

# Enhancement of Work Culture for Quality Lecturer Performance: Empirical Study

Safrudin<sup>1</sup>, Al Ghazali<sup>2</sup>, Yohannes Don Bosco Doho<sup>3</sup>, Moh Ali<sup>4</sup>

<sup>1</sup>Health Promotion Department, Politeknik Kesehatan Kementerian Kesehatan Jakarta III, Jakarta, Indonesia

<sup>2</sup>Information System Department, Universitas Bina Sarana Informatika, Jakarta, Indonesia

<sup>3</sup>Management Department, Institut Komunikasi dan Bisnis LSPR Jakarta, Indonesia

<sup>4</sup>Islamic Educational Management Department, Institut Agama Islam Negeri Syekh Nurjati Cirebon, West Java, Indonesia

Email: paksyafrudin68@gmail.com<sup>1</sup>, ghazali.ahz@bsi.ac.id<sup>2</sup>, yohanes.dbd@lspr.edu<sup>3</sup>, moh.ali@syekhnrjati.ac.id<sup>4</sup>

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## Abstract:

This study aims to determine whether there is an influence of work culture on the performance of lecturers at Poltekkes Kemenkes III Jakarta. This study uses a quantitative approach through survey methods. The population sample is lecturers in four Departments of Health Polytechnic III Jakarta. This study indicates that work culture has a positive and significant influence on the performance of lecturers at Poltekkes Kemenkes III Jakarta. This is concluded because, from the hypothesis, the regression equation is obtained:  $Y = 50,135 + 0,753 X_1$ , which means the constant value is 50,135. From these equations, lecturer assignments can be predicted if the work culture values. The value of  $b = 0.753$  means that the lecturer's task performance variable will increase by 75.3% if the work culture value increases by 1%. From the results of statistical tests, there is a significant relationship between workplace culture and the lecturer's task performance ( $p = 0.000$ ). Moreover, the results of hypothesis testing show that the results of  $t$  arithmetic 4.651 are greater than  $t$  table 1.99 with a path coefficient of 0.365, stating that  $H_0$  is rejected and  $H_1$  is accepted.

**Keywords:** *Work Culture, Lecturer Performance, Quality, College*

## Abstrak:

Penelitian ini bertujuan untuk mengetahui apakah ada pengaruh budaya kerja terhadap kinerja dosen di Poltekkes Kemenkes III Jakarta. Penelitian ini menggunakan pendekatan kuantitatif melalui metode survei. Hasil penelitian ini menunjukkan budaya kerja mempunyai pengaruh yang positif dan signifikan terhadap kinerja dosen di Poltekkes Kemenkes III Jakarta. Hal ini disimpulkan karena dari hipotesis yang dilakukan diperoleh persamaan regresi yaitu  $Y = 50,135 + 0,753 X_1$  yang berarti nilai konstanta sebesar 50,135. Dari persamaan tersebut, tugas dosen bisa diprediksi bila nilai budaya kerja. Dari nilai  $b = 0,753$  berarti variabel kinerja tugas dosen akan meningkat 75,3% bila nilai budaya kerja meningkat 1%. Dari hasil uji statistik ada hubungan yang signifikan antara budaya kerja dengan kinerja tugas dosen ( $p=0,000$ ). Serta Hasil pengujian hipotesis menunjukkan bahwa hasil  $t$  hitung 4,651 lebih besar dari  $t$  tabel 1,99 dengan koefisien jalurnya sebesar 0,365 menyatakan bahwa  $H_0$  ditolak dan  $H_1$  diterima.

**Kata Kunci:** *Budaya Kerja, Kinerja Dosen, Kualitas, Perguruan Tinggi*

## INTRODUCTION

The current state of health education is faced with increasingly complex problems (Irfan et al., 2019; Borashkyzy et al., 2020). Most of these problems include relevant education systems to meet world health demands (Zaid et al., 2020), quality improvement to reduce the negative impact of rapid technological developments on individual well-being, and the decline in the quality of graduates and health workers over the years (Sameena, 2020; Kuswanto & Anderson, 2021). The last five years, especially at the Health Polytechnic of the Ministry of Health III Jakarta in Indonesia. There were several complaints from the initial research conducted at the Midwifery Section of the Health Polytechnic III Jakarta. For example, teaching performance at the Jakarta III Health Polytechnic has stagnated and even experienced a significant decrease in the number of lecturers. This problem is indicated by the low competitiveness of students in hospitals, health centers, and clinics. In addition, it is difficult for alumni to find jobs other than the small number of new student applicants at the Health Polytechnic III Jakarta. The low performance of lecturers is an output influenced by inputs that include the independence of work culture. Work culture is inherent in all large and small institutions, government and private, wherever and whenever, including the work culture of lecturers in universities (Ginanjari, 2014). The work culture itself has the function of building human resources and instilling particular values that underlie consistent attitudes and behavior and habituation of the way of working in their respective work environments (Kausar et al., 2020; Falah et al., 2021).

Performance is understood as something done or not done by individuals (Frederico et al., 2021). Lecturer performance that is common to most jobs includes elements that include; 1) quantity of results; 2) quality of results; 3) timeliness of results; 4) attendance; and 5) ability to work together (Indrasari et al., 2018). Factors that can affect lecturer performance are visionary leadership, work motivation, lecturer competence, work culture, work commitment, and job satisfaction the leadership (Truong et al., 2020; Aryani et al., 2021). Sembiring and Winarto (2020) also states that work culture, company regulations, and organizational policies are essential factors in improving employee performance.

The competence and qualifications of lecturers can be developed by meeting the basic principles, including; 1) relevance, namely conformity to the educational environment; 2) the principle of effectiveness, namely the extent to which lecturers can play a fundamental role in achieving institutional goals; 3) the principle of efficiency, namely the extent to which existing resources in the internal environment can support the lecturer's duties; and 4) the principle of continuity, namely whether the lecturer can continue to adapt to scientific and technological developments (Simbolon, 2017). By fulfilling the basic principles that have been explained, improving the performance of lecturers will also be accessible.

In the research of Ali et al., (2021), it was stated that efforts to increase the performance satisfaction of teaching staff/lecturers still apply an

assessment with less measurable indicators to assess the performance of lecturers, success or improvement with a strong culture has a more significant impact on the attitudes of students. Teaching staff. Work culture views life as a value that becomes a trait, habit, and a driving force in a group that controls behavior, aspirations, opinions, views, and actions that manifest as work (Ghazali & Yanti, 2022). Meanwhile, according to Darodjat (2015), work culture is a habit in work cultivated in a group as a form of work reflected in behavior from working time so that behavior and habits are automatically embedded in each of them.

The concept of Islamic work culture is based on the value of monotheism, which means a source of work enthusiasm. The Qur'an contains the concept of law which contains most of the rules and moral values that require Muslims to follow and implement them. Therefore, Islam is the central norm or core principle or global rule defined as a set of rules (Yusuf, 2022). Culture allows people to view goals congruence, as shared values make people feel good about the organization and their genuine potential for the organization (Ferine et al., 2021). Behind a company's success, there are human resources or good performance of employees in carrying out a work culture and supported by a high work ethic (Layaman & Jumalia, 2018).

Implicitly many verses of the Qur'an encourage people to work hard, in the sense that Muslims must have a high work ethic, including in the Qur'an al-Insirah: 7-8, which means "When you have finished (from one business), then do something else (business). This verse recommends that humans, significantly Muslims spur themselves to work hard and try as much as possible (Saifullah, 2010). This proves that by working hard, the results will be satisfactory. Such results will later become the institution's hope that the performance of its workers, especially lecturers, can improve by instilling a consistent work culture (Falah et al., 2021).

According to Arianto (2013), the indicators of the work culture of teaching staff are as follows; 1) the condition of the physical work environment, including giving awards, providing welfare, fulfilling infrastructure, and facilities; 2) work environment conditions, including support in carrying out tasks, can design and design work, work supervision and discipline, communication and interaction with colleagues, parents, school principals, and the community environment, principal leadership functions, setting policies, personnel, school programs according to the nature and objectives, establish compensation policies and school management.

A strong culture will show a high agreement about the organization's goals with its members. Workers will realize the potential and strength that God has given to them, such as creativity, reason, original thinking, unique talents, the ability to use specific tools, etc. From an Islamic perspective, that is called a work culture (Mukhsin, 2017). Unity of voice towards goals will form attachment, loyalty, and commitment (Kausar et al., 2020; Onia, 2021). That way, it will affect lecturers' performance in becoming the organization's goals (Eviyana et al., 2021).

Therefore, several previous studies have shown that work culture affects the performance level of lecturers. From the statement above, this study aims to determine the effect of work culture on lecturer performance. Performance is the result of work carried out with the expected value. Work results are targets that an organization must achieve in order to achieve goals (Hasanah et al., 2020).

The performance indicators are as follows: Quality of work, timeliness (pompntnees), initiative, capability, and communication (Putranti et al., 2018). Meanwhile, in the lecturer's performance indicators, four competencies must be possessed in carrying out the Tridharma of Higher Education duties. The four competencies are pedagogic, professional, personality, and social (Suherman et al., 2018). These four competencies are indicators that show the performance of lecturers as educators and lecturers. This study aims to determine whether there is an influence of work culture on the performance of lecturers at Poltekkes Kemenkes III Jakarta.

## RESEARCH METHODS

This study uses a quantitative approach through a survey method. The population sample is lecturers in four Departments of Health Polytechnic III Jakarta. Among others; are the Department of Obstetrics, Nursing, Medical Laboratory Technology, and Physiotherapy. The object of research is the number of lecturers and units of analysis. To get the overall sample, the researcher used the formula from Slovin based on an error rate of 5%. So for a population of 133 with an error rate of 5%, the correct number of samples is 100 lecturers. Collecting data using questionnaires, interviews, and observations, then constructing each research variable's conceptual and operational definitions.

The survey research was well prepared from the schedule and questionnaire, including facts, opinions, and attitudes. Data processing is carried out in the following way; a) Validity/Reliability test used Pearson Product Moment measurement model; b) Normality/Linearity test used Chi-squared (X<sup>2</sup>) measurement model, and c) Correlation Regression Data processing. However, correlation is used with the regression equation technique. Path analysis was conducted to determine whether the path construct was tested empirically. The following analysis is intended to find direct and indirect effects by using correlation and regression to determine the last dependent variable.

Exogenous/independent variables consist of; 1) Work Culture (X) and one endogenous/bound variable, namely Lecturer's Task Performance (Y). The Effect of Significance and Linearity of Lecturer Task Performance Regression (Y) on Work Culture (X<sup>1</sup>).

**Table 1: Analysis of Correlation and Regression of Work Culture with Lecturer's Task Performance**

variable	r	R <sup>2</sup> -	Line Equation	P value
Work Culture	0.712	0.508	= 50.135 + 0.753 X <sub>1</sub>	0.000

The relationship between workplace culture and lecturer performance is closely related ( $r = 0.712$ ) and the positive pattern means improving performance. The coefficient value with determination = 0.508 regression line equation can be explained 50.8% variation in lecturer performance, or the equation can explain the task performance variable quite well. The p-value of 0.000 with 5% can be a simple regression fit (fit) with data that has a regression line equation. The constant value (a value or intercept value) is 50,135 and  $b = 0,753$ , the regression equation is:  $= 50,135 + 0,753 X_1$ . From this equation, lecturer assignments can be predicted if the value of work culture is. From value  $b = 0.753$ , the lecturer's task performance variable will increase by 75.3% if the work culture value increases by 1%. From the results of statistical tests, there is a significant relationship between work culture and the lecturer's task performance ( $p = 0.000$ ).

## RESULTS AND DISCUSSION

The influence of work culture on lecturer performance shows a strong and positive pattern. The regression line equation obtained is good enough to explain the variables studied. From the p-value at alpha 5%, it can be concluded that the simple regression corresponds to the regression line equation data. The results of all statistical tests show a significant relationship between the two variables.

The results of simple regression analysis obtained  $F_0 = 56,652$ ;  $db_1 = 3$ ,  $db_2 = 96$ ,  $p\text{-value} = 0.000 < 0.05$  or  $H_0$  is rejected. Thus, the work culture variable (X) has an effect on the task performance variable (Y).

**Table 2: Task Performance Variable Normality Test (Y), Work Culture (X)**

	Kolmogorov-Smirnov <sup>and</sup>			Shapiro-Wilk		
	Statistics	df	Signature	Statistics	df	Signature
Task Performance	0.079	100	,123	,984	100	,282
Work Culture	0.052	100	,200*	,991	100	,705

**Table 3: Summary of Linear Regression Test Results**

Variable	Equality	Linearity Test		Conclusion
		P value	=0.05	
Y on X <sub>1</sub>	$= 50.135 + 0.753 X_1$	0.000	0.05	Significant and Linear

**Table 4: Summary of Hypothesis Testing Results with SPSS**

Direct Inter-Variable Effect	Path Coefficient (p <sub>ii</sub> )	Standard Error (sb <sub>i</sub> )	t <sub>count</sub>	p-value	Conclusion
X <sub>1</sub> to Y (p <sub>y1</sub> )	0.502	0.078	6.472	0.000	Important

**Table 5: Summary of Hypothesis Testing Results**

Variable	Path coefficient	t <sub>count</sub>	t <sub>table</sub> (= 0.05)	Test Decision
X <sub>1</sub> against Y	0.365	4.651	1.99	Ho is rejected, H1 is accepted . There is a direct positive effect of X <sub>1</sub> on Y

The results of hypothesis testing show that the result of t arithmetic 4.651 is more significant than t table 1.99 with a path coefficient of 0.365, stating that  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is an influence between work culture on lecturer performance. The results of testing this hypothesis are relevant to previous research by Iksan, et al., (2021), in their research results, showed that work culture has a significant effect on lecturer performance. Work culture is emotional power in increasing the ability to control their work environment and maintain their energy, resulting in a more significant effort at work. Pray, when you want to do something to improve task performance that has an impact on positive mental health.

Shodikin (2018) states that Islamic work culture is to actualize all the potentials of faith, thought, and remembrance and our knowledge to provide the value of happiness. The core or source of inspiration for Islamic culture is the Qur'an and the sunnah of the Prophet Muhammad, which is bound in one word, namely morality. In Islam, humans must ask Allah for help and acknowledge their limitations. Allah loves those who always ask more than those who are reluctant to ask because it is as if humans are sufficient. The Word of Allah SWT:

وَقَالَ رَبُّكُمْ ادْعُونِي أَسْتَجِبْ لَكُمْ ۚ إِنَّ الَّذِينَ يَسْتَكْبِرُونَ عَنْ عِبَادَتِي سَيَدْخُلُونَ جَهَنَّمَ دَاخِرِينَ

Meaning: Moreover, your Lord said: "Pray to Me, I will surely allow it to you. Verily, those who pride themselves on worshipping Me will enter Hell in a state of humiliation." (QS. Al-Mu'min: 60).

Work culture plays a vital role in achieving a lecturer's task performance (Mundiri, 2017). Different educational environments will impact cultural patterns and colors in a culture that has high agreement from its members to maintain what is believed to be true from various aspects to improve the performance of lecturers' duties at Poltekes Kemenkes Jakarta III. This is in line with research conducted by Sulton (2017), which states that work motivation has a significant effect on employee performance.

From the correlation and regression analysis results between the two variables, the regression equation is  $50.135 + 0.753 X^1$ . From this equation, lecturer assignments can be predicted if the value of work culture is. From value  $b = 0.753$ , the lecturer's task performance variable will increase by 75.3% if the work culture value increases by 1%. From the results of statistical tests, there is a significant relationship between work culture and the lecturer's task performance ( $p = 0.000$ ).

Explanation of the hypothesis test results, correlation test, and simple regression test between two variables, namely work culture and lecturer performance. This shows a significant influence of work culture on lecturer performance. Thus, a positive work culture will improve the performance of lecturers and increase their competence of lecturers. Work culture plays a vital role in achieving a lecturer's task performance. Different educational environments have an impact on cultural patterns and colors. Work is God's holy commandment to man. Although the hereafter is more eternal than this

world, Allah does not command his servants to leave work for worldly needs. As the word of God;

وَابْتَغِ فِيمَا آتَاكَ اللَّهُ الدَّارَ الْآخِرَةَ وَلَا تَنْسَ نَصِيبَكَ مِنَ الدُّنْيَا وَأَحْسِنْ كَمَا أَحْسَنَ اللَّهُ إِلَيْكَ  
وَلَا تَبْغِ الْفُسَادَ فِي الْأَرْضِ ۗ إِنَّ اللَّهَ لَا يُحِبُّ الْمُفْسِدِينَ

Meaning: Moreover, seek (reward) the land of the Hereafter with what Allah has bestowed upon you, but do not forget your share in this world and do good (to others) as Allah has done good to you, and do not make mischief on earth. Indeed, Allah does not like those who make mischief (Surat al-Qasas: 77).

The results of this study are based on the results of research by Hasil penelitian ini sesuai dengan hasil penelitian Salam et al., (2017), states that the work culture of certified teachers at the MA Daarul 'Uluum Lido Cigombong Bogor is excellent and influences teacher performance in the learning process. The performance of certified teachers in the teaching and learning process in MA Daarul 'Uluum Lido Cigombong Bogor is very high, indicating that certified teachers already have commitment, responsibility, and sincerity to work continuously to improve the quality of the learning process on guarding. Other research also states by Arianto, (2013) that work culture is more influential in improving teacher performance than other variables studied with work culture, such as the influence of discipline and work environment.

In a thick culture, members have a high agreement to defend what is believed to be true from various aspects. This is intended to improve the performance of lecturers' duties at Poltekkes Kemenkes III Jakarta. Collective agreements are passed down from one generation to the next, leading to cultural adaptation in employees. Cultural socialization occurs when the institution accepts new employees to align their behavior with the existing culture. *Work culture* is a philosophy based on a view of life as values that characterize, habit, and drive, as well as being cultured in improving the performance of lecturers in carrying out their duties. Employee performance results from work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities assigned to him (Adha, Qomariah, & Hafidzi, 2019).

Characteristics of Islamic organizational culture (Hakim (2016) that can improve organizational performance are as follows; 1) work is one of the implementations of human functions as caliph. A Muslim must realize that created humans, including himself, as leaders on earth who must be able to direct human deeds by creating goodness and benefit on this earth; 2) Work is "worship," Departing from the function of Muslims as leaders on earth, and bearers of rahmatan lil 'Alamin, it is necessary for a Muslim to be responsible for managing the contents of the earth and everything in it. Allah SWT. said in Surah al Mulk 15: "It is He who made the earth easy for you, So walk in all directions and eat part of His sustenance. and only to Him you (return after) resurrected"; 3) Working with the principle of benefit and benefit of a Muslim in carrying out his work process is not merely seeking maximum profit to

accumulate wealth assets. As Allah says in Surah Az-Zāriyāt: 19: "And in their wealth, there is a right for the poor who ask and the poor who do not get a share." Also contained in the letter al Ma'arij verses 24-25: "And those in whose wealth there is a certain share for the poor who ask and those who have nothing (who do not want to ask)"; 4) Working by optimizing the intellectual capacity of a Muslim worker must use the ability of his mind (intelligence), professionalism in managing resources; 5) Work confidently and optimistically, As the word of God in Surah Al-Mulk:15 "It is He who makes the earth easy for you, so walk in all directions and eat part of His sustenance. And only to Him you (return after) being resurrected"; 6) Working by requiring an attitude of *tawazun* (balance) working in Islam also requires an attitude of *tawazun* (balance) between two interests, namely the public interest and special interests; 7) Working with pay attention to the halal element and avoid the haram element (which is prohibited by Shari'ah).

The implications of the results of this study are explained as follows: If work culture affects task performance, improvements can be made by; 1) Influencing, directing, and involving lecturers and staff in solving problems and describing how they should behave in the teaching and learning process; 2) As much as possible provide information management to help develop Task Performance by offering coaching and training to have skills.

## CONCLUSION

From the analysis of the data that has been presented, the conclusion of this study is that work culture has a positive and significant influence on the performance of lecturers at Poltekkes Kemenkes III Jakarta . This is concluded because from the hypothesis, the regression equation is obtained, namely  $Y = 50,135 + 0,753 X_1$ , which means the constant value is 50,135. From this equation, the lecturer's duties can be predicted if the work culture values. From value  $b = 0.753$  means that the lecturer's task performance variable will increase by 75.3% if the work culture value increases by 1%. From the results of statistical tests there is a significant relationship between work culture and lecturer's task performance ( $p = 0.000$ ). And the results of hypothesis testing show that the results of  $t$  arithmetic 4.651 are greater than  $t$  table 1.99 with a path coefficient of 0.365 stating that  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is an influence between work culture on lecturer performance. Thus, this analysis shows that the work culture variable ( $X$ ) has a positive and significant influence on the lecturer performance variable ( $Y$ ).

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