading factor coefficient, it appears that the management support indicator (X2.4) contributed most significantly to the development of organizational culture variables, while the risk tolerance level indicator (X2.1) gives smallest contribution among other indicators. In fact, generally every individual who done his work activities, besides relying on his own ability, needs some support from the superiors by seeing the results of the work and correcting the errors that occurs 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 influence the organizational culture to be better, and then the better performance improvement will be, hence the second hypothesis in this study that organizational culture significantly influenced the work behavior of the lecturers was proven and accepted.

The influence of organizational culture on lecturer performance, hypothesis test result with SEM resulted in path coefficient of 0,014 with p value 0,834 therefore it was decided insignificantly. This shows that there is an insignificant influence of organizational culture on lecturer performance. Organizational culture enforced at

6 (Six) Private University in Batam City, it turns out from the answers of the questionnaires submitted that covered the indicators of organizational culture ranged only from 21 percent to 40 percent of respondents who states strongly agree, it means that the organization culture imposed at the Private University in Batam City were perceived not able yet to influence lecturer performance, hence the fifth hypothesis in this research that the organizational culture significantly influenced the lecturer performance was not proven and rejected.

Based on the hypothesis test resulted in a path coefficient of 0.624 with p-value 0.000 means significant. The leadership significantly influenced the performance of permanent lecturer at Private University foundation in Batam City, this means that if the leadership is perceived positively and higher by the lecturers, resulted the lecturer's perception about the performance will be also higher. Based on the hypothesis test, path coefficient of 0.223 with p-value 0.047 this means significant. Organizational culture significantly influenced the performance of permanent lecturers of the Private University foundation in Batam City. Based on hypothesis test resulted path coefficient equal to 0,014 with p-value 0,834 means insignificant. Motivation of work significantly influenced the performance of permanent lecturers of the Private University foundation in Batam City. Based on hypothesis test resulted path coefficient equal to 0,028 with p-value 0,635 means insignificant. Working behavior significantly influenced the performance of permanent lecturers of private universities in Batam City. The result of hypothesis testing resulted in a path coefficient of 0.745 with p-value 0,000 means significant. This means that there is a significant positive influence of the work behavior toward the lecturer performance.

## CONCLUSIONS

Based on the results of the research in answering the formulation of the problems and hypotheses it can be concluded as follows:

1. Leadership has significantly influenced the work behavior of lecturers in Batam City. This findings are 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 significantly influenced the work behavior of lecturers in Batam City. This finding is in line with Hidayat (2007), Widagdo (2007), Hermawan (2008), and Prananta (2008)
3. Work motivation has significantly influenced the work behavior of lecturers in Batam City. This finding is in line with Prananta's findings (2008), and Robbins (2010).
4. Leadership has significantly influenced the performance of lecturers in Batam City. This findings support the findings of Yukl (2015), Luthans (2016), Prananta (2008).
5. Organizational culture has significantly influenced the performance of lecturers in Batam City. This findings support the findings of Widagdo (2007), and Prananta (2008).
6. Work motivation has significantly influenced the performance of lecturers in Batam City. This findings support the findings of Prananta (2008) and Robbins (2010).
7. Work behavior has significantly influenced the performance of lecturers in Batam City. This findings support the findings of Widagdo (2007), and Prananta (2008).

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

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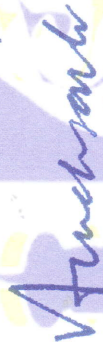
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