INFLUENCE OF LECTURER COMPETENCE, LECTURER MOTIVATION ANDORGANIZATIONAL CULTURE TO LECTURER PERFORMANCEIN THE PRIVATE VOCATIONAL SCHOOL IN BANDUNG CITY

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ABSTRACT

Lecturer performance is a central issue and the world of education, especially Private Universities. Lecturer performance that is not optimal will reduce the quality of education from a tertiary institution. During this time there are indications of low performance of lecturers, both in terms of the ability of graduates to be absorbed by the work environment, low entrepreneurial spirit and the ability of lecturers to conduct scientific research.

The factors which are thought to have a dominant influence on performance are the level of competence, motivation, and strength of culture of the Private University. The level of competence is considered as a distinguishing factor that shows the different abilities of the lecturers. Motivation level shows how far the level of willingness of lecturers to provide their abilities. Next is the strength of the culture to facilitate the lecturers to give their best abilities. The research method used in this study is broadly divided into 2 (two) types of methods, namely: Descriptive analysis and Verification analysis. A population of 4054 permanent lecturers from each private university in Bandung is known, which has a National Lecturer Identification Number (NIDN). The research sample is 98 permanent lecturers. Sampling using cluster random sampling techniques. Verification analysis in this study uses path analysis techniques.

The results showed the level of competence, motivation and culture strength of the Private University had a significant influence on the performance of lecturers. The level of motivation gives a more dominant influence, followed by the strength of the organizational culture and

the level of competence in influencing the level of performance of lecturers in Private Universities.

RESEARCH BACKGROUND

Lecturers in a university are individuals who determine the quality of education given a Higher Education both in the form of Private and State. Lecturer performance is a lecturer who is able to work well and is able to optimize teaching and learning activities in transforming knowledge so as to create quality education.

The phenomenon regarding the performance of lecturers in higher education, especially the private sector, is very interesting to study. So far there has been a provisional allegation that the performance of lecturers with reference to the implementation of the tri dharma within the Private University environment is still not optimal. In the Higher Education environment, lecturers' performance can be seen from the extent to which they are able to run the Higher Education Tri Dharma shown in; (1) the ability to provide education and teaching, (2) research and writing scientific papers, and (3) community service activities.

Allegedly low performance of lecturers in the environment is not yet optimal implementation of the tri dharma of higher education. At this time the lecturer seems to be not optimal yet but only focused on the role as an educator, while for the activities of writing scientific papers and community service activities, the lecturers feel so burdened that they are unable to carry it out.

Lecturers as professional educators and scientists with the task of transforming, developing, and disseminating science, technology and arts, through education, research and community service.

It is felt that the performance of lecturers is still low, it can be seen from the unemployment rate of tertiary graduates and job seekers at the tertiary level in West Java BPS data for 2017, the largest group originating from the high school level 54.35%, followed by Higher Education 38 , 49%, and junior high school 5.53%. Whereas job seekers with an elementary school education were only 1.63%. In addition, the level of college graduates is considered to have a low level of entrepreneurship based on the research results of the Indonesian Lecturers Association.

The results of this study indicate that 83.18% of tertiary education graduates work as part of an organization and only 16.82% are capable of entrepreneurship in building their own businesses.

The statement of the special staff of the minister of manpower and transmigration Abdul Wahid Maktub, "many universities only focus on pursuing the quantity of graduates without regard to skill provisioning". Furthermore, the ability of lecturers in conducting research is also still very low, it can be seen from the ability to produce articles and research produced to penetrate Nature and Science and international journals is still very little. The results of other studies published by 4 International Colleges & Universities which ranked 100 universities in the Asian region are known to

Indonesia represented by three universities namely ITB, UNPAD and UGM. This amount is still inferior to Thailand which included seven of its universities (Chiang Mai University, Burapha University, Kasetsart University, Prince of Songkla University, Mahidol University, Chulalongkorn University and King Mongkut's Institute of Technology Ladkrabang). Although Singapore and Malaysia are represented by a smaller number but given the number of universities in Indonesia that are far more, this condition is not something to be proud of.

Based on the survey results, it shows that other countries in the ASEAN region (Thailand, Singapore and Malaysia) have better recognition than Indonesia. How not with the number of colleges and universities that are far more only three universities are included in the best ranking based on the two survey institutions. The results of the two survey institutions are indications that show the need for urgent efforts to improve the quality of education in Indonesia.

Formulation of the problem
1. How much influence the competence of lecturers on the performance of lecturers at Private Universities in the City of Bandung?

2. How big is the influence of lecturer work motivation on the performance of lecturers at Private Universities in Bandung?

3. How big is the influence of organizational culture on the performance of lecturers at Private Universities in Bandung?

4. How big is the effect of lecturer competence, lecturer work motivation, and organizational culture simultaneously on the performance of lecturers at Private Universities in Bandung?

Research purposes
1. To find out how much influence the competence of lecturers on the performance of lecturers at Private Universities in the City of Bandung.

2. To find out how much influence the work motivation of lecturers on the performance of lecturers at Private Universities in the City of Bandung.

3. To find out how much influence the organizational culture has on the performance of lecturers at Private Universities in the City of Bandung.

4. To find out how much influence the competence of lecturers, lecturer work motivation, and organizational culture simultaneously on the performance of lecturers at Private Universities in the City of Bandung.

FRAMEWORK
Individual (lecturer) performance is believed to be influenced by three dominant factors, these three factors, namely, competence, commitment, and organizational culture. Competence is allegedly strongly illustrated by the level of capacity possessed by lecturers shown in Figure 1.
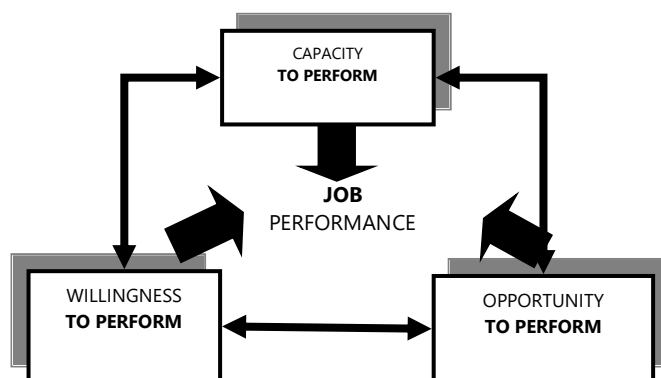
Figure 1. Dimensions of Individual Performance Factors
Source: adapted from Wood, Chapman et al (2004: 97)

Modeling The figure above shows the causal relationship, from variables that are believed to have a dominant influence on individual performance compared to other variables. Beginning with information about the effect of individual competence, which until now is believed to have a significant influence on individual performance. Where the level of competency that is owned by individuals, is a differentiator that causes the amount of individual contributions to the organization. In line with that, Spencer and Spencer convey the conception of competencies as follows:

"Competence is defined as part of a deep and inherent competency in individuals formed by traits, self concepts, knowledge, and skills, which can predict behavior and performance in a variety of situations and profession". (Spencer & Spencer, 1993)

Competence is a combination of character (traits), self-concept (self concept), knowledge (knowledge), and skills (skills), will greatly affect the performance of HR. Intellectual competence of individual assets that distinguishes how far the achievement of performance can be given "competency difference among individuals". (Wood, Chapman et al 2004: 101)

The high level of competence of individual lecturers is shown by the ability to carry out their functions, with the high ability to indicate the level of performance shown. The framework of thought that can be drawn from the theoretical framework shows, if the level of competency possessed by lecturers is high, then the level of performance shown is also high.

The second variable that is believed to have an influence on individual performance is individual motivation. Motivation refers to the drive and effort to satisfy a need or an objective. Motivation is the giving of a driving force that creates the excitement of one's work, so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction of the American Encyclopedia in Hasibuan (2007: 96), stated:
"Motivation: That predisposition (it is the self of the subject of much controversy) within the individual will sustain and direct his behavior.

Motivation in volve such factors as biological and emotional needs that can only be infered from observation behavior".

Motivation is a tendency (a trait which is the subject of contention) in a person who arouses and directs his actions. Motivation includes biological and emotional needs factors that can only be suspected from observing human behavior. Furthermore Luthans (2006: 249) states that:

"Motivation is a process that starts from physical and psychological deficiencies or needs that generate behavior or encouragement aimed at achieving organizational goals".

Motivational variable is a driving force that results in a member of an organization, willing and willing to mobilize abilities in the form of expertise or skills, energy, and time to carry out various activities that are their responsibilities and fulfill their obligations, in order to achieve the goals and various organizational goals that have been determined previous.

Referring to the theoretical framework, the framework of thinking that can be concluded regarding the effect of motivation on individual performance indicates a positive influence. In other words, if an individual's level of motivation increases, it will lead to an increase in individual performance.

The third variable that is believed to have an influence on individual performance is organizational culture. Organizational culture based on the explanation of experts, is an internal environment that provides support or ability to facilitate individuals, in contributing to the organization. In line with that (Luthan, 2006: 24) "Most complex behavior is obtained by directly observing and imitating the surrounding environment". Where the internal environment is assumed to be the culture of the organization. "Organizational culture is the social energy that drives or fails to drive an organization" (Srivastava, 2000), organizational culture is the social force that controls the organization will succeed or fail to achieve its goals. The basic pattern of assumptions that have been put forward by a particular group, found or developed to learn how to overcome problems of adaptation from the outside and integrate, which have functioned well and are considered valid, and therefore, must be taught to new members as the correct way to look at, think about and feel these problems.

According to Robin (2006: 748), organizational culture has a relationship with performance. Employees form overall subjective perceptions about the organization based on factors such as innovation, clear attention, results orientation, people orientation, team orientation, aggressiveness, and stability. Actually this overall perception becomes the culture or organizational competence. These supportive or non-supportive perceptions then influence employee performance and satisfaction, with a greater impact on cultural strengthening. Performance and satisfaction will be even greater if the organizational culture is getting stronger, in creating organizational support that provides opportunities for individuals to achieve the desired performance.

Presentation of the theoretical framework can be drawn into the framework of thought, that organizational culture has a positive influence on individual performance. In other words, if organizational culture is increasing in facilitating individuals, then the performance provided by individuals will increase.

Research Hypothesis

1. There is a positive and significant influence between the competence of lecturers on the performance of lecturers at Private Universities in the City of Bandung.

2. There is a positive and significant influence between the work motivation of lecturers on the performance of lecturers at Private Universities in the City of Bandung.

3. There is a positive and significant influence between organizational culture on the performance of lecturers at Private Universities in the City of Bandung.

4. There is a positive and significant influence between the competence of lecturers, work motivation of lecturers and organizational culture simultaneously on the performance of lecturers at Private Universities in the City of Bandung.

RESEARCH METHODOLOGY

The research method used in this study is broadly divided into 2 (two) types of methods namely Descriptive analysis and Verification analysis. The reason for using these two methods is inseparable from the determination of research objectives. The first objective is to describe the variables studied, namely Lecturer Competence, Lecturer Work Motivation, Organizational Culture, and Lecturer Performance. While the second objective is to analyze the effect of exogenous variables on endogenous variables.

As stated by Sugioyono (2002: 142-143), the descriptive analysis method aims to discuss, describe, and present data through tables and graphs and process data to determine the size of concentration and dispersion so that it becomes information. Discussion of research results and descriptive discussion using (1) average scores, (2) standard deviations, (3) estimated average interval of variables studied and (4) categorization distribution.

While the verification method of analysis aims to draw conclusions inductively, namely analyzing data obtained from the sample to obtain a number of statistics used to estimate parameters and test hypotheses about the value of certain parameters, the difference between two or more parameters, and the relationship between two or more variables applies to the population. The causal relationship between the Independent variable and the dependent variable of all studies, is based on the proposed conceptual approach, where the hypothesis is interconnected, then the conceptual hypothesis is first described in a paradigm so that it appears that the relationship between variables, verification analysis uses the path analysis approach.
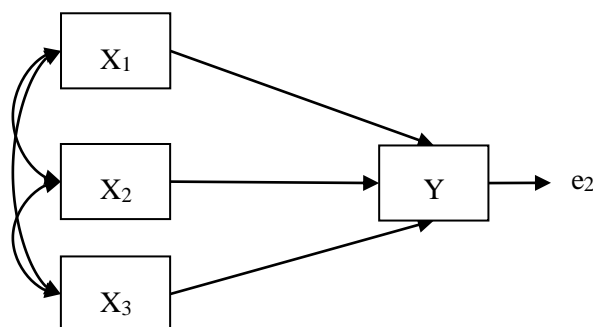
Figure 2. is the pathway model proposed by researchers, where the competency variables (X1), Motivation (X2) and Organizational Culture (X3) based on theory are thought to have an influence on lecturer performance (Y). From this model shows the partial and simultaneous influence of the three variables on lecturer performance.

The objects of this research are lecturer competence, lecturer commitment, lecturer work motivation, organizational culture, human resource performance and organizational effectiveness. While the subject is a private university located in the city of Bandung and the unit of analysis is a permanent lecturer at a private university in the city of Bandung. Referring to Kopertis Region IV data, private universities that publish permanent lecturer data consist of 19 universities.

NO	UNIVERSITY	PERMANENT LECTURER	SAMPLE
1	Universitas Islam Nusantara	280	6,77
2	Universitas Komputer Indonesia	331	8,00
3	Universitas Nasional Pasim	115	2,78
4	Universitas Sangga Buana	172	4,16
5	Universitas BSI	108	2,61
6	Universitas Muhammadiyah	61	1,47
7	Universitas Pasundan	574	13,88
8	Universitas Langlangbuana	213	5,15
9	Universitas Bandung Raya	73	1,76
10	Universitas Widyatama	308	7,45
11	Universitas Kebangsaan	74	1,79
12	Universitas Kristen Maranatha	437	10,58
13	Universitas Wanita Internasional	97	2,34
14	Universitas Islam Bandung	437	10,56
15	Universitas Katolik Parahyangan	381	9,21
16	Universitas Winaya Mukti	113	2,73
17	Universitas Nurtanio	138	3,34
18	Universitas Al-Ghifari	65	1,57
19	Universitas Informastika dan Bisnis	65	1,57
	Total Permanent Lecturers	4054	98,00

The definition of population according to Sugiyono is a generalization area consisting of objects or subjects that have certain quantities and characteristics

determined by researchers to be studied, and then drawn a conclusion (Sugiyono, 2007: 80), while according to:

"A population is all the organisms that both belong to the same species and live in the same geographical area. The area that is used to define the population is such that inter-breeding is possible between any pair within the area and more probable than cross-breeding with individuals from other areas. Normally breeding is substantially more common within the area than across the border".

Based on the above definition, the authors determine the population of this study is a permanent lecturer in a private university in the city of Bandung. As a research population, permanent lecturers of private universities have quantity and characteristics. The quantity can be determined by data published by Kopertis Region IV, while the characteristics are united by the similarity of the professions of the lecturers.

To improve the accuracy of sampling, the authors chose to use Probability Random Sampling, with the technique of Cluster Random Sampling. In this sampling technique all members of the population have the same opportunity to be elected as a sample. Each population grouped in the university of research object is taken with the same percentage to be used as research samples. As stated by William G. Cochran in his book Sampling Technique (2005: 3), as follows:

"Cluster sampling is a sampling technique used when" natural "groupings are evident in a statistical population. In this technique, the total population is divided into these groups (or clusters) and a sample of the groups is selected. Then the required information is collected from the elements within each selected group. This may be done for every element in these groups or a subsample of elements may be selected within each of these groups. The technique works best when most of the variations in the population are within the groups, not between them ".

The cluster random sampling technique was chosen by the researcher, based on population characteristics divided by groups of private universities. Through this sampling technique does not cause loss of characteristics, and variations of each group (cluster) that became the study population.

Determination of sample size with a statistical approach to Cluster Random Sampling, is done with two stages of sample determination. The first step is to determine the minimum sample size for the entire population. The second stage is determining the sample of each group (cluster). The formula used to determine population samples is by using Slovin cited by Rachmat (1995: 82), where the determination of samples from populations uses the following formula:

$$n = \frac{N}{Ne^2 + 1}$$

Where:

n = Sample size

N = population size

d = The percentage of inaccuracy due to sample error is still a 10% chance of being desirable

The variables to be examined, which are reflected in the identification of the problem, the framework of the study, or in the formulation of hypotheses, must then be operationalized so that these variables can be measured accurately, based on the indicators that shape them.

Variable	Variable Concept	Indicator	Scale
Lecturer Competence	A competency is an Underlying characteristic means the competency is fairly deep and enduring part of a person's personality and can predict behavior in a wide variety of situation and job task. Causally related means that a competency cause or predict behavior and performance. Criterion-referenced means that the competency actually predicts who does something well or poorly, as measured on a specific criterion or standar (Spencer & Spencer, 1993: 9)	• Achievement and Action	Ordinal
		• Helping and Human Service	Ordinal
		• The Impact and Influence	Ordinal
		• Managerial	Ordinal
		• Cognitive	Ordinal
		• Personal Effectiveness	Ordinal
Motivation Lecturer	That predisposition (it self the subject of much controvency) within the individual wich arouses sustain and direct his behavior. Motivation in volve such factor as biological and emotional needs that can only be infered from obsevation behavior American Encyclopedia in Hasibuan (2007: 96)	• Needs	Ordinal
		• Desire	Ordinal
		• Achievement	Ordinal
		• The work itself	Ordinal
		• Compensation	Ordinal
Organizational culture	"The complex whole which includes knowledge, bilief, art, morals, law, custom and any ather capabilities and habits acquired by man as member of society" (Allan C. Ornstein & Daniel U. Levine,1993:318)	• Team orientation	Ordinal
		• Innovation and risk taking	Ordinal
		• Aggressiveness	Ordinal
		• Attention	Ordinal
		• orientation Results and stability	Ordinal
Human Resources Performance	"Performance is the implementation of functions required of a person or an act, an achievement, a general exhibition of skills. Performance is a condition that must be known and confirmed to certain parties to know the level of achievement of an agency's results related to the vision carried out by an organization or company and to know the positive and negative impacts of an	• intellectual ability	Ordinal
		• Assertiveness	Ordinal
		• The spirit of antusism	Ordinal
		• Results oriented	Ordinal
		• Maturity	Ordinal
		• Assertive	Ordinal
		• Interpersonal	Ordinal

Variable	Variable Concept	Indicator	Scale
	operational policy " Robert L. Mathis and John H. Jackson touched by Diana Angelica (2006: 112)	skills	
		• Openness	Ordinal
		• Curiosity	Ordinal
		• Proactive	Ordinal
		• Empowerment of abilities	Ordinal
		• Technical	Ordinal

RESEARCH RESULTS AND DISCUSSION

The first presentation on the description of the level of competence of lecturers is measured, based on measurements of the competency of lecturers is regulated in Law No. 14 of 2005, consisting of pedagogical, professional, social, and competency competencies. Estimation results from descriptive analysis are shown in the following table:

Table 1. Average Score, Standard Deviation and Estimated Interval of Average Scores and Distribution of Competence Response Variables, Lecturer Motivation, Organizational Culture and Lecturer Performance

Description		Statistics			
		X1	X2	X3	Y
Average		3,2788	3,3558	3,4808	2,8173
Average standard error		0,0442	0,0472	0,0492	0,0381
Estimated average score interval	Lower limit	3,1912	3,2622	3,3831	2,7418
at a 95% confidence level Standard deviation	Upper limit	3,3665	3,4493	3,5784	2,8928
at a 95% confidence level Standard deviation		0,4506	0,4811	0,5021	0,3883
Note: X1 = Competence; X2 = Motivation; X3 = Organizational Culture; and Y = Lecturer Performance					

The results of data processing in Table 1, obtained an average score of lecturer competency variable data of 3.2788 with an estimated interval at a 95% confidence level ranging from 3.1912 to 3.3665. Interpreted based on the categorization criteria used, with an average error of 0.0442 (<0.05) and a level of data diversity of 0.4506 indicates, the level of competence is in the medium category.

Measurement of the level of work motivation of lecturers in the Private University environment in the city of Bandung, measured by the Robbins approach (2003: 222). Measurement of the work motivation of lecturers, seen from the level of need to achieve success, the need for power or work authority, and the need for affiliation. The results of data processing the average score of work motivation variable data is 3.3558 with the estimated interval at the 95% confidence level (0.0472 <0.05) ranging from 3.2622 to 3.4493. Based on the categorization criteria, the information obtained indicates and the level of data diversity of 0.4811 shows, the level of work motivation of lecturers in private universities in the medium category.

The strength of the organizational culture in the Private University environment in the city of Bandung, measured using organizational culture

indicators developed and modified from David Drennan in Bennet Silalahi, (2008: 25-32). The level of strength and weakness of the organizational culture, seen from institutional professionals, and personal professionals.

The results of the average score of organizational culture variable data of 3.4808 with an estimated interval at a confidence level of 95% (0.0492 <0.05) ranged from 3.3831 to 3.5784. Interpreted based on the categorization criteria used, the information obtained indicates, with a diversity level of 0.5021, the general level of organizational culture within the Private University environment is quite strong.

The level of performance of lecturers in private universities in Bandung, measured using Government Regulation No. 60 of 1999 concerning Higher Education. The performance measurement of the lecturer, seen from the Tri Dharma of Higher Education includes: education and teaching, research and community service activities.

The average score of the lecturer performance variable data is 2.8173 with the estimated interval at the 95% confidence level (0.0381 <0.05) ranging from 2.7418 to 2.8928. in general the level of performance of lecturers in the City of Badung Private University is in the medium category level. Next is the verification analysis to determine the causality of the variables studied, and how the validity of the proposed model in the study. Verification analysis begins by describing the structural equations of the variables studied as follows:

$$\text{Model Y} = \rho_{11}X_1 + \rho_{12}X_2 + \rho_{13}X_3 + e1$$
$$\text{Model Y} = 0,130X_1 + 0,488X_2 + 0,233X_3 + 0,542e1$$

Based on the structural equation, it is known that the level of commitment, motivation and strength of culture provides a positive relationship with the level of lecturer performance. In other words, an increase in the competence and motivation of lecturers as well as a stronger organizational culture will improve the performance of lecturers in the Private University environment that is the object of research.

Table 2 Hypothesis testing

Path tested			ρ	T count	R2	F count
X1	$\rightarrow$	Y	,376	2,348	0,542	39,4667
X2	$\rightarrow$	Y	,703	4,855		
X3	$\rightarrow$	Y	,643	2,270		

The provision of a significant level of hypothesis testing using an error rate of 0.05 (5%), and a confidence level of 0.95 (95%) with a table of 1.983 (α = 5%). While the significant criteria Fcount with an error rate below 0.05 (0.1%), and a confidence level of 0.95 (95%) shows Ftable 2.459 (α = 5%, n = 104, and k = 4). The test results show simultaneously (overall) lecturer competence,

organizational commitment, work motivation of lecturers, organizational culture, give an influence on lecturer performance indicated by the value of Fcount 39.4667 (> Ftable 2.459). The magnitude of the effect of lecturer competence, lecturer work motivation, and organizational culture, on the performance of lecturers at Private Universities in the City of Bandung, amounted to 54.2%. The magnitude of influence of each variable is shown in Figure. 3
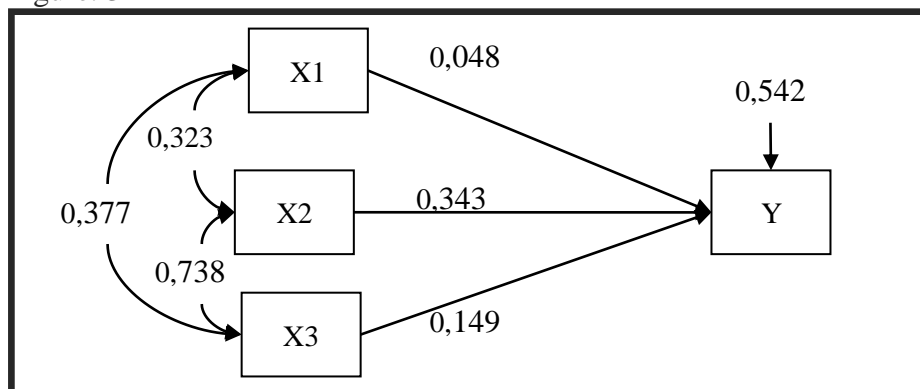

Figure 3. Effect of Lecturer Competence, Lecturer Work Motivation, and Organizational Culture, on Lecturer Performance

Based on the results of the analysis, it is known that of the three variables the motivation level had the greatest influence with 34.3% followed by the influence of the strength of the organizational culture of 14.9% and the influence of the level of competence of lecturers on the performance of 48% of lecturers in Bandung Private University.

Table 3. Test Model Fit

GFT size	Score	Implications for H_1
Df	2,000	Received
Normal Chi Square	0,654	Received
p- value	0,721	Received
RMSEA	0,001	Received
GFI	0,967	Received
CFI	0,934	Received
AGFI	0,980	Received

Based on the analysis of model fit it is known that the proposed model can be said to be fit. In other words the results of this analysis can not only be applied only to the sample studied but the population of private university lecturers in the city of Bandung.

CONCLUSION
Figure 4, shows the model of improving the performance of lecturers in the University environment. Efforts to improve lecturers' performance are basically compared to building houses. The roof of the house is a performance as a feature of the existence of a house that must exist, to show the existence of a lecturer in an organization in the middle. Because in essence, performance

shows the competitive advantage of each individual (lecturer), compared to other individuals in the organization.
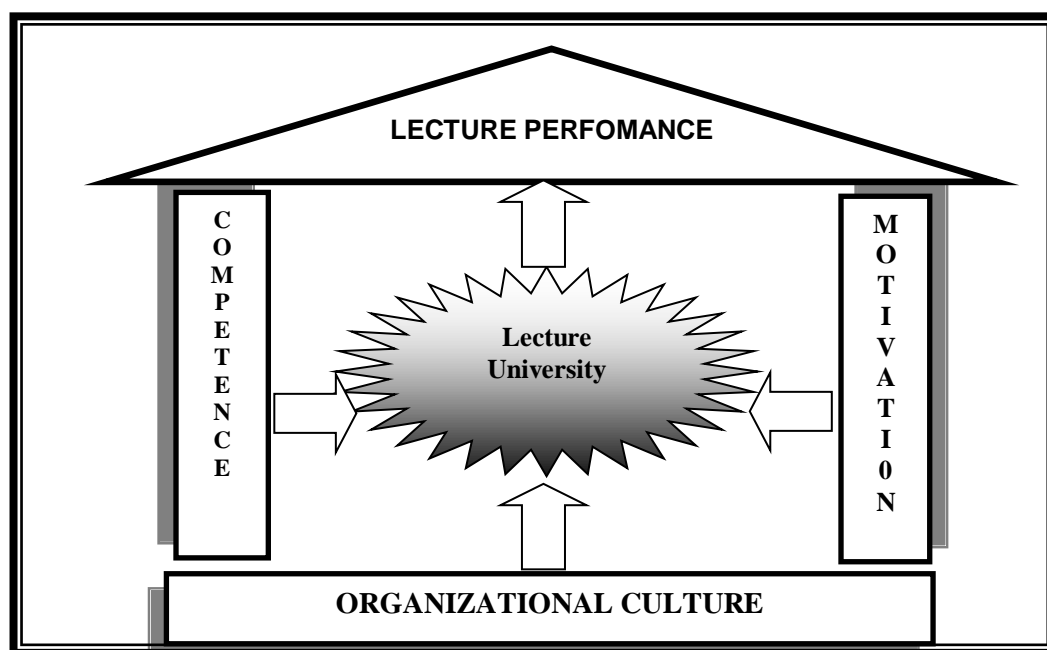

Figure 4. Effect of Lecturer Competence, Lecturer Work Motivation, and Organizational Culture, on Lecturer Performance

Individual competency factors (ability to perform) and motivation (willingnes to perform), are the pillars that support the robustness of the supporting beams on which the roof is built. Competence and motivation are individual factors that are distinguishing factors, to predict an individual's view of career success and the ability of individuals to show optimal performance.

Organizational culture is the foundation that maintains the existence of a sturdy home. On the other hand cultural factors within the University indicate culture that encourages the creation of competitive conditions. Values are encouraged to improve the competitive environment, which is formed by individuals (lecturers) who are qualified and always try to improve the ability, expertise and creativity in carrying out the Tri Dharma of Higher Education.

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