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The Effect of Leadership Style and Organizational Culture and Work Motivation on Lecturer Performance

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ABSTRACT

Employee performance is an important thing in an organization. Whether an organization is good or not depends on the performance of employees. Likewise with tertiary institutions, one thing that needs to be considered is the performance of the lecturers. This study aims to determine the effect of leadership style and organizational culture and work motivation on the performance of lecturers at the University of Muhammadiyah Jember. The population of this research is all lecturers who work at the University of Muhammadiyah Jember, amounting to 320 people. The sample size is calculated as 15% of the total population, so it is known that the sample size is 45 people. Sampling was done by random sampling technique. Data were analyzed using analyzed using the PLS-based SEM method with the help of the WarpPLS 5.0 application. The results showed that: leadership style has a significant effect on lecturer performance with a positive path coefficient value of 0.367 and a significance value of 0.003. Organizational culture has no significant effect on lecturer performance with a positive path coefficient value of 0.023 and a significance value of 0.439. Work motivation has a significant effect on employee performance with a positive path coefficient value of 0.57 and a significance value of <0.001.

Keywords: leadership style; organizational culture; work motivation: employee performance

INTRODUCTION

As the number of private universities (PTS) in Indonesia increases, the government tends to increase the admission capacity of students from existing state universities by establishing branches in surrounding areas. Currently, the number of high-ranking state and private universities in Indonesia has reached 5.074 (Https://sinta.ristekbrin.go.id/affiliations, 2020).. Expanding the admission capacity of students through the establishment of PTN branches in turn has an impact on private universities in the regions. This is triggered by the reduced number of potential students because the opportunity to enter PTN is greater than before. Therefore, PTS needs to carry out a strategy that can still reach the number of students according to the capacity possessed by PTS. One strategy that needs to be done is by improving the quality of the institution so that it is able to compete with other universities. Improving the quality of an institution can be done by paying attention to its performance. Institutional performance shows the level of effectiveness of an institution in achieving its goals (Samsudin, 2006).. This means that the better the performance of an institution, the better it will show the institution as a quality institution. So, it is necessary to manage human resources in order to achieve ideal performance. Thus the performance of an institution can be associated with the performance of employees at the institution, because humans as the object are the most flexible resources and play a role in influencing other resources related to the achievement of organizational goals (Azhad et al., 2015).

Lecturers are the most important human resources who play a role in achieving organizational goals. Lecturers interact directly with students so that student performance in a university is largely determined by the performance of the lecturers. Therefore, one of the objectives of higher education which is stated in Law Number 12 of 2012 Article 1 which contains the obligation for universities to carry out the tri dharma of education (providing education and teaching, research and development, as well as community service) simultaneously becomes an obligation. for lecturers. Thus, the implementation of the tri dharma of education in higher education can be used as a basis for measuring the performance of the lecturers.

Employee performance is work performance obtained by comparing work results with the ideal standard of the job (Mangkunegara, 2010). According to (Azhad et al., 2015) employee performance is the value of individual work that is in line with organizational goals and is influenced by the organizational behaviors it receives. Employee performance can be influenced by several factors in the work environment, such as leadership style, organizational culture, and work motivation. Leadership style is a comprehensive pattern of behavior used by a leader in influencing its members to achieve certain goals (Utaminingsih, 2014). Leadership style is a determining factor for the direction of employees at work. This means that if a leader has a leadership style that is in accordance with the organizational goals and characteristics of his employees,

the resulting employee performance will be good too (Handoko, 2008). The behavior of leaders in organizations often has an impact on employee performance in an organization. Management policies can often influence employees in completing the tasks they are part of. Many studies discuss the relationship between leadership and employee performance. (Priyono et al., 2018b) conducted a study entitled "Effect Of Leadership Style, Teacher Motivation And Physical Work Environment On Teacher Performance at SMAN 1 Tanggul Jember" which results in leadership style, teacher motivation and physical work environment, all of which have a positive effect on performance. teacher. (Andriani et al., 2018) stated that transformational leadership has a positive and significant effect on the teachers performance of SMK Negeri in Palembang, work motivation has a positive and significant effect on the teachers performance of SMK Negeri in Palembang; and transformational leadership and work motivation have a positive and significant influence on the teachers performance of SMK Negeri in Palembang. (Hafifi et al., 2018) conducted a study entitled "Improving Performance Based on the Work Environment, Leadership Style, and Job Training for Production Division Employees of PT. Mitratani Dua Tujuh Jember "where the results state that the work environment, leadership style, and job training are able to explain the variations that occur in the performance of production division employees at PT. Mitratani Dua Tujuh Jember. Other studies that also discuss the relationship between leadership and performance include: (Ishak et al., 2019), (Listiani et al., 2020), (Dolphina, 2012), (Prijono et al., 2019), (Ayuningtyas & Utami, 2019), (Jayanti & Wati, 2014), (Kurniawati & Tobing, 2019), (Qomariah, 2012), (Riyadi, 2020), (Noora et al., 2020), (Wiranata, 2011), (Abbas et al., 2020), (Brahmasari & Suprayetno, 2008), (Areiqat et al., 2020), (Vidianingtyas & Putri, 2014), (Yohana et al., 2020), (Saleh et al., 2016), (Sulistyo, 2009), (Hadiana & Maya Sari, 2019), (Vidianingtyas & Putri, 2014), (Yohana et al., 2020), (Saleh et al., 2016), (Sugiyatmi et al., 2016), (Nyoto et al., 2020), (Indiyaningsih et al., 2020).

The next factor that can also improve employee performance is organizational culture. Organizational culture is a shared meaning system adopted by members that differentiates the organization from other organizations (S. Robbins, 2011). (S. P. Robbins & Coulter, 2010) also said that a system of shared meaning is formed by its citizens which also differentiates it from other organizations. Greenberg dan Baron (2000) state organizational culture as a cognitive framework that contains an order of attitudes, values, norms, and expectations shared by organizational members. The shared meaning system is a key set of existing organizational values. Organizational culture is usually conveyed to employees to be obeyed together. It could be that this organizational culture is an obligation that must be obeyed by all employees in an organization so that organizational goals are achieved. Research (Giri et al., 2011) entitled "The Effect of Organizational Culture and Organizational Commitment to Job Involvement, Knowledge Sharing, and Employee Performance: A Study on Regional Telecommunications Employees of PT Telkom East Nusa Tenggara Province, Indonesia" states that organizational culture has significant influence on employee performance. Research (Qomariah et al., 2020) entitled "How to Improve Employee Performance at Level 1 Health Facilities During the Covid 19 Pandemic?" states that Work culture (-0.027) does not affect the performance of employees at Tegalsari Health Center Banyuwangi. Research (Adha et al., 2019) states that the work environment and work culture have a positive and significant effect on the performance of the Jember Regency Social Service employees. Several other studies that have also examined the relationship between organizational culture and employee performance include: (Saban et al., 2020), (Sangadji, 2009), (Antoro, 2014), (Wambugu, 2014), (Messner, 2013), (Ojo, 2009), (Manggis et al., 2018), (Rantesalu et al., 2017), (Achmad, 2016), (Perdana, 2018), (Ikhsan, 2016).

Work motivation is also allegedly able to improve employee performance. Work motivation is an encouragement that can make employees work enthusiastically (Nawawi, 2011). Work motivation is a set of energy boosts that come from both within and within the employee's environment, initiating business, and determining the direction, intensity, and persistence of work (Mu'ah, 2002). When employees have the motivation that drives them to work, they will tend to work well and produce good performance. Tasks can be completed on time by employees due to encouragement or motivation such as wanting to get an award, wanting to be an exemplary employee and many other encouragement. Thus, it can be ensured that employees who have high motivation for completing work on a regular basis will have good performance too. Research (Ardianti et al., 2018) entitled "The Effect of Work Motivation, Compensation and Work Environment on Employee Job Satisfaction (Case Study at PT. Sumber Alam Santoso Pratama Karangsari Banyuwangi)" states that work motivation, work compensation and work environment partially has a significant effect on employee job satisfaction. Research (Basalamah, 2017) entitled "The Influence Of Motivation, Competence And Individual Characteristics On Performance Clerk (The Study) In The City Of Makassar" states that work motivation, competence and individual characteristic have a positive and

significant influence against bound variables (employee's performance). Research (Hidayah & Tobing, 2018) states that job satisfaction, motivation and organizational commitment simultaneous influence to employee performance, than partially job satisfaction has no significant influence on employee performance, and the other variable motivation and organizational commitment has significant. . Several studies that have also examined the relationship between motivation and employee performance include: : (Kurniawan et al., 2019), (Syafii *et al.*, 2015), (Tobing, 2011), (Zamilah, 2018), (Sunarta dan Wuradji, 2013), (Hutauruk, 2015), (Markonah dan Sunarto, 2014), (Soebyakto et al., 2019), (Utomo et al., 2019), (Ahmad et al., 2014), (Hardianto et al., 2020), (Mayangsari et al., 2020), (Sari et al., 2020), (Permana et al., 2019), (Samah et al., 2019), (Hendrawijaya et al., 2019), (Istanti et al., 2020), (Priyono et al., 2018a), (Habba et al., 2017), (Ratnasari & Dewi, 2014), (Fachreza et al., 2014), (Li et al., 2014), (Changgriawan, 2017), (Sujana, 2012), (Adam & Kamase, 2019), (Utomo et al., 2019), (Wongso et al., 2020), (Sriwidodo & Haryanto, 2010), (Basalamah, 2017).

The University of Muhammadiyah Jember is part of a social charity under the Muhammadiyah organization and is one of the five major Muhammadiyah Universities in East Java. UM Jember, which was founded on March 11, 1981, has participated in the intellectual life of the nation, especially those domiciled in Jember and its surroundings until now. Growing up together with several other PTNs and PTS in Jember, UM Jember must always strive to improve the quality of its institutions by paying attention to the performance of its employees so that it can compete to be the community's choice. Lecturer performance in the form of practicing the tri dharma of education can be observed from their academic functional positions. This is because functional positions are proposed based on the practice of lecturers in the fields of education, research, community service and other supporting activities. In other words, the higher the functional position of a lecturer, the higher the performance. The following is the map data for functional positions of all UM Jember lecturers based on data from the Personnel Bureau presented in table 1.

Table 1. Recap of UM Jember Lecturer Functional Positions as of October 2020

Educational stage	Academic Position					Total
	Professor	Lektor Kepala	Lektor	Asisten Ahli	Tenaga Pengajar	
S3/Sp-2	0	6	15	9	3	33
S2/Sp-1	0	8	40	123	89	260
Profession	0	0	0	0	0	0
Total	0	14	55	132	92	293
%	0	5	19	45	31	100

Based on the data in Table 1, it can be seen that the highest academic functional position held by UM Jember lecturers is Head Lector, with a ratio of only five percent (5%) of the total number of lecturers. Meanwhile, almost half of the lecturers at UM Jember are still expert assistants (45%) and many are still teaching staff (31%). The data above indirectly shows that the performance of lecturers in practicing the Tri Dharma of Education is still not optimal, because the Tri Dharma of Education is the basis used for applying for academic functional positions for lecturers.

Although studies on employee performance have been widely researched, there are still few that specifically discuss the performance of lecturers at the University of Muhammadiyah Jember. In addition, scientific research based on the SEM-PLS analysis method with the help of the WarpPLS 5.0 application is still of little use. Thus the research question that needs to be developed is how to improve lecturer performance based on leadership, organizational culture and work motivation. While the purpose of this study was to determine the effect of leadership style and organizational culture and work motivation on employee performance at the University of Muhammadiyah Jember.

RESEARCH METHODS

According to (Sugiyono, 2013) the causality method is a study that aims to determine the relationship between two or more variables. The verification method is used to determine the relationship between two or more variables. Thus the design of this research is causality research. The independent variables in this study are leadership style (X1), organizational culture (X2), work motivation (X3). While the dependent variable is (Y) is the lecturer performance. The variable dimensions of leadership style are: transformational leadership style and transactional leadership style. The dimensions for organizational culture variables are: acceptance and adaptation, dominant values, and main values. The dimensions for work motivation variables

are: work motives, job expectations, incentives. Dimensions for lecturer performance variables are: employee ability, work discipline, innovation. The population of this study was 320 lecturers at the University of Muhammadiyah Jember (Kementerian Pendidikan dan Kebudayaan, 2020). (Arikunto, 2013) states that if the subject population is less than one hundred (<100) then all of them are taken to be sampled for better results so that the research is called population research. Meanwhile, if the population is more than one hundred or the subject is large, the sample taken may start from 10-15% or 15-25% or even more. For this study, the sample was 45 lecturers (15% of the population) who were taken by random sampling method. SEM analysis is widely chosen in data testing because it is able to simultaneously test complex research models and analyze variables that cannot be measured directly and take into account the problems that arise in their measurements (Sholihin dan Ratmono, 2013). Statistical testing in this study used SEM-PLS analysis or partial least squares with the WarpPLS 5.0 program. SEM-PLS analysis is defined as an analysis that uses a causal modeling approach with the aim of maximizing the variance of the dependent variable (Y) which can be explained by the independent variable (X). Based on the SEM-PLS analysis method, the provisions used in testing construct reliability are to consider internal consistency reliability (Sholihin dan Ratmono, 2013) namely using 1) composite reliability, with a threshold value> 0.70 but a range of 0.60-0, 70 is acceptable, and 2) Cronbach's alpha, provided that it is reliable if the value is more than 0.60 (> 0.60).

RESULTS AND DISCUSSION

Descriptive Statistics of Respondents

The results of descriptive statistics on the basis of gender show that 24 people were male (53.3%) compared to female respondents, amounting to 21 people (46.7%). This shows that in this study the sample used was more male lecturers. Based on the age of the respondents, it is known that the lecturers at Muhammadiyah University who were respondents in this study had a wide age range. The age specification with a range of 10 years contains: respondents with ages in the range of 20-30 years are 5 people or 11.1% of the total respondents; in the age range 31-40 years there are 9 people or 20%; the age range 41-50 years amounted to 11 people or 24.4%; the age range of 51-60 years is 18 people or 40%; and in the age range 61-70 years there were 2 people or 4.5%. This data represents the condition of lecturers at the University of Muhammadiyah Jember, most of whom are in the age range between 41 to 60 years. Based on the educational characteristics of the University of Muhammadiyah Jember lecturers who were respondents in this study, it was divided into two levels of education (S2 and S3). Respondents with a master degree (master) amounted to 27 people or 60% of the total respondents. Meanwhile, the remaining 40% or 18 respondents have doctoral education. This data represents a representative situation of lecturers at the University of Muhammadiyah Jember, who are still at the level of master education (S2) compared to doctorate (S3).

Validity Test Results

Based on the results of statistical calculations that contain the outer loading value of the lecturer performance instrument, the results show that all questions asked (the value in brackets) have an outer loading value that is in the value range that meets the requirements for convergent validity (> 0.70) with all The p value is <0.001. Then the AVE value of the employee performance variable is calculated at 0.606. Thus the instrument used to measure employee performance variables has met all the requirements for convergent validity. Furthermore, on discriminant validity, all outer loading questions to measure employee performance constructs (Y-1 to Y-9) have the highest value compared to the value of cross loading against other constructs (values that are not enclosed). For example, questions Y-1 have a loading value of 0.852 in the employee performance construct (KP) and respectively 0.171; -0,303; and 0.079 in the construct of leadership style (GK), organizational culture (BO), and work motivation (MK). This shows that the question is best used to measure employee performance constructs. The same thing happened to all other questions aimed at measuring employee performance constructs. Thus, because the value of outer loading> cross loadings, the instrument used to measure employee performance variables has met all the requirements for discriminant validity.

Reliability Test Results

The results of data calculations obtained from respondents' answers using the WarpPLS 5.0 application. for the reliability test can be seen in table 2.

Table 2. Composite Reliability and Cronbach's Alpha

Variable	Coefficient	Information

	Composite Reliability	Cronbach's Alpha	
Leadership Style	0,903	0,873	Reliable
Organizational Culture	0,907	0,879	Reliable
Motivation	0,902	0,877	Reliable
Performance	0,932	0,917	Reliable

Based on the data presented in table 2, it can be seen that the composite reliability value of all research variables has passed its threshold (> 0.70) with each variable having a value of 0.903 (leadership style); 0.907 (organizational culture); 0.902 (work motivation); and 0.932 (employee performance). Then, the Cronbach's alpha value of each variable has also met the minimum score requirements (> 0.60) of 0.873 (leadership style); 0.879 (organizational culture); 0.877 (work motivation); and 0.917 (employee performance). Thus, it can be concluded that the instruments used in this study have high reliability.

Results of R2 and Q2 Value Test

The basic measurement of convergent validity is carried out by considering the loading value of each indicator with the condition that the loading value is> 0.70. However, in this study each indicator in the R-squared value range is a coefficient that describes the percentage of variance that can be explained by the desired independent variable on the dependent variable (Sholihin and Ratmono, 2013: 72; Hair et.al, 2014: 174). The higher the R-squared value, the better the research model. Based on the results of calculations made using the WarpPLS 5.0 application. It can be observed that the R2 value on employee performance is 0.72, indicating that 72% of employee performance can be explained by leadership style, organizational culture, and work motivation. This means that 28% of the other variance can be explained by other variables outside of this study. Referring to the provisions of (Ghozali, 2016) regarding the range of R2 values (where 0.25 = weak; 0.50 = moderate; and 0.75 = substantial), this research model is good but relatively moderate, so that other variables can be added. to be able to be substantial research.

Effect Size Value Test Results (f 2)

f-squared is a coefficient that describes the absolute value of the individual contribution of each independent variable to the R-squared value of the dependent variable. Sequentially, the effect size is divided into three, namely large (0.35), medium (0.15), and weak (0.02). The results of the calculation of the effect size on the direct effect between variables with the help of the WarpPLS 5.0 application.

Table 3. ***Effect Size for Path Coefficients***

	Leadership Style	Organizational Culture	Motivation	Performance
Leadership Style				
Organizational Culture				
Motivation	0.236	0.349		
Performance	0.261	0.013	0.444	

Based on Table 3, it can be seen that the variable of leadership style has a medium size of influence (0.236) on work motivation (MK) and on employee performance (0.261). Then organizational culture has a medium, even almost large, influence size (0.349) on work motivation, while a very weak influence (0.013) on employee performance. Finally, work motivation has a large influence measure (0.444) on employee performance.

Path Coefficient Test Results

The path coefficient test is intended to see the relationship between variables either directly or using intermediate variables. Therefore, the path coefficient test is divided into two parts, namely the test for the direct effect of the independent variable on the dependent variable, and the second is the test for the indirect effect of the independent variable on the dependent variable through the intermediate variable. There are 3 (three) independent variables tested in this study (leadership style, organizational culture, and work motivation) so that there are three test results of the direct influence of each of these variables on the independent variable of employee performance. Following are the test results of Path Coefficients and their

P values for direct effect.

Table 4. *Path Coefficients* and *P Values*

	Leadership Style	**Organizational Culture**	**Motivation**	**Performance**
Leadership Style				
Organizational Culture				
Motivation	0.362 **(0,004)**	0.494 **(<0,001)**		
Performance	0.367 **(0,003)**	0.023 **(0,439)**	0.567 **(<0,001)**	

Based on the data in Table 4, it can be seen that in the test the direct effect of leadership style on employee performance through the path coefficient obtained the value of β = 0.367 and (P = 0.003). This value indicates that the leadership style has a positive direct effect of 0.37 on employee performance. Then the value (P = 0.003) indicates a P value of 0.003 or in other words <0.05 (5%) or significant. Then test the direct influence of organizational culture on employee performance through the path coefficient, the value of β = 0.023 and (P = 0.439) was obtained. This value indicates that organizational culture has a positive direct effect of 0.023. Then the value (P = 0.44) shows a P value of 0.439 or in other words> 0.05 (5%) or not significant. The last one is the test of the direct effect of work motivation on employee performance through the path coefficient, the value of β = 0.57 and (P <.01) was obtained. This value indicates that work motivation has a positive direct effect of 0.57 on employee performance. Then the value (P <.01) indicates a P value of <0.001 or in other words <0.05 (5%) or significant.

Discussion

The Effect of Leadership Style on Lecturer Performance

The leadership style has been shown to have a positive and significant effect on employee performance at the University of Muhammadiyah Jember lecturers. The leadership style in question is transformative and transactional leadership style. Both of these leadership styles can determine how employees behave in doing their jobs, so that they have an impact on their performance. In a transformative leadership style, leaders try to create emotional closeness in the form of attention, motivation, and assistance to the work done by their employees. Meanwhile, in the transactional leadership style, the leader tries to create a situation where employees will get an award for good work and vice versa, thus requiring them to always work well.

The Influence of Organizational Culture on Lecturer Performance

The results of statistical analysis show that organizational culture has been proven to have a positive but insignificant effect on employee performance at the University of Muhammadiyah Jember lecturers. There are internal factors of the individual (employee) that must be added (such as work motivation) to make this influence significant. Then in this case, the dominant values and organizational climate in the university as well as acceptance of both are aspects of organizational culture that have a positive influence on the performance of the lecturers at the University of Muhammadiyah Jember.

The Effect of Work Motivation on DOsen's Performance

Work motivation is an individual aspect that is owned by each lecturer and has been proven to have a positive and significant effect on employee performance at the University of Muhammadiyah Jember lecturers. Aspects of concern in work motivation are motives, expectations, and incentives. Work motivation is an internal factor that is owned by each individual in doing his job. Although it is an internal factor, the university can also provide input which in turn increases the work motivation of the lecturers.

CONCLUSION, LIMITATIONS AND SUGGESTIONS

Conclusion

There is a positive and significant influence of leadership style on employee performance. Transformative and transactional leadership styles are two leadership styles that have an influence on employee performance at the University of Muhammadiyah Jember. In a transformative leadership style, leaders try to create emotional closeness in the form of attention, motivation, and assistance to the work done

by their employees. Meanwhile, in the transactional leadership style, the leader tries to create a situation where employees will get an award for good work and vice versa, thus requiring them to always work well. There is a positive but not significant influence of organizational culture on employee performance. The dominant values and organizational climate in the university and acceptance of them are aspects of organizational culture that have a positive influence on the performance of lecturers. The better an organizational culture that exists in the university environment, in turn, increases the performance of lecturers at the University of Muhammadiyah Jember, but the increase is very small (not significant). There is a positive and significant influence of work motivation on employee performance. Aspects of concern in work motivation are motives, expectations, and incentives. Work motivation is an internal factor that is owned by each individual in doing his job. Although it is an internal factor, the university can also provide input which in turn increases the work motivation of the lecturers.

Research Limitations

Based on the results of the research discussion, by considering the background, theoretical justification and research method, it can be concluded that there are several limitations in this study, namely in this study the researcher only used three variables to measure employee performance, so the results obtained could only explain the effect of more less 72%. There are other independent variables outside research that can be developed in measuring employee performance. Limitations in the number of samples used in this study, a number of 45 respondents. This number represents 15% of the total number of lecturers at the Muhammadiyah University of Jember. The Likert scale used in the questionnaire has an odd format (1-5) so that it allows respondents to choose neutral answers to questions that are not understood. The subjectivity of respondents in answering the questions in the questionnaire reduces the objectivity of the answers.

Suggestion

Based on the limitations that have been stated above, for further research on employee performance, several things can be considered, namely the addition and development of new independent and intervening variables in examining employee performance, so as to explain more factors that can affect employee performance. The leadership of the Muhammadiyah University of Jember is expected to maintain and continue to improve the leadership style in a better direction, namely by giving attention and appreciation to the work of lecturers. It is hoped that the University of Muhammadiyah Jember can pay attention to the work motivation of the lecturers and maintain a positive organizational culture that has been running so that it is not abandoned.

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