

# The Influence of Transformational Leadership, Organizational Culture, Reward and Commitment to Lecture Performance In The Central Java Region

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**Abstract.** Lecturer performance was an important factor in an effort to ensure the quality management of higher education institutions. Because the performance of lecturers is a measure of the abilities and skills of personnel in carrying out their duties and responsibilities. The purpose of this study was to analyze the influence of transformational leadership, organizational culture, appreciation of commitment to integrated goals, to analyze the influence of transformational leadership, organizational culture, rewards, and commitment to lecturer performance. Methods: this research Was a quantitative research with a research step (design) a structural equation model (Structural Equation Model) through a Second Order Confirmatory Factor Analysis model approach. The object of research was a private university lecturer in the coordination scope of LL Dikti Region VI Central Java who has a minimum functional position of Expert Assistant. This research was conducted from November to December 2020. The research sample was 365 lecturers of the Krejcie and Morgan formulas and purposive sampling technique. Research variables consist of transformational leadership, organizational culture, rewards, commitment to integrated goals and lecturer's research performance, with 20 indicators.

**Keywords:** transformational leadership; organizational culture; reward, commitment; lecturer performance.

**How to Cite:** Abdillah, M. B., Rahardjo, T. J., Martono, M., Prihatin, T. (2021). The Influence of Transformational Leadership, Organizational Culture, Reward and Commitment to Lecture Performance In The Central Java Region. *ISET: International Conference on Science, Education and Technology*, 7(1), 812-816.

## INTRODUCTION

The low interest and ability of lecturers at PTS Central Java in conducting research and scientific work is caused by many factors including (1) The busyness of lecturers in teaching causes lecturers not to have much time to do research, (2) The lack of research funds from universities, (3) lack of information about government research grants (4) lack of expertise of lecturers in research, (5) limitations of scientific journals that are ready to publish research results and lecturers' writings (Pranitasari, 2019), (Pramudyo, 2010). Lecturer performance is an important factor in ensuring quality management of higher education institutions. Because the performance of lecturers is a measure of the abilities and skills of personnel in carrying out their duties and responsibilities (Marliza, 2015), (Blašková, 2014).

In this regard, there are several findings related to the implementation of tasks and fulfillment of performance, especially in the field of this lecturer's research. Musa and Oringo (2016) show that cultural factors, institutional factors, and resource factors have a significant effect on lecturers' interest in research. In addition, to increase research productivity, a supportive environment is needed including leadership support, clear goals, and reducing the

teaching burden (Lertputtarak, 2018).

Research gaps that form the basis of this research include: (1) the influence of transformational leadership on integrated goal commitment; (2) the influence of organizational culture on commitment to integrated goals; (3) the influence of organizational culture on integrated goal commitment; (4) The influence of leadership on performance; (5) The influence of organizational culture on performance; (6) The effect of performance rewards; (7) The effect of integrated goal commitment on performance. Studies on the factors that influence research performance, especially in the context of universities in Indonesia, are still relatively minimal. This small number does not only show the low interest in understanding research as one of the key performance indicators in higher education institutions. This research is intended as an academic effort to improve performance, especially lecturer research and the factors that influence it.

This study only focuses on the performance of lecturers in the field of research. In line with the focus, the purpose of this research is to improve the performance of lecturers in the field of research. Based on the description on the background of the problem, the phenomenon of the gap, the research gap and the theory gap

above, the reasons for choosing the topic in this study are as follows: (1) Many lecturers focus more on teaching which causes lecturers to not have much time to do research; (2) The lack of research funds from private universities so that productivity in the field of research is lacking; (3) The lack of information about government research grants, so that private university lecturers are less likely to receive research grants from the government; (4) Lack of expertise of lecturers in research; (5) The limitations of scientific journals that are ready to publish research results and lecturers' writings; (6) Scientific publications of lecturers/scientists and intellectual property rights are still very low. The purpose of this study is to analyze the influence of transformational leadership, organizational culture, appreciation of commitment to integrated goals, to analyze the influence of transformational leadership, organizational culture, rewards, and commitment to lecturer research performance.

## METHOD

### Research Goal

The purpose of this study is to analyze the influence of transformational leadership, organizational culture, appreciation of commitment to integrated goals, to analyze the influence of transformational leadership, organizational culture, rewards, and commitment to lecturer research performance.

### Sample and Data Collection

The object of research is a private university lecturer (PTS) in the coordination scope of LL Dikti Region VI Central Java who has a minimum functional position of Expert Assistant. This research was conducted from November to December 2020. The population of this research is private university lecturers in the LLDIKTI coordination area of Region VI Central Java who have functional positions. Determination of the number of samples used in this study using the Krejcie and Morgan methods as a measuring tool to calculate the sample size. Calculation of sampling using the krejcie and morgan formulas. sample required 365 lecturers. The technique in collecting data is purposive sampling technique, namely with the requirements of PTS lecturers who already have a minimum functional position of expert assistant. The questionnaires were distributed to 20 private universities (PTS) in Central Java, consisting of 9 private universities in the form of universities, 1 private university in

the form of institutes, 4 private universities in the form of high schools, 4 private universities in the form of polytechnics, and 2 private universities in the form of academies. Central Java.

### Analyzing of Data

The research design that is used as a guide in this research is quantitative research with the research step (design) of the structural equation model (Structural Equation Model) through the Second Order Confirmatory Factor Analysis model approach. The 7 steps taken are: (1) Model Conceptualization, (2) Compile a path diagram, (3) Model specifications (4) Model identification (5) Parameter estimation, (6) Model fit assessment, (7) Interpretation and model modification.

## RESULTS AND DISCUSSION

Description of the characteristics of respondents in this study consisted of age, education level and functional position. From the questionnaires that have been distributed, the data obtained are descriptions of the characteristics of the respondents which will be described below.

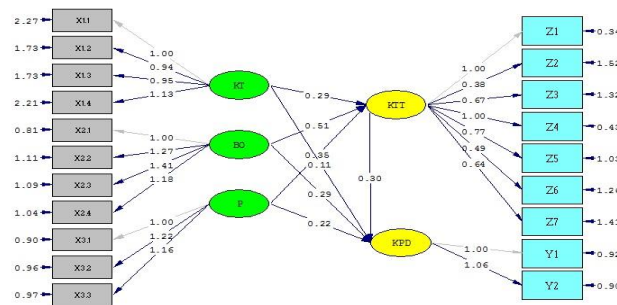
**Table 1.** Demographic Characteristics of the Respondents

No	Demographic Characteristics	Total	%
1.	Gender		
	Male	173	47
	Female	192	53
2.	Age		
	25-35	122	33
	36-45	110	30
	46-55	112	31
	56-64	21	6
3.	Educational Qualifications		
	S2	350	96
	S3	15	4
4.	Functional		
	Asisten Ahli	213	59
	Lektor	95	26
	Lektor Kepala	57	15

### Discussion

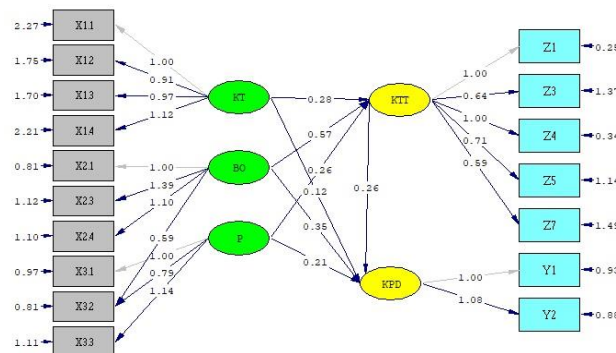
At the model specification stage, it is related to the formation of a model which is the establishment of a relationship between one latent variable and another latent variable and the formation of a relationship between the latent variable and the manifest variable based on applicable theory. The merging of all SEM components into a complete model of the measurement model and structural model, commonly called the Full and Hybrid Model, The

combination of all SEM components is described in a flow chart (Path Diagram) to make it easier to see the causality relationships you want to test can be seen in Figure 1.



**Figure 1.** Full Path Diagram Model

Based on Figure 4.1, the Z2 loading factor indicator is 0.38 and the Z6 loading factor indicator is 0.49, this value is less than 0.5. So to form a fit model, the Z2 and Z6 indicators are removed, then re-estimation is carried out to see the new structural model.



**Figure 2.** Reestimated path diagram

Based on the estimation results of the measurement model above, it is known that the loading factor for each manifest variable X and manifest variable Y has been estimated. This can be seen from the t-value of each indicator which is greater than 1.96 (t-table value of 5%, with 365 samples of data).

**Table 2.** Godness of Fit

No.	GoF size	Estimation Results	Criteria	Conclusion
1	df	114	Harus kecil	Fit
2	NCP	30.23	Harus kecil	Fit
3	RMSEA	0.27	$\leq 0.08$	Fit
4	ECVI	0.71	$< 2.51$	Fit
5	Model AIC	258.23	$< 342$	Fit
6	Model CAIC	537.53	$< 1012.3$	Fit
7	NFI	0.98	$> 0.90$	Fit
8	TLI atau NNFI	0.99	$> 0.90$	Fit
9	PNFI	0.73	Harus kecil	Fit
10	CFI	1.00	$> 0.97$	Fit
11	IFI	1.00	$> 0.90$	Fit
12	RFI	0.98	$> 0.90$	Fit
13	CN	373.44	$> 200$	Fit
14	SRMR	0.033	$< 0.05$	Fit
15	GFI	0.96	$> 0.90$	Fit
16	AGFI	0.94	$> 0.88$	Fit
17	PGFI	0.68	$> 0.5$	Fit

According to Ghazali (2008:102), overall goodness of fit can be assessed based on at least 5 criteria. Based on the output above, it can be seen that there are 17 indicators that show the fit value of the criteria, namely df, RMSEA, ECVI, CAIC Model, NFI, TLI/NNFI, PNFI, CFI, IFI,

RFI, SRMR, GFI and PGFI, this shows that the model is in the Goodness of fit category. This means that the sample covariance matrix is relatively the same as the estimated covariance matrix.

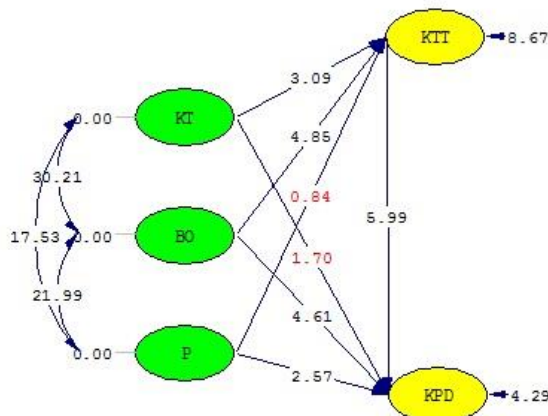


Figure 3. t-value path analysis

Based on the picture above, the hypothesis can be drawn the first hypothesis which states that there is a positive and significant effect of KT on the Summit can be accepted; the second hypothesis which states that there is a positive and significant effect of BO on the Summit can be accepted; the third hypothesis which states that there is a positive and significant effect of P on the summit is unacceptable; the fourth hypothesis which states that there is a positive and significant effect of KT on KPD cannot be accepted; the fifth hypothesis which states that there is a positive and significant effect of KT on KPD can be accepted; the sixth hypothesis which states that there is a positive and significant effect of KT on KPD can be accepted; The seventh hypothesis which states that there is a positive and significant effect of KT on KPD can be accepted.

## CONCLUSION

Transformational Leadership has an effect on Lecturer Research Performance through Integrated Goal Commitment. Organizational Culture has an effect on Lecturer Research Performance through Commitment to Integrated Goals. 1.96. Awards have no effect on Lecturer Research Performance through Integrated Goal Commitment.

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