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**THE INFLUENCE OF LEADERSHIP AND MOTIVATION OF LECTURER  
PERFORMANCE IN KOPERTIS REGION III JAKARTA**

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**Abstract**

To achieve the company's goals requires the attitude or behavior of people who are responsible and have the ability and good performance. To realize optimal performance is influenced by several factors, including; leadership and high work motivation. The results of the study suggest that there is a positive influence between leadership on lecturer performance, meaning that the better the leadership, the performance can increase, as well as the influence of motivation on lecturer performance has a positive influence and the simultaneous influence between leadership and motivation on lecturer performance.

*Keywords: Leadership, Motivation, Lecturer Performance.*

**1. Introduction**

An organization/institution is established because it has goals to be achieved, whereas to achieve company goals requires the attitude or behavior of people who are responsible and have good performance abilities. To realize optimal performance is certainly influenced by several factors, including the role of leadership and high work motivation. Leadership means involving other people or parties, namely employees or subordinates. The role of leadership is very strategic and important for achieving the mission, vision and the purpose of an organization is one of the motives that drive humans always to investigate the ins and outs related to leadership. Leadership has very close relationship with motivation, because of the success of a leader in move others in achieving the goals that have been set very dependent on authority, and also the leader in creating motivation in everyone subordinates, colleagues and superiors of the leader himself. (Inaray:2016).

Human behavior to work diligently and enthusiastically to achieve optimal results. Work motivation is formed from individual attitudes in dealing with work situations in organizations. Work motivation is a condition or energy that drives an individual who is directed or directed to achieve organizational goals, the mental attitude of individuals who agree and are positive about the work situation that strengthens to achieve performance with maximum results.

**2. Literature Review**

**Performance**

Sutrisno (2013:151) revealed that work performance or achievement is "as a result of work that someone has achieved from his work behavior in carrying out work activities." According to Mangkunegara (2012:9) that revealed the performance of employees is "the work in quality and quantity achieved by an employee in

carrying out their duties following the responsibilities given to him." Meanwhile according to Moehariono (2012:95) namely "Performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization."

Implementation of performance is carried out by human resources who have the ability, competence, motivation, and interests. How organizations value and treat their human resources will influence their attitudes and behavior in carrying out performance.

## **Leadership**

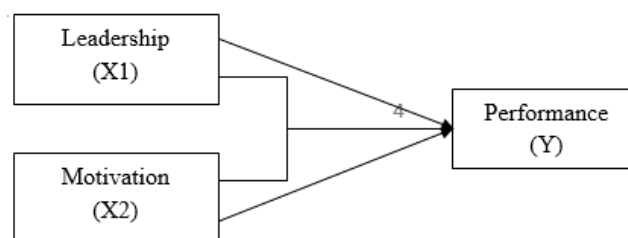
According to Jarwanto (2015: 92), "A leader is a play/role in a particular system. Therefore someone in a formal role may not necessarily have leadership skills and may not be able to lead". The term leadership relates to the skills, abilities, and level of influence a person has. Therefore leadership can be owned by people who are not leaders. According to Wukir (2013: 134) provides an understanding of leadership, which is the art of motivating and influencing a group of people to act towards a common goal. Meanwhile according to Kartono (2010: 6) explains, "Leadership is a matter of relations and influence between leaders and that led".

Effective leadership must give direction to the efforts of all workers in achieving organizational goals. Without leadership or guidance, the relationship between individual goals and organizational goals may be tenuous (weak). This situation creates a situation where an individual works to achieve his personal goals. Meanwhile, the whole organization becomes inefficient in achieving its goals. Therefore leadership is needed if an organization wants to be successful. So, a successful corporate organization has one common trait that makes it distinguishable from an unsuccessful organization. The common trait and method is effective leadership.

## **Motivation**

Sutrisno (2013: 109) suggests motivation is "a factor that drives a person to do a certain activity; motivation is often interpreted as a factor driving a person's behavior." Mangkunegara (2012: 61) also stated that motivation is "the condition or energy that is moving employees who are directed or directed to achieve the goals of the organization of the company." Meanwhile, according to Hasibuan (2012: 141), Motivation questioned how to direct the power and potential of subordinates, so that they would work together productively to achieve and realize the goals that have been determined. Motivation questions how to direct the power and potential of subordinates, so that they want to work together productively to achieve and realize the goals that have been determined. Motivation is "things that cause, channel, and support human behavior, so they want to work hard and enthusiastically to achieve optimal results."

## **Research Framework**



*Fig 1. Framework*

Hypothesis:

- a) It is suspected that partial leadership has a significant effect on performance lecturer.
- b) It is suspected that motivation partially has a significant effect on lecturer performance.
- c) Suspected leadership and motivation simultaneously have a significant effect on lecturer performance

### **3. Methods**

The method used in this research is a quantitative descriptive method, with the Multiple Linear Regression Analysis approach to measure the relationship between variables.

#### **Method of Collecting Data**

Data collection is one of the activities carried out in the research process. In a scientific study, the data collection method is intended to obtain relevant, accurate, and trusted materials.

##### *a) Primary Data Collection Method*

Primary data collection methods in this study are as follows:

- 1) Observation
- 2) Literature study
- 3) Questionnaire

##### *b) Secondary Data Collection Methods*

The secondary data collection method is the documentation method. The documentation method is carried out by researchers by observing by reading, conducting theoretical studies, and taking notes, as a relevant step of the theoretical literature study, as well as a literature study of the findings.

#### **Data Analysis Method**

Classic assumption test

- a) Normality Test
- b) Multicollinearity Test
- c) Heteroscedasticity Test

The analytical model used in this study is a linear regression model multiple, namely:

$$Y = a + b_1X_1 + b_2X_2$$

Information:

$Y$  = Lecturer Performance

$a$  = Intercept

$B_1, B_2$  = Regression coefficient to be calculated

$X_1$  = Leadership

$X_2$  = Motivation

This analysis model was chosen to determine the effect of variables free of employee work performance, both together and partially.

Hypothesis testing of regression and correlation is used with the following analysis tools:

- a) Partial Regression Testing (t-Test)
- b) The goodness of Fit Test (Test F)
- c) Coefficient of Determination (R<sup>2</sup>)

#### 4. Results and Discussion

##### Descriptive Statistics

**Table 1**  
**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership	30	1	5	3.72	.745
Motivation	30	2	5	4.20	.651
Performance	30	2	5	4.01	.671
Valid N (listwise)	30				

Source: Results of data processing with SPSS version 21.0

Based on table 1, it can be seen that the number of samples studied was 30 observations. In descriptive statistics there are minimum and maximum values, the mean (mean), and the degree of spread deviation (standard deviation) of the variables studied. As shown in the table, the leadership variable has a minimum value of 1 indicating that the value of the smallest answer is 1, a maximum value of 5 indicates that the largest answer value is 5. The mean value of leadership is 3.72, indicating that leadership is good enough. The standard deviation of 0.745 indicates the distribution of values is less variable between answers.

Motivation has a minimum value of 2, indicating that the smallest answer value is 2, a maximum value of 5 indicates that the largest answer value is 5. The mean value of Motivation is 4.20, indicating that the motivation at the high school sample is quite high. The standard deviation of 0.651 indicates the distribution of values is less variable between answers.

Performance of lecturers has a minimum value of 2 indicates that the smallest answer value is 2; maximum value of 5 indicates that the value of the largest answer is 5. The mean value of lecturer performance is 4.01, indicating that the performance of lecturers at the high school sample is quite high. The standard deviation of 0.671 indicates the distribution of values is less variable between answers.

##### Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination is used to find out how much variation in the independent variable can explain or provide the information needed to predict the variation of the dependent variable. The coefficient of determination is between zero and one. The basis for decision making is:

- a) The coefficient of determination that is large or close to number one means that the independent variable can explain or provide the information needed to predict the dependent variable.
- b) The value of the coefficient of determination is small or close to zero means the ability of the independent variable to explain or provide the information needed to predict the dependent variable is limited

**Table 2**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 <sup>a</sup>	.374	.327	4.712

a. Predictors: (Constant), Motivation, Leadership.

From the summary table model above, it can be seen that the coefficient of determination in this study is shown by the value of R Square (R<sup>2</sup>) of 0.374 or 37.4%. This means that variations in the independent variables (Leadership and Motivation) can influence the dependent variable (Lecturer performance) by 37.4%, while the remaining 62.6% (100% - 37.4%) are influenced by other variables outside the regression model.

**F-Test**

This test is carried out using a two-way test with the following hypotheses:

- a) Ho:  $\beta_1 + \beta_2 = 0$ , meaning that there is no significant influence of the independent variables together.
- b) Ha:  $\beta_1 \neq \beta_2 \neq 0$ , meaning that there is a significant influence of the independent variables together.
- c) Determine the level of significance that is equal to 0.05 ( $\alpha = 5\%$ )

**Table 3**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	357.829	2	178.915	8.057	.002 <sup>b</sup>
	Residual	599.538	27	22.205		
	Total	957.367	29			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Leadership

**Multiple Linear Regression**

The Effect of Leadership and Motivation on Lecturer Performance by using multiple linear regression analysis with the following equation:

**Table 4**  
**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.262	15.003		.551	.586
Leadership	.441	.190	.354	2.324	.028
Motivation	.872	.277	.479	3.143	.004

a. Dependent Variable: Performance

Based on table 4 the regression equation can be obtained as follows:

$$Y = 8,262 + 0.441X1 + 0.872X2$$

Information:

Y = Lecturer Performance

X1 = Leadership

X2 = Motivation

Regression coefficients indicate the direction of the dependent variable (lecturer performance) due to changes in the independent variable (Leadership and Motivation). The regression equation in this study can be interpreted as follows:

- a. Constants of 8,262. A constant of 8,262 indicates that if there is no increase in leadership and motivation, lecturer performance is 8,262.
- b. At X1, the regression coefficient is 0.441. The regression coefficient of a positive value means that there is a direct change between Leadership and Lecturer Performance. This means that any increase in leadership of 1 will increase the lecturer Performance coefficient of 0.441, assuming the Motivation variable is constant/constant, and vice versa.
- c. At X2, the regression coefficient is 0.872. The regression coefficient of motivation is positive, meaning that there is a direct change between motivation and lecturer performance. This means that any increase in Motivation by one will increase lecturer Performance of 0.872, assuming the leadership variable is constant/constant, and vice versa.

Ho1 = Leadership has no significant effect on lecturer performance.

Ha1 = Leadership has a significant effect on lecturer performance.

Ho2 = Motivation has no significant effect on lecturer performance.

Ha2 = Motivation has a significant effect on lecturer performance.

Based on the results of the study, as can be seen in Table 4 as follows:

- a. Leadership has a calculated value of  $2,324 > t$  table of 2,052 with a significance of 0.028  $< 0.05$  so that Ho1 is rejected. This means that leadership has a significant effect on lecturer performance.
- b. Motivation has a calculated t value of 3.143  $> t$  table of 2.052 with a significance of 0.004  $< 0.05$  so that Ho2 is rejected. This means that motivation has a significant effect on lecturer performance.

## Discussion

This study aims to determine the effect of leadership and motivation on lecturer performance. The following will discuss the effect of each independent variable on the dependent variable.

*Effect of Leadership on Lecturer Performance*

Hypothesis testing results have proven there is an influence between leadership on lecturer performance. Through the results of calculations that have been the t-test value of 2,324 > t-table of 2,052 with a significance of 0.028 < 0.05 was obtained so that Ho1 was rejected. This means that leadership has a positive and significant effect on lecturer performance. This has real implications for the leadership system in higher education. Higher education leaders have a strong influence on improving and influencing lecturer performance. Performance improvement in tri dharma, namely education, research, and publications, as well as community service, requires strong university leadership. Leadership selection system in higher education is expected to produce appropriate leadership that can provide role models, the ability to make quick decisions, able to provide delegation of authority, and a high level of optimism.

Optimal lecturer performance will be achieved if you get high leadership in working. Without adequate leadership, it is impossible for the lecturers' performance to be achieved because the existence of adequate leadership will encourage a lecturer to increase achievement as an expression of pride and career advancement. In other words, the higher the leadership received by the lecturer, the higher the performance of the lecturer. This study supports research conducted by Tampi (2014) and Oposma, et al. (2013) which states that based on hypothesis testing using the t-test that leadership has a positive and significant effect on employee performance while simultaneously using the F test, shows that all independent variables influence significantly to employee performance.

*Effect of Motivation on Lecturer Performance*

The results of hypothesis testing have proven that there is an intermediate influence motivation for lecturer performance. Through the results of calculations that have been done t-test values obtained for 3.143 with a significance level of the results of 0.004 smaller than 0.05, which means that statistically prove that positive motivation effect on lecturer performance.

In organizational life, encouraging a form of motivation work to subordinates is important to do to improve performance. Motivation is an important variable, where motivation needs to get the most attention for organizations in improving performance. Work motivation is encouragement or enthusiasm that arises in a person to do something or work, because of external stimulation both from the boss and the work environment, as well as the basis for meeting the needs and satisfaction and fulfilling the responsibilities for the tasks given and carried out in the organization. To provide encouragement and move people to be willing to work as much as possible, it is necessary to make efforts for communication and the participation of all parties concerned. Motivation shows that leaders know how to provide appropriate information to their subordinates so that they provide time to make an effort needed to obtain suggestions and recommendations regarding the problem at hand.

For this reason, leadership expertise is needed to motivate subordinates to work following the direction given. The higher or better motivation will be able to support lecturers working well. Vice versa, the lower or less good motivation will be able to reduce the enthusiasm and excitement of lecturers in working. This study supports research conducted by Oposma, et al. (2013) and Tampi (2014), which states that motivation has a positive and significant effect on employee performance.

**5. Conclusion**

There is a positive and significant influence of leadership on lecturer performance. This means that the better the leadership, the better the performance of the lecturer. This shows that the hypothesis proposed in this study was accepted. There was a positive and significant influence of work motivation on lecturer performance. It means that the higher or better the motivation is given to the lecturers will be able to improve the lecturers' performance. This shows that the hypothesis proposed in this study was accepted. There is a joint (simultaneous) influence of leadership and motivation on lecturer performance. It means that better leadership and high work motivation will be able to improve lecturer performance. This shows that the hypothesis proposed in this study was accepted.

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