

The Influence of Communication and Work Culture on Motivation and Performance of University Lecturers: A Health-Oriented Organizational Behavior Study

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Abstract

Measuring the performance of an individual in an organization is important and necessary to be done. This study aims to determine the factors that can affect the motivation and performance of the lecturers. This study uses literature study method, by collecting information related to the theme or topic of research, which is the influence of communication, work culture, and motivation on the performance of lecturers of IKIP PGRI Jember through literature from several sources i.e .Articles, journals, and books which are compared and drawn conclusions afterward. the formulation of thoughts done finds the conclusion that the communication and work culture variables significantly influenced the work motivation, then the work motivation has a significant effect on the lecturer's performance, and communication variables have a significant effect on lecturer performance along the work culture variables significantly influenced the lecturer's performance

Keywords: communication, work culture, motivation, performance.

Introduction

Lecturer is educator who have the task of "Tri Dharma" with the aim of educating the life of the nation's children. In 2018, the quality of lecturers in Indonesia is much lower than neighboring countries such as Malaysia, Singapore, and Thailand. In fact, in terms of education budget, Indonesia has a much larger allocation for budgeting APBN / APBD funds up to 20 percent. Therefore, the government decided to create an university in Indonesia that is competitive regionally and globally. One of the efforts is to improve the quality of lecturers. During this time, lecturers only teach and do less research. Although 20 percent of APBN funds are allocated for education funds, but the fee for higher education is still very low. Research in Indonesia is very less compared to New Zealand, Singapore and Malaysia. Research of lecturers in Indonesia stalls far behind. However, lecturers in Indonesia are notoriously happier with the community service. In the United States, it's hard to get the lecturer out of the lab. Unlike Indonesia, it is difficult to invite lecturers to linger in the laboratory. This system should be changed if the government wants to improve the quality of lecturers.

Improved quality of lecturers is not only judged from the side of "Tri Dharma". The performance of lecturers can also increase if there is support from the university, such as culture and good communication that will be able to motivate them so that their performance increases (Sopiah, 2008). Communication and work motivation are things which are done every day while working. Communication is also done between colleagues every day, and motivation must always be there at all times for the sake of increased performance. In the effort to improve employee's performance, organizations are required to handle human resources appropriately, so that the desired performance can be achieved in accordance with the expectations. In addition, proper handling of resources makes the organization more dynamic and growing rapidly, as Rao (2000: 66) explains that if the human resources are properly addressed by appreciating their talents, developing their work skills and use it appropriately, surely the organization / organization will become dynamic. Employee performance is basically an accumulation of various factors that are critical to performance. Many factors determine employee performance. Some factors that need to be observed are communication and work culture, because communication and work culture plays a role in everyday life in the workplace.

Performance is basically what employees do or do not do. Employee performance is what affects how much they contribute to employees. Performance improvements for both individuals and groups are at the center of attention in an effort to improve organizational performance (Mathis and Jackson, 2002: 78). Performance is very important to be studied, especially related to lecturer motivation. Because with the motivated lecturers, then his performance will increase, so it is with IKIP PGRI Jember. The existence of non-active status in 2015 caused by the ratio of lecturers and students that are not in accordance with the Ministry of Education and Higher Education regulations triggers all elements to make improvements, both from administration, lecturer performance and faculty staff performance. Non-active status has an adverse effect not only on the institution, but also on the performance of the lecturer. Lecturers cannot perform tri dharma for higher education optimally.

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There are feelings of anxiety felt by the lecturers, whether this non-active can be revoked. This triggers all elements to make improvements, both from administration, lecturer performance and from faculty performance. Indeed, IKIP PGRI Jember made changes. This change is intended to create motivation on campus and on employees. Motivation seeks to transform itself in the form of character conditions through a gradual metamorphosis process, from bad to better. Changes in character in motivation will affect the performance of lecturers. Companies can evaluate or assess employee performance of their changes. Performance appraisal at IKIP PGRI Jember and also on the employees is a manifestation for improvement of lecturer performances.

IKIP PGRI Jember is expected to have advantages not only in the form of knowledge, skills and broad insight on the workers, but also in the form of basic knowledge of social psychology, stable emotional intelligence, and ability to communicate well and also in interpersonal relationships. Because with good communication, from superiors to their subordinates and with colleagues, a conducive working atmosphere will be present. According to Muhammad (2005: 107), communication is the process of delivering messages from the sender of the message to the recipient of the message. Communication within the organization consists of formal communication and informal communication. Formal communication flows through the official path defined by the official hierarchy of the organization whereas informal communication tends to contain confidential reports about people or events that do not flow formally.

Besides communication, the performance support factor in IKIP PGRI Jember is the organizational culture. Organizational culture is a characteristic of an organization that plays an important role in it because a good organizational culture will provide comfort that then supports the improvement of lecturer performance. To achieve good performance, efforts have been made by various agencies by creating good working conditions by implementing and inculcating cultural values of work to all employees, with a hope that the culture is well received, and work motivation for all employees in their work place. Changes made in IKIP PGRI Jember expected the lecturers can support the activity.

Knowing the importance of how the influence of communication and work culture on work motivation and the performance of the lecturers of IKIP PGRI Jember made this research worth to be examined. The hypothesis proposed in this study are:

- H₁: Communication has a significant effect on the work motivation of the lecturers of IKIP PGRI Jember
- H₂: Work culture has a significant effect on the work motivation of the lecturers of IKIP PGRI Jember
- H₃: Communication has a significant effect on the performance of the lecturers of IKIP PGRI Jember
- H₄: Work culture has a significant effect on the performance of the lecturers of IKIP PGRI Jember
- H₅: Work motivation has a significant effect on the performance of IKIP PGRI Jember lecturers

Methods

This research is explanatory research, which explains the relationship between a variable with other variables by using hypothesis. Methods of data analysis in this study is Path Analysis. The data used in this research are primary data and secondary data. Data collection used in this research is a questionnaire that spread to IKIP PGRI Jember lecturers. The population in this research is all lecturers of IKIP PGRI Jember. The sample size used in this study is 120.

In the process of this research, the steps performed started from the Test Instruments by performing the validity test and reliability test. After normal distributed data is obtained, then the data will be processed by using Path Analysis. After the obtained data that is normally distributed, then the data will be processed by using Path Analysis. Classic assumption test and hypothesis test (t test) is also done to get the research conclusion.

Results and discussion

This research generally aims to analyze the influence of communication and work culture on the performance of lecturers through work motivation. The sample in this research are Lecturers at IKIP PGRI Jember. After the analysis, it can be concluded that there is influence on communication and work culture on motivation and lecturer's performance.

Path Analysis Results

Test results from the direct path coefficient of influence to analyze the influence of communication and work culture directly to the motivation and performance of the lecturer are presented in Table 1.

Table 1. Coefficient of Direct Effect Line

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Independent Variable(s)	Dependent Variable(s)	Standardize Coefficient	Sig	Desc.
Communication (X1)	Work Motivation (Z)	0,628	0,000	significant
Communication (X1)	Performance(Y)	0,274	0,003	significant
Work Motivation (Z)	Performance (Y)	0,558	0,000	significant
Work Culture (X2)	Motivation (Z)	0,394	0,000	significant
Work Culture (X2)	Performance(Y)	0,197	0,012	significant

Source: Processed data, 2018

Hypothesis Test Results

Hypothesis test conducted in this study aims to examine the direct influence between communication and work culture on employee performance with motivation variable as intervening variable on lecturers of IKIP PGRI Jember. The testing is done by inputting intervening variable, which is motivation.

Table 2. Summary of t-Test Results on Equations 1 and 2

Variable	tcount	Sig.	Hypotheses
Dependent Variable: work Motivation			
Independent Variable:			
Communcation	10,795	0,000	H1 Accepted
Work Culture	6,773	0,000	H2 Accepted
Dependent Variable: Lecturer's Performance			
Independent Variable:			
Communcation	2,981	0,003	H3 Accepted
Work Culture	2,565	0,012	H4 Accepted
Work Motivation	5,386	0,000	H5 Accepted

Source: Processed data, 2018

The descriptive analysis results above show that the majority of lecturers who are motivated and have a good performance is a lecturer who has the decency, feedback, the existence of information and uncertainty reduction in communicating. A motivated and well-performing lecturer has also carried out the habits, rules and values that constitute the working culture of IKIP PGRI Jember well. The lecturer has a high performance because they have gained motivation in the form of physical needs, security, social relations, appreciation and self-actualization. Lecturers in their performance have the quality of work, attitude, innovation, cooperation, responsibility and working knowledge.

The result of the analysis shows that communication has significant effect to work motivation. The first hypothesis, which states that communication affects the motivation, is accepted. The better the communication is formed on the lecturer, then the work motivation is also definitely increased. Communication made by the lecturer has the content of decency, feedback, information and reduce uncertainty. As I am in communicating with colleagues at IKIP PGRI Jember, I always prioritize politeness, I get feedback when communicating with colleagues at IKIP PGRI Jember, I always convey information when communicating with colleagues at IKIP PGRI Jember, and I feel the uncertainty is decreased when communicate with colleagues at IKIP PGRI Jember. Lecturer's work motivation can be in the form of physical needs, security, social relations, appreciation and self-actualization. With good communication, it will cause encouragement or morale in a form of work motivation. The results of this study support research conducted by Jiony et al (2015), who found that employees who feel attached to their work will perform well.

The result of the analysis also shows that work culture has a significant effect on the work motivation. The better the work culture of the lecturer, the work motivation will also increase. Hence, the second hypothesis that work culture influences the motivation is accepted. The working culture in IKIP PGRI Jember has been done by lecturers. The work culture raises the spirit and motivation of the lecturer. As I am always do the habit of using Batik whenever I go to the office, I follow the rules that have been set, which is coming to the office even though there are no teaching hours, I run the values that are already active in activities on campus. The work culture creates enthusiasm and encouragement (motivation) for the lecturer. The results of this study support

research conducted by Sinha et al (2010) who found that organizational culture can increase employee motivation.

The results of the analysis show that communication has an effect on performance. The better the communication is established, it will improve performance. Hence, the third research hypothesis which states that communication has a significant effect on performance, is accepted. Performance of lecturers in this research is the achievement / work result achieved by the lecturer in a certain time as a manifestation of responsibility to the duties and obligations imposed to them. Communication between campus residents often affect the performance of lecturers. Given that the performance of lecturers depends on the performance of other lecturers and employees and stakeholders. Lecturers who are able to establish good communication with the campus residents will achieve success in its performance and vice versa. This study supports research conducted by Jiony et al (2015) who found that the performance improvement was influenced by good communication in the workplace.

The result of the analysis shows that the work culture has a significant effect on the lecturer's performance. The more the work culture is improved, the performance will also increase. The fourth hypothesis which states that culture has a significant effect on performance, is accepted. This indicates that the lecturer of IKIP PGRI Jember has implemented the rules and values applied by the campus, so that there is improvement in the quality of work, professional attitude, innovation, knowledge and better relationship with colleagues.

The results of this study support the research conducted by NurFarhati (1999) and Inanlou (2017) who concluded that the work culture of the organization has a close relationship with the performance of members in the organization. The working culture of an organization, whether corporate or governmental organization, has a relationship with the improvement of member performance so that it becomes better.

The result of analysis shows that work motivation has significant effect to lecturer performance. The higher the motivation possessed by the lecturer, then the performance will also rise. The fifth hypothesis that motivation has a significant effect on work performance is accepted. The results also showed that the lecturers as a sample of this study have a sense of comfort, fulfillment of physical needs, good social relations, and also doing self-actualization, such as: get a salary, get a sense of comfort, work safety, social security, and pension funds

Social relations with colleagues lead to a sense of comfort at work, the presence of awards which received by outstanding lecturer and all lecturers are given the opportunity to actualize themselves, so that they can improve their performance. The results support research conducted by Nduka (2016) and Sokro (2012) who found that the work motivation in the organization provides benefits to the organization because of high employee performance.

Conclusion

After the analysis phase is done, it can be concluded that:

- a. Communication has significant effect to work motivation. The first hypothesis, which states that communication affects the motivation, is accepted. The better the communication is formed on the lecturer, then the work motivation is also definitely increased
- b. Work culture has a significant effect on the work motivation. The better the work culture of the lecturer, the work motivation will also increase. Hence, the second hypothesis that work culture influences the motivation is accepted.
- c. That communication has an effect on performance. The better the communication is established, it will improve performance. Hence, the third research hypothesis which states that communication has a significant effect on performance, is accepted. Performance of lecturers in this research is the achievement / work result achieved by the lecturer in a certain time as a manifestation of responsibility to the duties and obligations imposed to them
- d. Work culture has a significant effect on the lecturer's performance. The more the work culture is improved, the performance will also increase. The fourth hypothesis which states that culture has a significant effect on performance, is accepted
- e. Motivation has significant effect to lecturer performance. The higher the work motivation possessed by the lecturer, then the performance will also rise. The fifth hypothesis that work motivation has a significant effect on performance is accepted.

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