

THE IMPACT OF ORGANIZATIONAL CULTURE, LEADERSHIP AND PUBLICATION REGULATIONS IN ANALYZING LECTURER PERFORMANCE AT PRIVATE UNIVERSITIES IN INDONESIA

^{1*}Elis Anita Farida, ²Amiartuti Kusmaningtyas, ³Tri Andjarwati, ⁴Farida Anwari

¹STIKES Rumah Sakit Anwar Medika, Sidoarjo

²Universitas Tujuh Belas Agustus, Surabaya

³Universitas Tujuh Belas Agustus, Surabaya

⁴STIKES Rumah Sakit Anwar Medika, Sidoarjo

Author's email: elisanitafarida@gmail.com, amiartuti@untag-sby.ac.id.

Triandjarwati@gmail.com, faridamph@gmail.com

*Corresponding author: elisanitafarida@gmail.com

Abstract

Lecturers and staff who have high performance will give a high contribution to the organization or university. This paper uses associative descriptive method that is analyzing the effect of independent variables on the dependent variable. In this paper also there are three independent variables that will be examined, namely organizational culture (X1), leadership (X2), and regulation on publication (X3) and one dependent variable, namely Lecturer Performance (Y). Lecturer performance as the dependent variable (Y) has quite diverse answers. The 80 respondents whose data were collected, the average score was 80.64 with a standard deviation of 7.92. While the range of answer scores on this variable is 65 for the lowest score and 99 for the highest score. With an average value of 80.64, the performance of lecturers can be classified as high. Conclusions (1) Organizational culture has a positive impact on lecturer performance. The impact is positive and real at the 5% significance level, with a correlation coefficient of 0.627. Thus, organizational culture gives a convincing impact on the increase in lecturer performance. (2) Performance with a correlation coefficient of 0.76. Thus leadership becomes a determining factor that gives impact to the performance of lecturers. The better the leadership of superiors, the higher the performance of the lecturers. (3) lecturer performance with a coefficient of 0.745. Thus the regulation of publication can be said to be a determining factor or a positive impact on lecturer performance.

Keywords: Organizational Culture, Leadership, Publication, Lecturer Performance

1. INTRODUCTION

The success of an organization is determined by the performance of its members (Ahmad-Mugnall, Nisal & Kamil 2017). Performance itself is an important aspect in every organization both in the form of profit-oriented companies and social institutions including educational institutions (Dhanapal et al. 2019; Mustapha, Ismail & Ahmad 2018). For educational institutions such as universities, they really need the performance of the academic community, especially the academic staff or lecturers who are the main drivers of the course of the campus (Ang 2014; Elfrianto 2020).

Low performance is an important highlight in every organization, because it will determine whether or not the organization's goals are achieved (Johari & Nazir 2015). For educational

institutions such as universities is largely determined by the high and low performance of the academic community, especially the lecturers as academic implementers and staff as educational staff in charge of administration (Nasrun et al. 2019). Thus the performance of lecturers and staff becomes an important element in carrying out the duties and functions of the university in conducting effective lectures for the achievement of objectives (Inspiration 2018).

Lecturers and staff who have high performance will also contribute to organizations or universities (Awang, Ahmad & Zin 2010). Therefore performance is often an important issue that determines whether or not the achievement of organizational goals (Colquitt et al. 2011). Odinga (2010) Explains the performance of a lecturer or employee is influenced by many factors including leadership, welfare, work environment, compensation, motivation, organizational culture and regulations as well as other variables. These factors will affect a person's performance at the institution where they work (Yi 2019).

University service institutions in Indonesia are named LLDIKTI distinguishing in several types, namely State universities, Private universities and Kedinasan Universities (Nanuru & Utama 2020). the university is a non-governmental educational institution that helps the government in the implementation of higher education (Yusuf 2020). For the Service Institution area of North Sumatra, there are 269 universities spread across 23 regencies in the city in North Sumatra Province (Nasution et al. 2019). To conduct a lecture process for students with geographical location and quality of human resources and students with diverse backgrounds is not an easy thing, because it requires a correct management so that the lecture process can take place well (Hasan et al. 2016).

Preliminary studies that have been carried out produce information that there are still lecturers who work with low performance and can be seen from the report that the Lecturer Performance Load is not optimal, lack of persistent efforts and decreased morale (Siddique et al. 2011). The lecturers determination is not entirely high so that in carrying out work the impression seems to be trapped as in general routine work is slow and far from nuances or competitive climate (Bakar, Mohamad & Sharmeela-Banu 2015). If this problem continues to be allowed to continue it can bring negative impacts, namely the declining performance of lecturers.

Collier & Morgan (2008) found several factors that allegedly influenced lecturers' performance, especially the issues of organizational culture, leadership, and also regulations on the publication of scientific papers for lecturers. On that basis, it is deemed necessary to conduct research on the performance of lecturers as an impact of organizational culture, leadership, and regulations on publications (Siegel, Waldman & Link 2003). Thus the root of the problem will be found and efforts to correct these weaknesses to improve the performance of lecturers in order to improve the quality of university administration, especially academic quality (Bauer et al. 2020). This will have a positive impact on the quality of university administration which will simultaneously improve the quality of graduates who are able to play an active role in community development.

2. RESEARCH METHODS

Dataset

The population in this study were all permanent lecturers who were spread out at the Private University of LLDIKTI Region I in Indonesia. With such a large population, the study used samples with a purposive withdrawal for Private Universities in Medan City, Deli Serdang Regency, Langkat Regency and Binjai City. The sample size was set as many as 80 people consisting of permanent lecturers with the criteria of having worked for more than five years.

General Architecture

Based on the conceptual framework, the relationship of the three independent variables with the dependent variable above is stated in the general architecture in Figure 1 below.

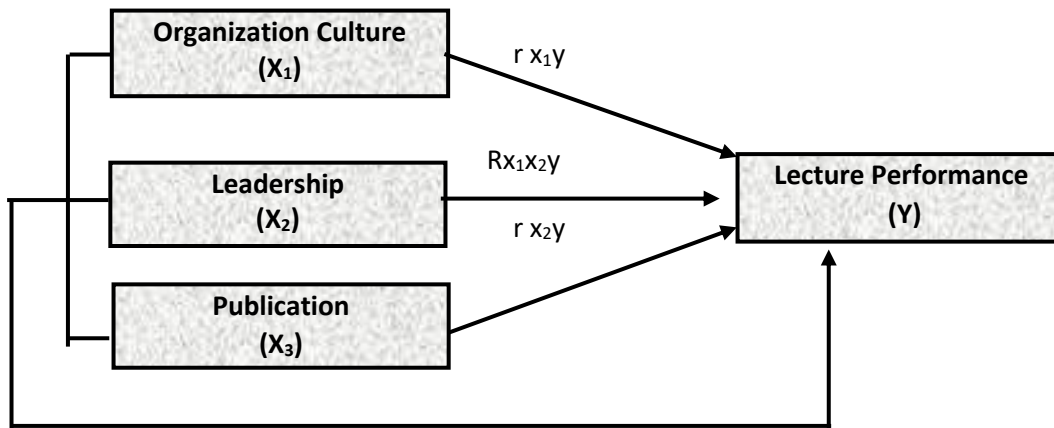


FIGURE 1. General Architecture

Based on the conceptual framework of eating picture 1 as presented in the previous description stated as follows.

1. Organizational culture has a positive effect on lecturer performance.
2. Leadership has a positive effect on lecturer performance.
3. Publication regulations directly affect the performance of lecturers.
4. Together organizational culture, leadership, and publication regulations directly influence the performance of lecturers.

Data Analysis

Data analysis techniques using correlation analysis. To test the first and second hypotheses used a simple Product Moment correlation from Pearson, while to test the third hypothesis using multiple correlation analysis. Then multiple regression analysis is carried out so that the regression line equation is formed. Hypothesis testing is done after passing the analysis requirements test, namely:

1. To determine the degree of closeness between the independent variable, a simple correlation is used (product moment) with the formula:

$$r_{xy} = \frac{n \sum x_i y_i - (\sum x_i)(\sum y_i)}{\sqrt{\{n \sum x_i^2 - (\sum x_i)^2\} \{n \sum y_i^2 - (\sum y_i)^2\}}} \quad (1)$$

Where:

r_{xy} is Pearson's correlation coefficient
 n is number of samples / observations
 x: free variable / first variable
 y: bound variable / second variable.

2. Coefficient of Determination (D) to find out how much percentage can be explained by the independent variable of the dependent variable:

$$KD = r^2 \times 100\% \quad (2)$$

3. Furthermore, the calculation value of the product moment correlation coefficient (r_{xy}) will be tested for its significance level with the "t" Test with a 5% significance level of the two-party test and $dk = n-2$.

Testing Criteria:

- a. Ho if $-t_{(\alpha/2, v)} \leq t \leq t_{(\alpha/2, v)}$
- b. Ho if $-t_{(\alpha/2, v)} > t > t_{(\alpha/2, v)}$

4. To test the third step, multiple correlation is used with three independent variables and 1 dependent variable. Test the significance of multiple correlations using the F test with the formula:

$$Fh = \frac{R^2/k}{(1-R^2)/(n-k-1)} \quad (3)$$

3. RESULTS AND DISCUSSION

This paper uses an associative descriptive method that analyzed the effect of independent variables on the dependent variable. In this case there are three independent variables that will be examined, namely Organizational Culture (X1) Leadership (X2), and Regulation on Publication (X3) and one dependent variable, namely Lecturer Performance (Y). Table 1 Is a Descriptive Variable statistic

Table 1: Descriptive Statistics of Research Variables

| | | Or. Culture | Leadership | Publication | Performance |
|----------------|---------|-------------|------------|-------------|-------------|
| N | Valid | 80 | 80 | 80 | 80 |
| | Missing | 0 | 0 | 0 | 0 |
| Mean | | 80.77 | 74.05 | 65.28 | 80.64 |
| Median | | 82.00 | 72.00 | 65.00 | 80.00 |
| Mode | | 70.00 | 70.00 | 63.00 | 74.00 |
| Std. Deviation | | 8.14 | 7.06 | 8.07 | 7.92 |
| Minimum | | 66.00 | 60.00 | 52.00 | 65.00 |
| Maximum | | 98.00 | 90.00 | 82.00 | 99.00 |

Lecturer performance as the dependent variable (Y) has quite diverse answers. Of the 80 respondents whose data were collected, the average score was 80.64 with a standard deviation of 7.92. While the range of answer scores on this variable is 65 for the lowest score and 99 for the highest score. With an average value of 80.64, the performance of lecturers can be classified as high.

Organizational culture (X1) among private university lecturers can be said to be classified as high (good). This can be seen from the average value of 80.77, while the range of organizational culture scores has a fairly long range of 66 as the lowest score and 98 as the highest score. The data resulting from the processing of these organizational culture variables is quite diverse which is shown with a standard deviation of 8.14.

Leadership which is the second independent variable (X2) has very diverse answers. Of the 80 respondents studied had a mean of 74.05 and a standard deviation of 7.06. Whereas the range of respondents score is 60 as the lowest score and 90 as the highest score from the range of ideal scores 24 to 120. Interpretation of leadership in private universities is quite poor, with an average score of 74.05 in the range 24-120.

Lecturers perceptions and attitudes towards publication regulation (X3) can be said to be relatively low among private university. This can be seen from the average value of 65.28 with a fairly long range of scores, 52 as the lowest score and 82 as the highest score. Data on the results of processing these organizational culture variables is quite diverse which is shown with a standard deviation of 8.07. This result shows that lecturers are less able to accept the regulations regarding publications that are applied to all lecturers in relation to the requirements for lecturer promotion.

Normality test is aimed at finding out whether the data distribution is in normal conditions or close to normal curves or not. To test the normality of data Kolmogorov-Smirnov used the SPSS program, with the decision rule if the significance is greater than $\alpha = 0.05$. The testing criteria are stated as follows:

- Ho is accepted if the p-value in the Asymp.Sig coloum $> \alpha$
- Ho is rejected if the p-value in the Asymp.Sig coloum $< \alpha$

The results of calculations using the SPSS program as shown in Table 4.2 below shows the Asymp.Sig prices. all of which are greater than $\alpha = 0.05$, which is 0.52 for the variable Organizational Culture (X1); and 0.71 for the Leadership variable (X2), and 0.66 for the publication Regulation variable, and 0.56 for the Lecturer Performance variable (Y). A summary of the test results is shown in Table 2 below.

Table 2: Summary of the Normality Test with the Kolmogorov-Smirnov Test

| | | Or. Caulture | Leadeship | Publication | Performance |
|----------------------------------|----------------|--------------|-----------|-------------|-------------|
| N | | 80 | 80 | 80 | 80 |
| Normal Parameters ^{a,b} | Mean | 80.78 | 74.05 | 65.28 | 80.64 |
| | Std. Deviation | 8.14 | 7.06 | 8.07 | 7.92 |
| Most Extreme Differences | Absolute | .087 | .066 | .112 | .102 |
| | Positive | .076 | .058 | .089 | .102 |
| | Negative | -.082 | -.066 | -.112 | -.055 |
| Test Statistic | | .57 | .52 | .78 | .64 |
| Asymp. Sig. (2-tailed) | | .52 | .71 | .66 | .56 |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

From table 2 it can be said that all variables have Asymp.Sig values greater than alpha coefficients. Thus the test results state that all four variables have a data distribution that follows the normal distribution. Multicollinearity test is done to test whether the regression model found a correlation between independent variables, has a strong similarity in the model. A good regression model is that there is no strong correlation between the independent variables.

To know the existence of multicollinearity can be seen from the Value Inflation Factor (VIF). The model is declared free from multicollinearity if the VIF value <10 and Tolerance value >0.1 . Another criterion used is the model declared free from the influence of multicollinearity if the correlation coefficient between independent variables <0.7 . Table 3 follows is a summary of the results of the multicollinity test.

Table 3: Multicollinity Test

| Model | Unstandardized Coefficients | | Standard Coefficient s | t | Sig. | Collinearity Statistics | |
|--------------|-----------------------------|------------|------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 4.777 | 5.601 | | .853 | .396 | | |
| Or. Curlture | .220 | .071 | .226 | 3.107 | .003 | .671 | 1.490 |
| Leadership | .476 | .089 | .424 | 5.362 | .000 | .569 | 1.757 |
| Publication | .350 | .080 | .357 | 4.391 | .000 | .538 | 1.858 |

a. Dependent Variable: performance

From the test data it is known that the price of VIF <10 and the price of Tolerance >0.1 . Thus it can be stated that the regression model is free from the influence of multicollinearity. For the Autokorrelation Test aims to test whether in a linear regression model there is a correlation between the disturbance error in the t period with the previous t-1 period. If there is a correlation, then there is a problem called Autokorrelation. Autocorrelation test using the Durbin Watson Test. Based on general provisions to detect the presence or absence of autocorrelation problems can be seen through the D-W value

Table 4: Model Summary^b

| Model | R | R Square | Adjusted Square | R | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-----------------|---|----------------------------|---------------|
| 1 | .854 ^a | .730 | .719 | | 4.19686 | 1.644 |

a. Predictors: (Constant)

b. Dependent Variable: Performance

Based on the summary table above, it can be seen that the value of Durbin Waston is 1,644, which indicates that it is in the No Autocorelation area. Therefore autocorrelation does not occur in the regression model so that the autocorrelation test is fulfilled. Heteroscedasticity test which aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is homokedacity (heteroscedasticity does not occur). The test results with SPSS are shown in Figure 4.1 that the points do not form a regular pattern so that it can be stated that there is no heceterokedasticity. There is no clear pattern, and the points spread below and above the number 0 on the Y axis so there is no Hekterokedastisitas.

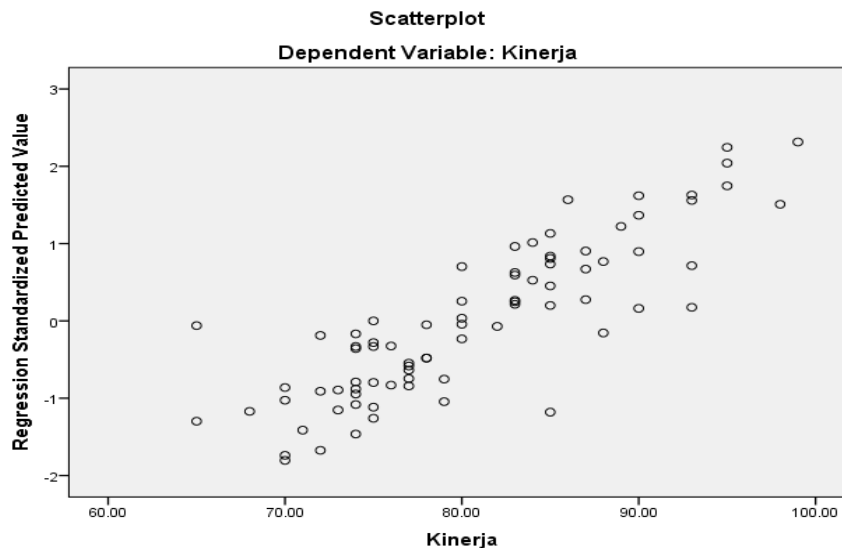


FIGURE 2. Scatterplott for heteroscedasticity test

Analysis of Lecturer Performance based on the free variable is presented in the following exposure. The results of data processing about the influence of Organizational Culture (X1) on Performance (Y), Leadership (X2) on Lecturer Performance (Y) and Publication Regulation (X3) on Lecturer Performance (Y) can be seen in Table 5 below.

Table 5: Correlation Between Variables

| | | Lecturer Performance | Or. Culture | Leadership | Publication |
|---------------------|------------------|----------------------|-------------|------------|-------------|
| Pearson Correlation | Performance (Y) | 1.000 | .627 | .760 | .745 |
| | Or. Culture (X1) | .627 | 1.000 | .496 | .536 |
| | Leadership (X2) | .760 | .496 | 1.000 | .629 |
| | Publication (X3) | .745 | .536 | .629 | 1.000 |
| Sig. (1-tailed) | Performance (Y) | . | .000 | .000 | .000 |
| | Or. Culture (X1) | .000 | . | .000 | .000 |
| | Leadership (X2) | .000 | .000 | . | .000 |
| | Publication (X3) | .000 | .000 | .000 | . |
| N | Performance (Y) | 80 | 80 | 80 | 80 |
| | Or. Culture (X1) | 80 | 80 | 80 | 80 |
| | Leadership (X2) | 80 | 80 | 80 | 80 |
| | Pblication (X3) | 80 | 80 | 80 | 80 |

Impact of Organizational Culture (X1) on Performance (Y).

Through the correlation table it can be seen that the value of the correlation coefficient (r_{xy}) between X1 and Y is 0.627. Significance test was performed with the r-Product Moment table from Pearson at the significance level $\alpha = 5\%$ with $N = 80$, the r table price was 0.220. Because $r_{count} > r_{table}$, the correlation between X1 and Y is stated to be significant, meaning that there is a positive impact of organizational culture on the performance of lecturers, and the effect is real (significant) at the 95% level of trust. On that basis it can be stated that organizational culture has a positive impact on lecturer performance.

Impact of Leadership (X2) on Performance (Y).

The value of the correlation coefficient (r_{xy}) between X2 and Y is 0.760 significance tests were performed with the r-Product Moment table of Pearson at a significance level of $\alpha = 5\%$ with $N = 80$, the r table price of 0.220 was obtained. Because $r_{count} > r_{table}$, the correlation between X2 and Y is stated to be significant, meaning that there is a positive impact of leadership on the lecturers' performance, and the influence is real (significant) at the 95% confidence level. Thus it can be said that leadership has a positive and significant impact on lecturer performance.

Impact of Publication Regulation (X3) on Performance (Y).

From the correlation table above, it can be seen that the correlation coefficient (r_{xy}) between X3 and Y is 0.745. Significance test was performed with the r-Product Moment table from Pearson at the significance level $\alpha = 5\%$ with $N = 80$, the r table price was 0.220. Because $r_{count} > r_{table}$, the correlation between X3 and Y is stated to be significant, meaning that there is a positive impact of publication regulations on the performance of lecturers, and the effect is real (significant) at the 95% confidence level. On that basis it can be stated that publication regulations have a positive impact on lecturer performance.

The Impact of Organizational Culture (X1), Leadership (X2) and Simultaneous Regulation (X3) on Lecturer Performance (Y). Correlation test and variable regression (X1), (X2) and (X3) together with (Y) were carried out with the F. test from the data processing results obtained by the magnitude of the multiple correlation coefficient R between X1, X2 and X3 together against Y is 0.537.

Table 6: Summary of the Double Correlation Test

| Model | R | R Square | Adjusted Square | R | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-----------------|---|----------------------------|---------------|
| 1 | .854 ^a | .730 | .719 | | 4.19686 | 1.644 |

a. Predictors: (Constant)

b. Dependent Variable: Perfotmance

From the table above it is known that the double correlation coefficient X1, X2 and X3 against Y amounted to 0.854, with a standard error of 4.196. This means that the correlation of X1, X2 and X3 together with Y has a positive impact of 0.854. While the coefficient of determination that shows the contribution of X1, X2 and X3 together with Y is shown at 0.719. This means that the contribution of X1, X2 and X3 together with Y is 71.9%, while the remaining 28.1% is determined by other variables outside the variable Organizational Culture, Leadership and Publication Regulation.

Significance testing of the correlation of X1, X2 and X3 against Y was carried out by the F test. The statistical test F was used to determine the degree of relationship of the independent variables entered in the model to have a joint or significant effect simultaneously on the dependent variable. The F test in this study was used to determine whether there was an influence of the overall independent variable on the dependent variable. The results of calculations using the SPSS program obtained the following results:

Table 7: Summary of the Multiple Regression Test

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 3615.848 | 3 | 1205.283 | 68.429 | .000 ^b |
| | Residual | 1338.639 | 76 | 17.614 | | |
| | Total | 4954.488 | 79 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant)

From table 7 it is known that the calculated F value is 68.442 while the price of significance 0.00 is smaller than 0.05 so that Ho is rejected and H1 is accepted. This means that the effects of X1, X2 and X3 on Y are real (significant) at the level of $\alpha = 5\%$. Next the coefficients for the multiple regression line equation formed by X1, X2 and X3 against Y are shown in table 8 obtained through calculations using the SPSS program.

Table 8: Multicollinearity Test

| Model | Unstandardized Coefficients | | Standard Coefficients | t | Sig. | Collinearity Statistics | |
|--------------|-----------------------------|------------|-----------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 4.777 | 5.601 | | .853 | .396 | | |
| Or. Culture | .220 | .071 | .226 | 3.107 | .003 | .671 | 1.490 |
| Leadership | .476 | .089 | .424 | 5.362 | .000 | .569 | 1.757 |
| Publication | .350 | .080 | .357 | 4.391 | .000 | .538 | 1.858 |

a. Dependent Variable: Performance

The regression line equation that was developed from the results of data processing in this study was $Y = 0.22 X_1 + 0.476 X_2 + 0.35 X_3 + 8.63$. In this case it can be stated that the constant 8.63 represents the value of the performance score (Y) if organizational culture (X1), leadership (X2) and publication regulation (X3) do not exist. The three independent variables have a significant positive effect on performance (Y) at the significance level $\alpha = 5\%$. Thus it can be said that it is proven significantly that Organizational Culture (X1), Leadership (X2) and Regulatory publications have a positive and real impact on the Performance of lecturers (Y), and It gives meaning that this research accepts the research hypothesis.

CONCLUSION

In summary, it has been done with the results of accepting the proposed hypothesis, it can be concluded that organizational culture has a positive impact on lecturer performance. The impact is positive and real at the 5% significance level, with a correlation coefficient of 0.627. Thus, organizational culture gives a convincing impact on the increase in lecturer performance. While leadership has a positive and significant impact on performance with a correlation coefficient of 0.76. Thus leadership becomes a determining factor that gives impact to the performance of lecturers. The better the leadership of superiors, the higher the performance of the lecturers. However, the publication regulation has a positive and significant impact on lecturers' performance with a coefficient of 0.745. Thus the regulation of publication can be said to be a determining factor or a positive impact on lecturer performance. And Together it can be proven that the culture of organization, leadership and regulation of publications on the performance of lecturers. These impacts are simultaneously significant, so it can be concluded that organizational culture, leadership and publication regulations are factors that have a positive impact on lecturer performance. And the contribution of independent variables together namely organizational culture, leadership and publication regulations on performance are expressed with a coefficient of determination of 0.719. This means that the contribution of X1, X2 and X3 together with Y is 71.97%, while the remaining

28.1% is determined by other variables. From the results of the analysis formed a regression line equation as an estimate of employee performance based on leadership and motivation. The equation of the formed regression line is $Y = 0.22 X_1 + 0.476 X_2 + 0.35 X_3 + 8.63$.

REFERENCES

- Ahmadi, Edy Anas, Herwidyaningtyas, Fristina Bhakti, Fatimah. Siti. 2020. The Influence Of Organizational Culture, Work Motivation, And Job Satisfaction On Management Lecturer Performance (Empirical Study At Higher Education In The Residency Of Bojonegoro. *Journal Of Industrial Engineering & Management Research*. Jilid 1. Terbitan 3 Halaman 76-83
- Ahmad, S., Nisar, Q. A., Othman, N., & Kamil, B. A. M. (2017). Do emotional intelligence & organizational politics influence the employee work behaviors and attitudes? Mediating role of political skill. *Jurnal Pengurusan (UKM Journal of Management)*, 51.
- Ang, M. C. (2014). Do persons with disabilities act (2008) and organizational culture influence managerial intention to hire persons with disabilities: the Malaysian perspective. *Jurnal Pengurusan (UKM Journal of Management)*, 41.
- Awang, Z., Ahmad, J. H., & Zin, N. M. (2010). Modelling job satisfaction and work commitment among lecturers: A case of UiTM Kelantan. *Journal of Statistical Modeling and Analytics*, 1(2), 45-59.
- Bakar, J. A., Mohamad, Z. Z., & Sharmeela-Banu, S. A. (2015). Factors affecting female lecturer retention in private higher institution in Perak. *International Journal of Academic Research in Business and Social Sciences*, 5(1), 137.
- Bauer, M., Niedlich, S., Rieckmann, M., Bormann, I., & Jaeger, L. (2020). Interdependencies of Culture and Functions of Sustainability Governance at Higher Education Institutions. *Sustainability*, 12(7), 2780.
- Collier, P. J., & Morgan, D. L. (2008). "Is that paper really due today?": differences in first-generation and traditional college students' understandings of faculty expectations. *Higher education*, 55(4), 425-446.
- Colquitt, J., Lepine, J. A., Wesson, M. J., & Gellatly, I. R. (2011). *Organizational behavior: Improving performance and commitment in the workplace* (Vol. 375). New York, NY: McGraw-Hill Irwin.
- Dhanapal, S., Salman, N. W., Kutty, G. K. R., Ansari, K. M., & Shah, S. A. (2019). 'XYZ' Application as a Tool for Teaching and Learning in Institutions of Higher Learning: An Exploratory Study. *Jurnal Pengurusan (UKM Journal of Management)*, 55.
- Elfrianto, E. (2020). The Effect of Organizational Culture on Achievement Motivation of Teachers in SMP (Junior High School) Muhammadiyah in Medan. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(1), 403-416.
- Hassan, M. S., Mohd-Saleh, N., Rahman, A. F., & Shukor, Z. A. (2016). Underinvestment and value relevance of earnings management. *Jurnal Pengurusan (UKM Journal of Management)*, 46.
- Ilham, R. (2018). The impact of organizational culture and leadership style on job satisfaction and employee performance. *Journal of Advanced Management Science*, 6(1), 50-53.
- Johari, J., & Nazir, E. N. M. (2015). Elevating organizational commitment through corporate culture: A case of public service agencies in Malaysia. *Jurnal Pengurusan (UKM Journal of Management)*, 43.
- Mustapha, M., Ismail, K. N. I. K., & Ahmad, H. N. (2020). Professionalism, Competency and Financial Reporting Quality: A Perception of Director of Finance in a Changing Public Sector Reporting Standard. *Jurnal Pengurusan (UKM Journal of Management)*, 57.
- Nanuru, R. F., & Utama, M. D. (2018). Dynamics of proposition and funding of lecturers' research proposal at private universities in higher education service institutes region XII-Indonesia. *International Journal Of Scientific & Technology Research* Volume, 9(1).
- Nasrun, D. F. P. A., Nasution, N. B., & Tambunan, H. P. The Effect of Dean Leadership, on the Performance of Lecturers Working in The Faculty of Education in Medan State University.
- Nasution, N., Hasnati, Hasan, M. A., & Yandra, A. (2019). E-Service Application For Online Research Proposal Guidance. *International Journal Of Scientific & Technology Research* Volume, 9(7).
- Odinga, M. (2010). Staff development programs and job performance of lecturers of Moi University. Unpublished Phd thesis, Kampala: Makerere University.
- Siddique, A., Aslam, H. D., Khan, M., & Fatima, U. (2011). Impact Of Academic Leadership On Faculty's Motivation And Organizational Effectiveness In Higher Education System. *International Journal of Academic Research*, 3(3).
- Siegel, D. S., Waldman, D., & Link, A. (2003). Assessing the impact of organizational practices on the relative productivity of university technology transfer offices: an exploratory study. *Research policy*, 32(1), 27-48.
- Yi, Z. (2019). A leader's approaches to fostering a culture of knowledge sharing in an information organization. *Library Management*.

*The 2nd International Conference on Government Education Management and Tourism
(ICoGEMT)+TECH, January 15th, 2022, Bandung City, Indonesia*

Yusuf, F. A. (2020). The Effect of Organizational Culture on Lecturers' Organizational Commitment in Private Universities in Indonesia. *International Journal of Higher Education*, 9(2), 16-24.