The Influence of Organizational Culture, Work Motivation, and Job Satisfaction on Management Lecturer Performance (Empirical Study at Higher Education in the Residency of Bojonegoro)

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Abstract — *This study aims to analyze and describe the direct and indirect influence between organizational culture, work motivation on the performance of lecturers through accounting faculty job satisfaction throughout bojonegoro residence. The population in this study is the whole Lecturer in Accounting at the University Bojonegoro residence. While the sampling technique used is proportionate stratified random sampling. The analysis used in this study is Part Analysis Method, which previously conducted validity and reliability. Based on calculations indicate that variable of organizational culture on job satisfaction is significant. Based on the calculation results show that the variables of work motivation on job satisfaction is significant. Job satisfaction as be intervening variables between organizational culture with the performance of lecturer. Job satisfaction as be an intervening variable between motivation to work on the performance of the lecturer. Based on the test results showed that the variables of job satisfaction on the performance of the lecturer is significant. Adjusted R square of 0.543 indicates that 54.3 percent of the variance explained by the performance of the lecturer is the independent variable and intervening variables in the regression equation. While 45.7 percent is explained by other variables not examined in this study.*

Keywords — *Organizational Culture, Work Motivation, Performance of Lecturers*

I. INTRODUCTION

In the current era of globalization, economic development is increasingly rapid, competition in the economic sector is also getting tougher. To enter the business world today requires reliable human resources, because even though technology is currently developing rapidly, the existence of reliable human resources is still very much needed and can have a big influence, especially in the business world, because Human Resources can make a big contribution. by donating his thoughts and energy.

The existence of educational institutions is very important for the development of a country as a means of community life. Education is important to support the progress of a country. Every country must have a goal to educate the lives of its people. One of the things that can be obtained is if the country has good and professional teaching staff, who not only teach but also carry out their function as educators. Teacher quality is very necessary for the success of education in a country.

Understanding the magnitude of the influence of Human Resources on the progress of the nation, especially in the economic field, there must be an increase in the quality of Accounting lecturers, it is hoped that the lecturers will teach professionally and be able to teach optimally. To support the improvement of the performance quality of teaching staff, especially accounting lecturers who teach at the upper level / level, support / encouragement is needed so that their performance will increase.

The increase in the performance osf teaching staff is influenced by several factors, including organizational culture, work motivation, and performance appraisals for employees, in this case lecturers, besides that it must also be supported by lecturer job satisfaction which is important to pay attention to. .

Organizational culture is a system of shared values and beliefs that are built into the organization and guide the behavior of its members. Organizational culture is an invisible force but influences the thoughts, feelings, conversations and actions of people who work in the organization (Rijanti 2007).

To assume responsibility for lecturer performance, work motivation is needed to determine the direction and vision and mission to be achieved (Judge and Robbins 2012).

Job satisfaction is a pleasant or unpleasant emotional state that employees use to view their job. Job satisfaction reflects a person's feelings towards his job (Handoko 2012) ,.

With a good organizational culture, as well as high work motivation will greatly affect the psychology of an employee, because with work motivation lecturers will be motivated and self-confidence will arise which will lead to a work spirit. Work motivation can come from yourself or others. Work motivation that grows from within high employees will increase performance and job satisfaction in completing a job. In addition, work motivation can also come from other people, motivation can come from colleagues, or it can also come from superiors and maybe even subordinates. The higher the work motivation of the lecturers in completing their work, the higher the performance and job satisfaction of the lecturers.

There are several factors that lead to high and low job satisfaction and lecturer performance, in this case the university needs to provide feedback that can help the organization in making decisions that will have an impact on university performance, the higher the feedback response made by the university. the better the university's performance. that. In this study, the researcher wants to discuss three factors that can affect the level of lecturer performance, namely organizational culture, work motivation, and job satisfaction which affect one variable, namely the performance of management lecturers.

For the sake of the economic progress of a nation and to avoid rampant corruption in this country, professional educators, especially educators in economics / accounting, are needed to educate and educate our economists in the future. For developed countries what is important is education and the economy. Based on the description above, the researcher is interested in taking the title "The Influence of Organizational Culture, Work Motivation, and Job Satisfaction on the Performance of Management Lecturers (Empirical Study at Bojonegoro SeKarasidenan College)".

II. METHOD

The research scope is to examine the influence of organizational culture, work motivation and job satisfaction on the performance of management lecturers at Se-Karasidenan Bojonegoro college. This research was conducted at five colleges in Bojonegoro Karasidenan which have a pure management study program. The population in this study was the total number of pure management lecturers in each university in the Bojonegoro residency, totaling 26 lecturers. Because the population size in this study was not large / small, this research was carried out by census. According to Daniel (2011), data sources are parties who answer the questions posed in this study. The data used in this research is quantitative data. In this study, the type of data used is primary data that comes from the results of a Likert scale questionnaire distributed directly by the researcher. The research data collection was carried out using a questionnaire / questionnaire on the Likert scale which was distributed directly by the researcher. The questionnaire / questionnaire is a list of questions asked of respondents to obtain data related to research.

III. RESULT AND DISCUSSION

A. Multiple Linear Regression Test

This analysis was conducted to examine the effect of the independent variable on the dependent variable. In this study, multiple linear regression methods were used

Table 1 Results of multiple linear regression analysis for variables X1, X2, against X3.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.201	11.755		.102	.920
Organizational culture	.530	.250	.367	2.120	.045
Work motivation	.387	.156	.429	2.482	.021

a. Dependent Variable: Job satisfaction

In this study using multiple linear regression method, with the formula:

X3 = a + b1X1 + b2X2

Based on the formula above, the multiple linear regression equation is obtained as follows:

X3 = 1.201+ 0.530 X1 +0.387 X2

The model can be interpreted as follows:

1) The constant shows the result of 1.201 which means, if the variables X1 (Organizational culture), X2 (Work motivation) are not taken into account / are absent then X3 (Job satisfaction) will decrease by 1.201 percent.

2) The regression coefficient for the X1 (Organizational culture) variable is 0.530 with a significant 0.45 <0.05. This shows that Organizational culture has an effect on Job satisfaction.

3) The regression coefficient for the variable X2 (Work motivation) was 0.387 with a significance of 0.21 <0.05. This shows that Work motivation has an effect on Job satisfaction

Table 2 Results of multiple linear regression analysis for variables X1, X2, and X3 against Y.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	9.299	6.320		1.471	.155
Organizational culture	.338	.147	.340	2.297	.031
Work motivation	.217	.094	.351	2.306	.031
Job satisfaction	.269	.112	.391	2.397	.025

a. Dependent Variable: Lecturer Performance

In this study using multiple linear regression method, with the formula:

Y = a + b1X1 + b2X2 + b3X3

Based on the formula above, the multiple linear regression equation is obtained as follows:

Y = 9,299 + 0,338 X1 + 0,217 X2 + 0,269 X3

The model can be interpreted as follows:

1) The constant shows the result of 9,299 which means, if the variables X1 (Organizational culture), X2 (Work motivation), and X3 (Job satisfaction) are not taken into account / are not there, then Y (Lecturer Performance) will decrease by 9.299 percent.

2) The regression coefficient for the X1 (Organizational culture) variable was 0.338 with a significant value of 0.31 <0.005. This shows that Organizational culture has an effect on Lecturer Performance management.

3) The regression coefficient for the variable X2 (Work motivation) is 0.217, with a significance of 0.31 <0.05. This shows that work motivation has an effect on Lecturer Performance management.

4) The regression coefficient for the variable X3 (Job satisfaction) was obtained at 0.269 with a significant amount of 0.25 <0.05. This shows that Job satisfaction can improve Lecturer Performance management.

Table 3 Results of multiple linear regression analysis for variables X1, X2, against X3.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.201	11.755		.102	.920
Organizational culture	.530	.250	.367	2.120	.045
Work motivation	.387	.156	.429	2.482	.021

a. Dependent Variable: Job satisfaction

From the coefficient table produces structural equation I, as follows:

X3 = 0.367 X1 + 0.429 X2

From the multiple linear regression equation above shows that:

1) The influence of X1 (Organizational culture) on X3 (Job satisfaction), the test results show the magnitude of the influence of the X1 (Organizational culture) variable of 0.367 to X3 (Job satisfaction) with a significance of 0.045 which means <0.05 or said to be significant.

2) The influence of X2 (Work motivation) on X3 (Job satisfaction), the test results show the magnitude of the influence of the X2 variable (Work motivation) of 0.429 on X3 (Job satisfaction) with a significance of 0.021 which means <0.05 or said to be significant.

3) Based on the results of the regression coefficient value, the most influential factor and shows a positive value on Job satisfaction is Work motivation, as evidenced by the high regression coefficient value for the Job satisfaction variable of 0.429 with a significance of 0.021, which also means that increasing work motivation will have an impact on increasing Job satisfaction.

Table 4 Results of multiple linear regression analysis for variables X1, X2, and X3 against Y.
Coefficients[a]

| Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	9.299	6.320		1.471	.155
Organizational culture	.338	.147	.340	2.297	.031
Work motivation	.217	.094	.351	2.306	.031
Job satisfaction	.269	.112	.391	2.397	.025

a. Dependent Variable: Lecturer Performance

From the coefficient table produces structural equation II, as follows:
Y = 0.340 X1 + 0.351 X2 + 0.391 X3
From the multiple linear regression equation above shows that:

1) The influence of X1 (Organizational culture) on Y (Lecturer Performance), the test results show the magnitude of the influence of the X1 (Organizational culture) variable of 0.340 to Y (Lecturer Performance) with a significance of 0.031 which means <0.05 or said to be significant.

2) The influence of X2 (Work motivation) on Y (Lecturer Performance), the test results show the magnitude of the influence of the X2 variable (Work motivation) of 0.351 on X3 (Job satisfaction) with a significance of 0.031 which means <0.05 or said to be significant.

3) The effect of X3 (Job satisfaction) on Y (Lecturer Performance), the test results show the magnitude of the influence of the X3 (Job satisfaction) variable of 0.391 to Y (Lecturer Performance) with a significance of 0.025 which means <0.05 or said to be significant.

4) Based on the results of the regression coefficient value, the factor that has the most influence and shows a positive value on Lecturer Performance is Job satisfaction, as evidenced by the high regression coefficient value for the Job satisfaction variable of 0.391 with a significance of 0.025, which also means that the increase in Job satisfaction will have an impact on increasing Lecturer Performance.

Based on structural equations I and II, the path diagram can be described as follows:
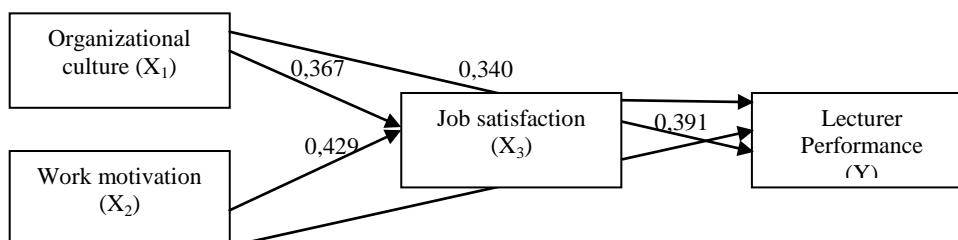
To find out the direct effect, the indirect effect and the total effect can be summarized in table 5 below:

Table 5 Results of the Causal Effect with Two Exogenous Variables

Variable Influence	Causal Influence		
	Live	Indirect	Total

		Through X_3	
X1 to X3	0,367	-	0,367
X2 to X3	0,429	-	0,429
X1 to Y	0,340	(0,367) (0,391)	0,483
X2 to Y	0,351	(0,429) (0,391)	0,518
X3 to Y	0,391	-	0,391

Interpretation of table 5 The results of the causal effect with two exogenous variables are as follows:

1) The influence of (X1) Organizational culture, has a direct effect with the test results showing a value of 0.367 against (X3), and with a total effect value of 0.367.
2) The effect of (X2) Work motivation, has a direct effect with the test results showing a value of 0.429 against (X3), and with a total effect value of 0.429.
3) The influence of (X1) Organizational culture, has an indirect effect with the test results showing 0.340 to (Y) Lecturer Performance, through variable (X3) Job satisfaction with test results (0.367) (0.391) and with a total effect value of 0.340 + (0.367) (0.391) = 0.483.
4) The effect of (X2) Work motivation, has an indirect effect with the test results showing a value of 0.351 to (Y) Lecturer Performance, through the variable (X3) Job satisfaction with the test results (0.429) (0.391) and with a total effect value of 0.351 + (0.429) (0.391) = 0.518.
5) The effect of (X3) Job satisfaction, has a direct effect with the test results showing a value of 0.391 to (Y) Lecturer Performance, and with a total effect value of 0.391.

B. Hypothesis Testing

Hypothesis testing in this study was carried out twice, the first was the simultaneous significance test (F test) in which there were two test results, the first variable X1 (Organizational culture), X2 (Work motivation) on X3 (Job satisfaction) and the two variables. X1 (Organizational culture), X2 (Work motivation), X3 (Job satisfaction) with Y (Lecturer Performance management), next is a significant test of individual parameters (t test). There are also two test results, the first is variable X1 (Organizational culture), X2 (Work motivation) on X3 (Job satisfaction) and the two variables X1 (Organizational culture), X1 (Work motivation), X3 (Job satisfaction) on Y (Lecturer Performance management).

C. Simultaneous significance test (F test)

Simultaneous significance test (F test) was used to test the research model by knowing whether the organizational culture, work motivation, and job satisfaction variables together had a significant effect on Lecturer Performance management. The results of the simultaneous significance test (F test) can be seen in table 6 below:

Table 6 F Test Results (first) Organizational culture, Work motivation on Job satisfaction.

Variable Independen	Variable Dependen	F Value	Significance
Organizational culture, And Work motivation	Job satisfaction	5,236	0,013

The ANOVA or F test results show that the calculated F value is 5.236 with a significance level of 0.013 below 0.05 (0.013 <0.05). df1 = number of variables − 1 = 3-1 = 2 and df2 (n-k) or 26–4 = 22, the results are obtained for F table of 3.44 (see table in appendix). In table 4:14, the value of F count> F table (5,236> 3,44), then Ho is rejected, which means Organizational culture, and Work motivation, together have an effect on Job satisfaction.

Table 7 F Test Results (second) Organizational culture, Work motivation, Job satisfaction with the performance of management lecturers.

Variable Independen	Variable Dependen	F Value	Significance
Organizational culture, Work motivation, dan Job satisfaction	Lecturer Performance Management	10,915	0,000

Anova or F test results show that the calculated F value is 10.915 with a significance level of 0.000 below 0.05 (0.000 <0.05). Df1 = number of variables − 1 = 4-1 = 3 and df2 (n-k) or 26-4 = 22, the result is obtained for F table of 3.05 (see table in attachment). In table 4:15 the value of F count> F table (10.915> 3.05) then Ho is rejected, meaning that Organizational culture, Work motivation and Job

satisfaction together affect Lecturer Performance management.

Significant Test for Individual Parameters (t test)

The Individual Significant Parameter Test (t test) is used to show how far the influence of one explanatory or independent variable individually is in explaining the variance of the dependent variable.

The test results are as in table 8 below:

Table 8 Test Results t of multiple linear regression X1, X2, against X3.

Variable Independen	Variable Dependen	F Value	Significance
1. Organizational culture	Job satisfaction	2,120	0,045
2. Work motivation		2,482	0,021

Table 9 Test Results t from multiple linear regression X1, X2, X3 to Y.

Variable Independen	Variable Dependen	F Value	Significance
1. Organizational culture	Lecturer	2,297	0,031
2. Work motivation	Performance	2,306	0,031
3. Job satisfaction	Management	2,397	0,025

Hypothesis test

Hypothesis 1 Test: The influence of Organizational culture on Job satisfaction.

Each t test can be seen at the t value with the value df = n-k = 26-3 = 23, then the t table value obtained is 2.069 (see table in the attachment). In table 4:18 t-count the value of Organizational culture 2.120> 2.069 t-table, with a significance level of 0.031. When viewed from the significance value which is less than 0.05, this means that the Organizational culture variable has a significant effect on Job satisfaction, so H1 is accepted, meaning that partially Organizational culture has an effect on Job satisfaction.

Hypothesis 2 Test: Effect of Work motivation on Job satisfaction.

Each t test can be seen at the t value with df = n-k = 26-3 = 23, then the t table value is 2.069 (see table in the attachment). In table 4:18 t-count the value of Compensation 2.482> 2.069 t-table, with a significance level of 0.031. When viewed from the significance value which is smaller than 0.05, this means that the Work motivation variable has a significant effect on Job satisfaction, so H2 is accepted, meaning that partially Work motivation has an effect on Job satisfaction.

Hypothesis 3 Test: The Effect of Organizational culture on Lecturer Performance through Job Satisfaction.

The results of research on Organizational culture testing have a direct effect on Lecturer Performance, obtained a standardized beta value of 0.340 and a significance of 0.031 <0.05, whereas if through variable (X3) Job satisfaction or indirect influence with test results (0.367) x (0.391) and with the total effect value is 0.340+ (0.367) x (0.391) = 0.483. Table 4:13 shows that the direct relationship coefficient value is smaller, which is 0.340 from the indirect relationship regression coefficient, which is 0.483, so it can be concluded that the actual relationship between Organizational culture and Lecturer Performance is indirect.

Hypothesis 4 Test: Effect of Work motivation on Lecturer Performance through Job satisfaction.

The results of research on testing work motivation have a direct effect on Lecturer Performance obtained a standardized beta value of 0.351 and a significance of 0.031 <0.05, whereas if through variable (X3) Job satisfaction or indirect influence with test results (0.367) x (0.391) and with the total effect value is 0.351+ (0.429) x (0.391) = 0.518. If the direct relationship coefficient value is smaller, which is equal to 0.351 from the indirect relationship regression coefficient, which is 0.518, it can be concluded that the actual relationship between work motivation and lecturer performance is indirect.

Hypothesis 5 Test: Effect of Job satisfaction on Lecturer Performance.

Each t test can be seen at the t value with the value df = n-k = 26-4 = 22, then the t table value is 2.074 (see table in the attachment). On the t-count, the value of Job satisfaction is 2.397> 2.074 t-table, with a significance level of 0.025. When viewed from a significant value that is smaller than 0.05, this means that the Job satisfaction variable has a significant effect on Lecturer Performance management,

then H5 is accepted, meaning that partially Job satisfaction has an effect on Lecturer Performance management.

VI. CONCLUSIONS

Based on data processing and analysis regarding Organizational culture, Work motivation, Job satisfaction and Lecturer Performance Management, the following conclusions can be drawn:

1) Based on the calculation results show that the Organizational culture variable is proven to have an influence on Job satisfaction management ement lecturers, meaning that if the Organizational culture is good it will have an impact on increasing the level of Job satisfaction. Thus it can be concluded that the first hypothesis which states the influence of Organizational culture on Job satisfaction can be accepted.

2) Based on the calculation results show that the Work motivation variable on Job satisfaction is significant, meaning that if the management lecturers' work motivation increases, the job satisfaction will also increase. Thus it can be concluded that the second hypothesis which states that there is an influence between work motivation on job satisfaction can be accepted.

3) Based on the calculation results show that the Organizational culture variable on Lecturer Performance, meaning that if the Organizational culture increases, then Job satisfaction is also high so that it will affect Lecturer Performance. The results of the path analysis indicate that organizational culture can indirectly influence Lecturer Performance. Thus it can be concluded that the alleged influence between Organizational culture on Lecturer Performance through Job satisfaction as an intervening variable can be accepted.

4) Based on the calculation results show that the variable Work motivation on Lecturer Performance, meaning that if work motivation increases, then Job satisfaction is also high so that it will affect Lecturer Performance. The results of the path analysis show that work motivation can have an indirect effect on Lecturer Performance. Thus it can be concluded that the alleged influence of work motivation on lecturer performance through job satisfaction as an intervening variable can be accepted.

5) Based on the test results show that the variable Job satisfaction with Lecturer Performance is significant, meaning that if Job satisfaction increases, Lecturer Performance will increase. Thus it can be concluded that the alleged influence between Job satisfaction on Lecturer Performance can be accepted.

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