

## Factors that Influence the Performance of Lecturers in Lampung Indonesia

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### ABSTRACT

Lecturers are required to have good quality in the competencies that must be mastered. Lecturers should be able to master their fields well so that students can absorb all the knowledge given. This research uses quantitative methods. The data was processed using SPSS 21. The respondents were 214 lecturers. The data is processed by an assumption test. The assumption test used is the coloniality and reliability test. The data is followed by regression analysis and the calculation of multiple correlation coefficients. The results show that there is an influence of work motivation on lecturer performance; there is an effect of transformational leadership on lecturer performance, there is an influence of organizational culture on lecturer performance. There is a simultaneous influence of work motivation, leadership transformation, and organizational culture on lecturer performance.

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## **INTRODUCTION**

Lecturers play an important role in education, lecturers are one of the human components in the teaching and learning process, which play a role in efforts to form potential human resources in the field of development. Therefore, lecturers who are one of the elements in the field of education must play an active role and place their position as professionals, in accordance with the demands of an increasingly developing society (Yusuf, T., & Suci, 2018). Lecturers must understand and appreciate the students they coach, because the form of each student is not the same.

Lecturers are the spearhead for achieving goals in higher education. Plans made by university management will only be drafts on paper without carrying out assignments by lecturers. Thus the importance of the role of lecturers at universities so that lecturers are required to have good quality in the competencies that must be mastered. Especially in the era of globalization where every educational organization is faced with tight and sharp competition in order to have a competitive advantage over its competitors (Angin & Pratiwi, 2023). Universities that have well-performing lecturers are relatively easier to achieve the stated goals of the university. Lecturers who are able to show success must have knowledge, skills, high dedication and a good attitude, so that lecturers must be able to do all the work assigned to them and be able to carry it out properly which in the end will have good performance.

An overview of the performance of Lampung PTS lecturers can be seen from several indicators, namely accuracy, initiative in work, achievement of work results, use of resources (subordinates), systematics in carrying out work, and creative works. Based on these indicators, it can be seen an overview of the performance of Lampung PTS lecturers. The results of a data survey from an initial study of 30 lecturers at PTS Lampung in December 2022, obtained information that there was a tendency for the performance of PTS Lampung lecturers to not be optimal.

The results of an initial survey on the performance of PTS lecturers in the field through the distribution of questionnaires in October 2022 to 30 lecturers at private universities in Lampung through thoroughness, initiative in work, achievement of work results, use of resources, systematics in carrying out work and copyrighted works can be shown that:

1. There is 63.33%, the lack of accuracy of lecturer performance reports (LKD), which is compiled as evidence of accountability for carrying out the main tasks and functions of lecturers while carrying out official duties and is intended to find out how much performance is achieved in one semester, namely the odd semester of the 2022/2023 academic year.
2. There is 53.33%, initiatives in lecturer work in producing innovative work in the field of learning, research midwives and community service because there are too many regulations from the government.
3. There is 35.65% achievement of lecturer performance results as managers, administrators, human resources who have knowledge. Lecturers are closely related to assignment activities. Lecturers have

three roles in the context of giving assignments, namely as a planner, as a facilitator and as an evaluator.

4. There is 34.22%, the use of lecturer resources is not in accordance with the abilities and skills in carrying out the duties and responsibilities as a lecturer.
5. There are 34.22%, regulations in carrying out work, especially lack of awareness and sense of responsibility in carrying out one's own work.
6. There is a 45.43% lack of copyrighted works by economics lecturers in compiling books by economics education lecturers.

The survey results show that the performance of lecturers, especially PTS in Lampung, still needs to be improved. If this condition is left unchecked, it will have an impact on lecturer performance, so it is necessary to find effective efforts to improve lecturer performance

Several other indications regarding the low performance of lecturers include, among other things, lecturers still use conventional old learning patterns, namely teaching by relying more on the lecture method, resulting in student saturation in learning. Lecturers should be more creative in carrying out the learning process by exploring and looking for ways of learning that are more effective, easy to understand and liked by students which will generate interest in learning in students and will ultimately increase student achievement. The indications of the problems above are considered to be a benchmark for the low performance of Lampung PTS lecturers

Lecturers are required to have performance that is able to provide and realize the hopes and desires of all parties, especially the general public who have trusted universities and lecturers in fostering students. In achieving a good quality of education is greatly influenced by the performance of lecturers in carrying out their duties so that the performance of lecturers is an important requirement for achieving educational success. In connection with the above, it is necessary to make improvements in an effort to improve the performance of lecturers at universities. One of them is by examining the various factors that might influence the performance of lecturers at universities.

Organizational culture is thought to be a very important component in improving the performance of a lecturer. Having an organizational culture will make it easier for members to adjust to the work environment and help them to know what actions should be taken in accordance with the values that exist in the organization. Every organization, like university organizations, has a culture that can affect the attitudes and behavior of its members, especially for lecturers who do not know the university's organizational culture, so that it has the potential to disrupt existing values, beliefs, and norms.

Besides organizational culture factors, transformational leadership is also thought to be related to lecturer performance. In every organization there is always a leader who governs, directs his subordinates to achieve individual, group and organizational goals. Through its role, a leader can make the organization he leads progress or retreat, effective or ineffective. University leadership is an educational leader who must make the right decisions, communicate and inform and mobilize various resource forces so that they can

carry out education management or administration to achieve high educational productivity. University leaders are responsible for organizing educational activities, so that as such they have an obligation to always provide guidance in the sense of trying to make the management, assessment, guidance, supervision, and development of education can be carried out better. As a leader, the university leadership is thought to have great influence to make the university go forward or backward. The developed leadership style determines the effectiveness of leadership.

The leadership process is often said to be a way to achieve goals through other people individually or a group of people consisting of various individuals with varying needs. For this reason, special tips are needed to organize so that the various needs, desires and interests can be accommodated so that motivation arises to work independently in achieving personal and group goals. Effective leaders always seek to explore, utilize and enhance the creativity of their members to achieve high and valuable achievements.

Another factor that is thought to influence lecturer performance is work motivation. Work motivation is needed as one of the performance indicators of lecturers. Lecturers with high work motivation are expected to produce maximum performance, with motivation encouraging someone to carry out certain activities in order to achieve the expected goals so that their needs can be fulfilled so that the goals to be achieved are needs that must be fulfilled so that someone needs motivation or encouragement to achieve them.

Lecturer work motivation plays an important role in improving lecturer performance because of internal encouragement to develop themselves, innovate in making new ideas for the development of learning in the classroom, conducive and creative classroom management will increase the productivity of lecturers and students. When a lecturer has a strong motivation to develop, he will also motivate his students in learning. Lecturers must be able to take advantage of their potential in using teaching aids, learning media, learning resources in the form of teaching aids and audio-visual aids in increasing student learning motivation in achieving learning objectives. This also affects the ability of lecturers to analyze the learning potential of each student and identify the development of student potential through learning programs that support students actualize their academic potential, personality and creativity until there is clear evidence that students are actualizing their potential. Lecturers must be able to communicate effectively, empathetically and politely with students and be enthusiastic and positive.

Lecturers are expected to be able to provide complete and relevant responses to comments or questions from students. Based on the description above, research questions can be asked, namely, does transformational leadership affect lecturer performance?, does organizational culture affect lecturer performance?, does work motivation affect lecturer performance? Does transformational leadership, organizational culture, work motivation influence the performance of lecturers in Lampung. The research objective is to describe the effect of transformational leadership. on lecturer performance, to describe the influence of organizational culture on lecturer performance, to describe the

effect of work motivation on lecturer performance and to describe the influence of transformational leadership, organizational culture, work motivation affect lecturer performance in Lampung.

## **THEORETICAL REVIEW**

### *Lecturer Performance*

The term performance or performance is a benchmark for employees in carrying out all tasks targeted at employees, so efforts to evaluate performance in an organization are important. According to Byars and Rue (2019: 209) performance is defined as the result of a person's efforts which are achieved by having abilities and actions in certain situations. So performance is the result of the relationship between effort, ability and perception of the task. Perception of the task is an indication where individuals believe that they can realize their efforts at work (Suprpto.et al 2022)

As'ad (2020: 193) explains that performance is a measure of the extent to which a person is successful in carrying out his job duties. The performance of an employee is basically the work of an employee during a certain period compared to the possibilities, for example standards, targets or goals or criteria that have been determined and mutually agreed upon. In other words, performance is the result of work achieved by a person in carrying out the tasks assigned to him in accordance with established criteria

### *Transformational Leadership*

Hughes, et al. (2021: 164) suggests that transformational leaders have good vision, expertise, rhetoric, and impression management and use them to develop strong emotional bonds with their followers. Transformational leaders are believed to be more successful in driving organizational change due to the emotion of followers and their willingness to work towards realizing the leader's vision.

Fred Luthans (2020: 511) suggests that transformational leaders more often use legitimacy tactics and produce higher levels of identification and internalization, have better performance, and develop their followers. According to Hersey and Blanchard in Sudarwan Danim and Suparno (2021: 521) states that: Leadership is the process of directing and influencing the ask-related activities of a group member." Leadership is the process of directing and influencing activities related to asking questions from group members. Transformational leadership as a behavior that is proactive, increases attention to the common interests of followers, and helps followers achieve goals at the highest level.

Khuntia and Suar (2022: 265) emphasize that in transformational leadership, leaders change the beliefs, values, and behavior of followers so that they are consistent with the vision of the organization. Leaders who apply transformational leadership exert influence on their followers by involving their followers in participating in setting goals, solving problems, making decisions, and providing feedback through training, direction, consultation, guidance, and monitoring of assigned tasks.

### *Organizational Culture*

Understanding of organizational culture is actually inseparable from the basic concept of culture itself, which is one of the terminologies that is widely used in the field of anthropology. Today, in the view of anthropology itself, the concept of culture has experienced a shift in meaning. Culture is defined as the manifestation of the life of every person and every group of people. Now culture is seen as something more dynamic, not something rigid and static. Culture is not defined as a noun, now it is more interpreted as a verb associated with human activities. (Wisdom, 2022:308)

### *Work Motivation*

The basic understanding of motivation is the internal state of man that encourages him to do something. The word "motive" is defined as the effort that encourages someone to do something. Motives can be said to be the driving force from within and within the subject to carry out certain activities in order to achieve a goal. Even motive can be interpreted as an internal condition (alertness). Starting from the word motive, motivation can be interpreted as a driving force that has become active. Motives become active at certain times, especially when the need to achieve goals is felt/urgent. (Sudirman. A.M. et al, 2020:199)

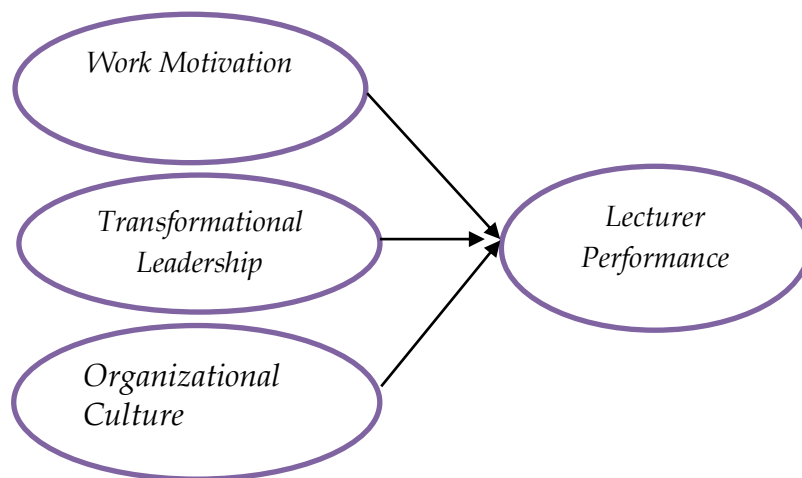


Figure 1. Conceptual Framework

## **METHODOLOGY**

This research uses quantitative methods. The sample in this study were 214 lecturers in Lampung. The research was conducted from March to June 2023. Data processing was assisted by SPSS 21. Data X1 (work motivation), X2 (transformational leadership), X3 (organizational culture) and Y (lecturer performance) are the variables that are the focus of this research. Variables X1, X2, X3 become variables that influence Y. Variable X's data is taken through a questionnaire. Variable Y data is taken from the performance of lecturers who have been assessed by university leaders. The data is processed by assumption test. The assumption test used is the coloniality and reliability test. The data is

followed by regression analysis and calculation of multiple correlation coefficient tests.

## RESULTS

The research results are presented from the results that have been processed in SPSS 21. The presentation begins with the results of the collinearity assumption test and data reliability as follows,

Table 1. Collinearity Statistic

Model	Collinearity Statistic	
	Tolerance	VIF
1 (Constant)		
X1	.704	1.241
X2	.774	1.314
X3	.519	1.241

In table 1, it can be seen that the data X, X2, X3 show that the VIF value is less than 10. It can be said that the data does not have collinearity.

Table 2. Coefficients

Model	B	Std. Error	Unstandardized Coefficients		Standardized Coefficients	
			Beta	t	Sig.	
Constant	6.218	3.013		2.127	.006	
X1	.129	0.74	-.919	-1.616	.003	
X2	.017	0.47	.042	.356	.001	
X3	0.16	0.35	0.31	.354	.002	

In table 2, it can be seen that the variables X1, X2, X3 have Sig values. 0.003, 0.001 and 0.002 < 0.05. This can be interpreted that variable X affects variable Y.

Table 3. Model Summary

Model	R	R Square	Adjusted	
			R Square	Std. Error of the Estimate
1	.566	.619	.374	43.072

In table 3, it appears that R-Square is 0.619, which means that data variables X1 (work motivation), X2 (transformational leadership), X3 (organizational culture) have an effect of 61.9% on variable Y (lecturer performance), the rest are influenced by other variables.

## **DISCUSSION**

Transformational leadership style has a positive and significant effect on lecturer performance, meaning that a strong transformational leadership style carried out by the leadership will be able to improve employee performance. Second, organizational culture has a positive and significant effect on lecturer performance. This means that the organizational culture carried out by members of the company in good condition will be able to improve employee performance which is getting better. Third, work motivation has a positive and significant effect on employee performance, meaning that work motivation will encourage employees to work and if the motivation is stronger, employee performance will increase with motivation (Kusuma, G., & Rahardja, 2018).

The results of this study are in line with research (Adinata, 2015) which states that the most dominant influence is organizational culture while the lowest influence is transformational leadership. All research variables simultaneously influence the performance of KJKS BMT TAMZIS Bandung employees where the magnitude of the simultaneous influence is 78%. Transformational leadership is a type of leadership that suits the organizational climate of the company. In another study conducted at a university in East Java, it was stated that the Organizational Culture Variable had a significant effect on the performance of lecturers and staff. Motivation has a significant effect on the performance of lecturers and employees. There is a very significant influence between the Variables of Leadership, Motivation and Organizational Culture on the Performance of Lecturers and Employees at Pawyatan University (Cahyono, 2012). The variable of motivation is a variable that dominates many studies. Work motivation is a determining variable of a person's performance. Motivation cannot be underestimated, to determine employee performance (Sasongko, et al, 2022).

## **CONCLUSIONS AND RECOMMENDATIONS**

In this study there is an effect of work motivation on lecturer performance, there is an effect of transformational leadership on lecturer performance, there is an influence of organizational culture on lecturer performance. There is a simultaneous influence of work motivation, leadership transformation, organizational culture on lecturer performance. University management is expected to provide a healthier work pattern. Lecturers are given space to be able to work more optimally and in balance, the achievements and work assignments given must go hand in hand.

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