
THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK ETHICS ON LECTURERS' COMPETENCE AND PERFORMANCE

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ABSTRACT

Introduction: Organizational culture determines the direction of individual behavior of an institution. This study aims to analyze and explain the direct influence of organizational culture on competence and the indirect influence of organizational culture on lecturer performance through competence. Analyze and explain the direct effect of work ethic on competence and the indirect effect of work ethic on lecturer performance through competence. Analyze and explain the effect of competency on lecturer performance. **Method:** This type of research is explanatory research with a survey approach. The sampling technique is a saturated sample with a total of 72 lecturers as respondents. The type and source of data are Primary Data. **Result:** The hypothesis test results prove that organizational culture has a significant positive indirect effect on lecturer performance through competence ($0.031 < 0.05$). Work ethic significantly positively affects lecturer performance through competence significance ($0.019 < 0.05$). Competence has a significant direct effect on performance ($0.003 < 0.05$). **Conclusion:** Competence has an intervening role in organizational culture and works ethic on lecturer performance because it has a very high value. If the competency is increased by one interval, the lecturer's performance will increase.

Keywords: Organizational Culture, Work Ethics, Competence, Lecturer Performance.

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INTRODUCTION

The organization is a system that influences each other; if one of the sub-systems is damaged, it will affect the other sub-systems (Dahlan et al., 2017). The system can run properly if the individuals in it are obliged to manage it, which means that as long as the members or individuals still like and carry out their responsibilities as they should, the organization will run well (Ansen & Norman, 2016). The organization is also the determination and grouping of work to be done, determines and delegates authority and responsibility intending to enable people to work together effectively in achieving goals (Darim, 2020).

Human Resource is a strategic element in determining whether or not an organization is healthy. Human resource development can be understood as preparing individual employees to assume different or higher responsibilities within the organization. Development usually relates to increasing the intellectual or emotional abilities needed to do a better job. The development of human resources is based on the fact that individual employees need knowledge, expertise, and developing abilities to work well (Miftahudin, 2018).

Every individual always has different characteristics from one. These traits can be characteristics of someone so that we can find out how they are. As with humans, organizations also have specific characteristics. We are familiar with the organizational or organizational culture through these characteristics. The cultures that each ethnic group owns have a system of values and norms governing each of its members from that tribe and people from other tribes. Thus, an organization also has a culture that regulates how its members act (Sustainable, 2022). Supported by a professional work ethic is a crucial route to success. Without a professional work ethic, we might easily slip into a line of losers. Without the inner awareness to project professionalism in all bodies, we may soon become human beings who stutter with the dynamics of change. Poor achievement and absence from the long journey to be productive, noble and dignified. Employees with a high work ethic are reflected in their behavior, such as working hard, being fair, not wasting time during working hours, the desire to give more than what is hinted at, willingness to cooperate, and respect for colleagues. The results of research conducted by (Suryadinata, 2015) concerning the influence of organizational culture, organizational climate and work motivation on lecturer performance indicate that an academic climate has not been created. Work standard is a parameter that indicates the work ethic of academic staff is still low. In addition to the low level of lecturer attendance, research results and academic staff writings have not been published optimally because there is no integrated management information system (MIS) for academic staff.

Competency factors can also influence improving employee performance. Placing employees following their competence will be decisive in creating maximum performance. Therefore the competency factor must be a criterion that is considered in organizational activities. This will have a positive impact on improving individual and organizational/group performance. Because competence is an essential characteristic of a person (individual) that influences how to think and act, generalizes to all situations encountered and lasts quite a long time in humans (Rostiana & Iskandar, 2020). The concept described above is a significant concern that needs to be studied at the Faculty of Teaching and Education, University of Pattimura.

METHODS

This type of explanatory research survey approach. Research Location at the Faculty of Teaching and Education, Pattimura University. The population is a combination of all elements in the form of events, people with the characteristics of being the center of attention of researchers (Hariyanti, 2021). The population in this research was 72 lecturers at the Faculty of Teaching and Education at Pattimura University.

The sampling technique is a saturated sample in which 72 lecturers are used as respondents. The types and sources of data are Primary Data, namely data obtained directly through interviews with respondents or with the help of a questionnaire list that has been compiled and distributed to respondents, namely lecturers at the Faculty of Teaching and Education, Pattimura University.

RESULTS AND DISCUSSION

1. Path Analysis Study Model

Pathways according to the hypothesis that has been formulated are as follows:

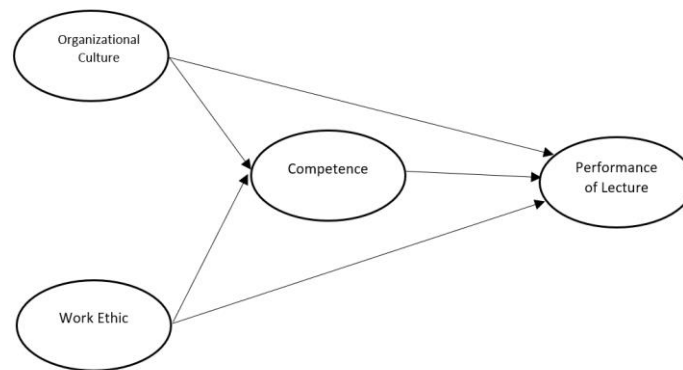


Figure 1. Path Test Model

The equation for the path analysis model is as follows:

$$Y_1 = \beta_{Y1}.X_1 + \beta_{Y2}.X_2 + e$$

$$Y_2 = \beta_{Y2}.X_1 + \beta_{Y2}.X_2 + e$$

The results of this study have met the path analysis assumption test with BLUE requirements.

a. Hypothesis Testing 1

First hypothesis: there is a significant direct influence between organizational culture and work ethic on the competence of lecturers at the Faculty of Teaching and Education, University of Pattimura

Recapitulation of the results of the calculation of the first stage of the path or analysis of the influence of organizational culture and work ethic on the competence of lecturers at the Faculty of Teaching and Education, University of Pattimura

Path analysis for the first stage using the SPSS 21 program, as follows:

Table 1. Summary of First Stage Path Analysis Results

Dependent variable	Free Variables	Betas	t	Significant	Information
Y	X1	0.786	5,129	0.027	Significant
	X2	0.661	6,962	0.031	Significant
R	= 0.892				
R Square	= 0.627				
Adjusted R Square	= 0.643				

Source: Primary data processed in 2017

Based on table 1. the results of the first stage path analysis statistical calculations above, the following results are obtained:

- 1) Organizational culture directly influences the competence of lecturers at the Faculty of Teaching and Education, University of Pattimura. This can be proven because the significance value of t (0.027) < 0.05.

- 2) Work ethic has a significant direct effect on the variable of lecturer competence at the Faculty of Teaching and Education, University of Pattimura. This can be proven where the significance value of t (0.031) < 0.05 .

So it can be concluded that the hypothesis states that organizational culture and work ethic have a significant direct influence on the competence of lecturers at the Faculty of Teaching and Education, University of Pattimura. H_a accepted (H_o rejected).

b. Hypothesis Testing 2

The second hypothesis states that there is a significant direct and indirect influence between organizational culture and work ethic on lecturer performance variables through the competence of lecturers at the Faculty of Teaching and Education, University of Pattimura. Recapitulation of the results of the second stage of the path calculation or analysis of the influence of organizational culture and work ethic on lecturer performance through the competence of lecturers at the Faculty of Teaching and Education, University of Pattimura. The second phase of path analysis uses the SPSS 21 program, as follows:

Table 2. Recapitulation of the Results of the Second Stage Path Analysis

Dependent variable	Free Variables	Betas	t	Significant	Information
Y2	X1	0.781	12,341	0.013	Significant
	X1	0.735	17,059	0.019	Significant
	Y2	0.886	11,549	0.003	Significant
R	= 0.898				
R Square	= 0.876				
Adjusted R Square	= 0.851				

The following results are obtained based on table 2. a recapitulation of the calculation results of the second stage path analysis above.

- 1) Organizational culture has a significant direct and indirect influence on lecturer performance through the competence of lecturers at the Faculty of Teaching and Education, University of Pattimura. This can be proven where the significance value of t (0.013) < 0.05 .
- 2) Work ethic has a significant direct and indirect influence on lecturer performance through the competence of lecturers at the Faculty of Teaching and Education, University of Pattimura. This can be proven by the significance value of t (0.019) < 0.05 .

So based on the results of the second stage test, it can be concluded that the hypothesis states that there is a direct and indirect significant influence between organizational culture on lecturer performance through the competence of lecturers at the Faculty of Teaching and Education, University of Pattimura. H_a accepted (H_o rejected).

c. Hypothesis Testing 3

The third hypothesis states a significant direct influence between lecturer competence and lecturer performance at the Faculty of Teaching and Education, University of Pattimura. The results of the third stage of hypothesis testing were obtained from the results of the second stage. Based on the results of statistical calculations in the second stage of path analysis above, the following results are obtained: competence has a significant direct

influence on the performance of lecturers at the Teaching and Education Faculty of Patimura University. Where is the significance value of t ($0.003 < 0.05$)? So it can be concluded that the third hypothesis can be accepted (H_0 is rejected) or there is a significant direct influence between competence on the performance of lecturers at the Faculty of Teacher Training and Education, University of Pattimura.

2. The Influence of Organizational Culture on Lecturer Performance at the Faculty of Teacher Training and Education, Patimura University

The results of this study prove that organizational culture has a significant positive direct effect on competency value significance ($0.027 < 0.05$). Organizational culture has a significant positive indirect effect on lecturer performance through competence. Significant value ($0.013 < 0.05$) The results of this study prove that organizational culture indications include workplace formality and structure, work procedures are the primary reference in work, leaders are coordinators and regulators, the main concern and are long-term in terms of efficient performance, criteria success is in the delivery of reliable results, good scheduling and efficient costs that apply and are interpreted by all elements of the organization affecting the performance of lecturers at the Faculty of Teacher Training and Education, Patimura University.

The results of this study prove that organizational culture is indicated in terms of workplace formality and structure, work guidelines based on applicable work procedures, the role of leaders as work coordinators and regulators, and the primary concern of all long-term employees on efficient performance is work patterns. These assumptions underlie work activities are developed and applied in the organization. Operationally the organizational culture of the lecturers at the Faculty of Teacher Training and Education, University of Pattimura, is realized comprehensively in terms of adequate and suitable workplaces, lecturers work following procedures, leaders coordinating and managing the running of offices, efficient work plans, achieving quality performance, achieving good performance. On-time. Leaders encourage lecturers to be efficient and have clear and measurable goals. Achieving maximum performance is the responsibility of employees. In order to encourage the achievement of maximum lecturer performance, lecturers at the Faculty of Teacher Training and Education, University of Pattimura, create a shared understanding among employees about how organizations work and how employees should behave. The results of this study reveal the basic assumptions found or developed by lecturers at the Faculty of Teaching and Education, University of Pattimura, to solve problems, adapt to the external environment and integrate with the internal environment. In principle, the implementation of organizational culture at the Teaching and Education Faculty, Pattimura University, concentrates on the behavior or process of an employee in carrying out tasks, not solely focusing on employee factors. The Teaching and Education Faculty at Pattimura University does not focus on personal attributes but focuses on the factor of how individuals or groups of employees work so that the factors, basic assumptions and organizational dimensions that focus on internal orientation and organizational integration interests, external orientation on organizational differentiation interests and orientations that focus on stability and control as well as the flexibility and flexibility that ultimately shape the characteristics of the lecturer at work. The description of the fact of the implementation of organizational culture is justified as a perspective of understanding the behavior of individuals or groups of lecturers about work so

that, directly or indirectly, it can improve lecturer performance through the competence of lecturers at the Faculty of Teaching and Education, University of Pattimura.

The results of descriptive calculations justify this fact; it is illustrated that the majority of lecturers at the Faculty of Teaching and Education at Pattimura University have worked for more than five years; this condition illustrates that the majority of lecturers have interpreted systems, norms, rules, beliefs, and shared expectations that shape the character/behavior in the organization. The results of this study explain the meaning of the values and assumptions that the workplace is adequate and reasonable, employees work according to procedures, leaders coordinate and manage the running of offices, efficient work plans, achieve quality performance, achieve performance on time are interpreted strongly. The togetherness of individual employees and the intensity or degree of employee commitment supports comprehensiveness. The results of this study are in line with (Edison et al., 2016), which state that organizational culture is what employees perceive and the way that perception creates a pattern of beliefs, values and expectations.

The results of this study prove that the implementation and meaning of organizational culture at the Faculty of Teaching and Education, Pattimura University, as a guideline for the behavior of individuals and groups of lecturers has proven to influence employee loyalty, work performance, responsibility for work/main tasks, obedience to rules, honesty, cooperation teamwork), work initiatives/innovations which are indications of lecturer performance. The results of this study are consistent with the results of a study (Ainanur & Tirtayasa, 2018) which proves that the influence between organizational culture, leadership and competence has a significant effect on employee performance. The results of this study support the research results of Xenikou and Simosi (2006), proving that organizational culture influences employee performance in several financial business units in Greece. The results of this study support the results of the study (Purwitasari, 2021), proving that organizational culture influences employee performance through BUMD.

The results of this study are in contrast to the results of a study by Brackertz (2006), which proves that aspects of physical performance affect the performance of public servants in Australia, the results of the study found that better physical facilities provide better results of public services by officials.

3. The Effect of Work Ethics on Lecturer Performance at the Teaching and Education Faculty of Patimura University

Based on the results of statistical tests prove that work ethic has a significant positive direct effect on competence ($0.031 < 0.05$). Work ethic has a positive direct and indirect effect on lecturer performance through competence ($0.031 < 0.05$). Hypothesis accepted. This shows that the indicators/items work sincerely, work with gratitude, the work is completed thoroughly, the work the lecturer does requires perseverance, work with passion and responsibility, the lecturer's work is a means of respecting the abilities of others, giving opportunities for other people will increase lecturer satisfaction at the Faculty of Teaching and Education, Pattimura University.

This research proves that the work ethic applied by lecturers at the Faculty of Teaching and Education, Pattimura University, has been very well received by all employees; thus,

implementing a good work ethic will improve the performance of lecturers at the Faculty of Teaching and Education, Pattimura University.

Descriptively, the respondents' responses to the work ethic as a whole, the average respondent said was very good; this is shown in the mean value of 4.32. This research proves that the implementation of the lecturer's work ethic at the Faculty of Teaching and Education, Pattimura University, has been carried out very well so that it can improve lecturer performance through the competence of lecturers at the Faculty of Teaching and Education, Pattimura University. This study supports the results of research (Yantika et al., 2018), showing that higher or lower individual performance can be due to work ethic.

4. The Effect of Competence on Lecturer Performance at the Patimura Teaching and Education Faculty

Based on the results of statistical competency tests, it has a significant and positive influence on the performance of lecturers at the Faculty of Teacher Training and Education, the University of Pattimura ($0.003 < 0.05$). Hypothesis accepted. This shows that competency with item knowledge indicators: work is completed according to the knowledge possessed, understanding administration systems at work, and understanding service systems at work that are good at work will improve the performance of lecturers at the Faculty of Teaching and Education, University of Pattimura. Competence with skill indicators of work items that are completed according to ability and work that is completed according to skills will improve the performance of lecturers at the Faculty of Teaching and Education, University of Pattimura. Competency with self-concept indicators items: comply with social norms in carrying out work, work according to applicable regulations, indicators of personal characteristics items: always responsive to conditions in the workplace, given information in completing work. Will improve the performance of lecturers at the Faculty of Teaching and Education, Pattimura University. Competence with motive item indicators: in completing work, always controlling emotions, and always prioritizing the public interest will improve the performance of lecturers at the Faculty of Teaching and Education, University of Pattimura.

Descriptively, the respondent's response to the lecturer competence variable at the Faculty of Teacher Training and Education, University of Pattimura, on average, the respondents stated that it was very good/good, this is indicated by the mean value: 4.2. The results of this study explain that the competence possessed by lecturers will improve the performance of lecturers at the Faculty of Teaching and Education, University of Pattimura.

This study rejects the results of research (Ayu, 2020) entitled the effect of Loyalty and Employee Competence on Public Service Performance. Kampar Regency Mining Sub-District Office. The research results state that there is no influence exerted by variable X (employee competence) on variable Y (public service performance). This fact explains that employee competence (variable X) has no significant effect on the performance of public services (variable Y). This study supports the results of research (Nurmasitha, 2013) conducted a study entitled The Influence of Competence and Work Environment on Service Performance (Study at the Sidoarjo Regency Population and Civil Registration Service). The competence variable's positive effect on the service quality of the Population and Civil Registry Office of Sidoarjo Regency is favorable. This study also supports the concept developed by Michael Zwell (2000:56-68). Competence is

not an ability that cannot be influenced. Several factors can affect a person's competency skills, namely: beliefs and values, skills, experience, personality characteristics, motivation, emotional issues, intellectual abilities, and organizational culture that employees must have (Mujiatun, 2017).

And also, this research supports the concepts developed by (Rohida, 2018) competencies that can be developed to improve employee performance, namely knowledge, referring to information and learning outcomes, skills, referring to a person's ability to carry out an activity; self-concept and values refer to attitudes, values and self-image of a person, Personal characteristics, refers to physical characteristics and consistency of responses to situations or information, motives, our motivations, desires, psychological needs, or other impulses that trigger action.

CONCLUSION

Descriptively, respondents' responses to organizational culture agreed with a mean value of 3.91. Organizational culture with indicators: systems, norms, rules, beliefs, and shared expectations have a significantly positive effect on competence. Organizational culture has a significant positive indirect effect on lecturer performance through competence. Descriptively, the respondents' responses to the work ethic stated that they strongly agreed with the mean value of 4.32. Work ethic with work indicators is grace, and work is a calling. Work is actualization; work is service has a direct and significant positive effect on competence. Work ethic has a significant positive indirect effect on lecturer performance through competence. Respondents' responses to competency stated that they strongly agreed with the mean value of 4.21. and lecturer performance means the value of 4.11. Competency with indicators: Knowledge, skills, concepts, personal characteristics, and motives have a significant effect on lecturer performance with indicators: loyalty, work performance, responsibility, obedience, honesty, cooperation and initiative.

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