

# **Influence of Leadership Style, Competence, Work Discipline and Responsibility on the Motivation and Performance of Lecturers at Universities in Sorong West Papua**

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## **Abstract**

*This research aims to analyze the influence of leadership styles, competence, work discipline and responsibility for work motivation and lecturer performance at universities in Sorong West Papua. The methods used in this study are quantitative research methods with correlational approaches. The sample used as many as 234 lecturers with simple random sampling techniques. Data analysis using SEM (Structural Equation Model) with Lisrel 8.80 program. The results showed that partially leadership styles, competencies, and responsibilities were influential and significant to the motivation of lecturers at universities in Sorong West Papua. While the discipline of work has no significant effect on work motivation. Partially leadership style, competence, work discipline and responsibility have a significant effect on the performance of lecturers at universities in Sorong West Papua. The results also found that work motivation can mediate the relationship between leadership style, competence, work discipline and responsibility with lecturer performance.*

**Keywords:** leadership style, competence, work discipline, responsibility, work motivation, lecturer performance

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## **I. Introduction**

The development of the industrial era 4.0 or the digital era or the information technology era caused various changes in various business fields, one of which was the transition of business activities or institutional activities from conventional reform to digital. Employees or employees are required to better understand digital technology or technology that uses the internet more. In this information technology era, the internet has become a necessity for the public in finding the source of information needed. Likewise, Public Universities (PTN) and Private Universities (PTS) must be able to adopt internet technology in teaching and learning activities as proclaimed by the government that Public or Private Universities should switch to information technology. Universities must be able to produce students who are able to compete in the industrial era 4.0. In supporting the process of teaching and learning activities in accordance with the industrial era 4.0, the performance of lecturers in universities must be improved and required to better understand the use of internet technology.

In addition to facing the level of competition in the industrial era 4.0 at this time activities in all business fields also face challenges with the Covid-19 pandemic. The situation of the Covid-19 pandemic requires every individual, organization, government agency, education world to be more innovative in carrying out its activities. The concept is that the activity continues but does not violate the health protocol regulations that have been set by the government. In this case, the world of education has first anticipated the condition of the Covid-19 pandemic by conducting distance education through online learning activities (in-network) that utilize internet technology such as the Zoom application.

Facing the challenges of the digital era and the Covid-19 pandemic, the performance of lecturers in universities must be maintained and improved, through the mastery of information and communication technology. In the face of the new normal order in the midst of the Covid-19 pandemic, the Ministry of State Apparatus Empowerment and Bureaucratic Reform stated that the working arrangements of employees of the State Civil Apparatus (ASN) will also adjust. To support work adjustment, strengthening and utilizing information and communication technology is also needed. Strengthening and disingling of information and

communication technology in the performance of lecturers must be carried out in the framework of the implementation of the new normal order (kompas.com, 2020).

This research was conducted at Universities in Sorong, West Papua which include: State Universities and Private Universities in Sorong West Papua. The performance of Higher Education lecturers in Sorong West Papua needs to be improved so that the performance of universities can also improve which is reflected in the graduation results of students who are ready to work and able to compete in the digital era.

Performance is the value of a set of worker behaviors that contribute, both positively and negatively, to the completion of organizational goals (Colquitt et al,( 2011:35). Employee performance is very necessary, because with this performance will be known how far their ability in carrying out the tasks assigned to him (Sinambela, 2016: 480). The performance of lecturers at universities in Sorong West Papua still shows less than optimal performance such as the number of lecturers who do not have functional rank, then there are still

Many lecturers who teach not in their field of expertise or competence and often lecturers are late to complete their duties to provide / deposit the results of student assessments at the end of each semester. The good performance of lecturers depends on performance management and various factors that affect it. The performance of lecturers in this research can be influenced by work motivation. Motivation is an individual's willingness to expend high effort to achieve organizational goals (Robbins, 2016: 213). There are three key elements in motivation: effort, organizational goals and needs. Effort is a measure of intensity. If a person is motivated then he will try his hardest to achieve the goal, but not necessarily high effort will produce high performance. Therefore, it takes the intensity and quality of these efforts and is focused on the goals of the organization. High work motivation makes lecturers more focused in carrying out the teaching and learning process, working on schedule, enthusiastic in completing work and this will affect lecturer performance.

This is in accordance with research conducted by Pranita (2017), Telaumbanua et al. (2019), Carvalho et al. (2020), Rahman et al. (2019), Wijayanto & Riani (2021) which states that motivation has a significant effect on performance. But unlike the research conducted by Muchtar (2016), Kristanti & Pangastuti (2019) which states that motivation has no effect on performance.

Work motivation and lecturer performance in this research can be influenced by leadership style, competence, work discipline and responsibility. Leadership style is a way of the leader in influencing his subordinates. An effective leadership style is leadership that is tailored to the level of maturity of subordinates who will be influenced by a leader. A leadership style that is well applied by leaders makes subordinates able to work more comfortably, obey the rules, work on target, feel safe and have a high spirit in work. This situation can create work motivation and performance is increasing.

This is in accordance with research conducted by Algazho & Al-Anazi (2016), Sugini et al. (2018), Astuti, Fitria & Rohana (2020), Altun et al (2020), Eliyana and Muzakki (2019), Prabowo and Irawanto (2018), Yusuf-Habeeb & Ibrahim (2017), Fakhri et al. (2020), Khoza et al. (2016), Basit et al. (2017) which states that leadership styles have a significant effect on work and performance motivation. But in contrast to the results of research conducted by Hakim & Al-Hakim (2020), Noviynti et al. (2019) which states that leadership style has no effect on performance. Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the attitude of work demanded by the job (Wibowo, 2016: 271). Competence becomes very useful to help organizations create a culture of high performance. Competence is needed in every human resource process, employee selection, performance management, planning and so on.

The competence of lecturers in this digital era must be able to adjust to the development of internet technology and utilize for the purposes of the teaching and learning process. Lecturers are expected to produce the graduation of students who are ready to compete in the digital era. The competence of employees or high lecturers is expected to work with focus, have cooperation, can solve problems, have a leader's soul, so that this situation can be high work motivation and have an impact on increasing employee performance.

This is in accordance with research conducted by Parashakti et al. (2019), Pitafi et al. (2018), Wijayanto & Riani (2021), Albalushi & Zaidan (2019), Rahmayanti, Haryati & Miyono (2021) which states that competence affects work motivation and performance. But contrary to research conducted by Suharno & Despinur (2017) which states that competence has no effect on performance.

Work discipline is the attitude of a person's willingness and willingness to obey and obey the norms of the rules that apply around him (Sutrisno, 2016: 86). Rivai and Sagala (2013: 824) state that the better discipline carried out by employees in a company, the greater the work performance that can be produced. Conversely, without good discipline, it is difficult for a company to achieve optimal results. Discipline indicates a condition or attitude of respect that exists in lecturers to the rules and regulations of the college. Thus, if the rules or regulations in the college are ignored, or often violated, then the lecturer is considered to have poor discipline. Conversely, if lecturers are subject to the rules and regulations of the college, describing the existence of good disciplinary conditions.

Good work discipline can be influenced by several factors such as the small amount of compensation, the example of leadership, the exact rules and the courage of the leader. For this reason, the management of the

college must pay attention to the level of lecturer work discipline so that organizational goals can be achieved. High work discipline can affect work motivation and lecturer performance. This is in accordance with research conducted by Sugiono, Efendi and Yulianah (2020), Taohid et al. (2021), Suyono (2014), Noel, Lapijan and Pandowo (2017), Permatasari, Swasto and Iqbal (2016) which states that work discipline has a significant effect on work motivation and performance. Responsibility is one of the few attitudes that becomes a value in character education. Responsibility is the attitude and behavior of a person to carry out his duties and obligations (Narwanti, 2014: 30). Responsibility is the obligation to carry out all duties or responsibilities given to them because of the authority they have acquired or possessed (Hasibuan, 2016: 70).

The attitude of a lecturer who is responsible for his field of work will strive to convey the courses taught to students clearly and easily understood. A lecturer who has responsibility not only in terms of the teaching and learning process, but will still be responsible for the results achieved by students. Lecturers with a large level of responsibility will feel motivated to produce student graduation with a good predicate and this also improves lecturer performance.

## **II. Riview Literature**

Performance management in general can be said to be a process to create a shared understanding between superiors and subordinates about what to achieve and how to achieve it in the form of compensation. Performance in Indonesian is actually a free translation of the word performance. Performance or work performance in a somewhat limited sense is often used to measure a person's work achievements such as tasks assigned to someone in the company in question legally, not unlawful and in accordance with models and ethics.

According to Colquitt et al, (2011:35) states that performance is the value of a series of worker behaviors that contribute, both positively and negatively, to the completion of organizational goals. Another opinion holds that performance is the result of work related to organizational goals such as quality, efficiency and other performance of effectiveness (Gibson, et al. 2012:374). Rogelberg (2007), has established the performance of activities that are usually part of an individual's work and activities and should do so.

According to Sinambela (2016: 480) employee performance is the ability of employees to do certain skills. Employee performance is very necessary, because with this performance will be known how far their ability in carrying out the tasks charged to him. Mangkunegara (2016: 93) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Wibowo (2016:7) performance is about doing the work and the results achieved from the work. Performance is about what you do and how you do it. The achievement of the goals of a company is only possible because of the efforts of the actors in the organization of the institution or company. In this case there is actually a close relationship between individual performance and the performance of the institution or company performance. In other words, if employee performance is high, then most likely the company's performance is also high. An employee's performance will be high if he has high skills, is willing to work because he is paid or paid according to the agreement, has hopes for a better future.

The manager's ability to motivate his employees will largely determine the effectiveness of the manager. Managers must be able to motivate their subordinates so that the implementation of their activities and job satisfaction increases. An employee may be doing a job that is charged by the boss well may not either. If subordinates have carried out their duties well it is in accordance with the expectations of the leadership. But if the task given cannot be carried out properly, then the leader needs to know the reasons. Maybe he is not able to complete the assigned work, but he may also not have the drive (motivation) to work well. This becomes one of the tasks of a leader to be able to provide motivation (encouragement) to his subordinates in order to work in accordance with the company's goals and objectives.

Motivation is a complex problem in an organization, because the needs and wants of each member of the organization are different. Because this is always different because each member of an organization is "unique" biologically and psychologically and develops on the basis of a different learning process. The manager of the company's organization is very important to know what motivates employees or subordinates, because this factor will determine the course of the organization in achieving goals. Motivation is one of the factors that help encourage humans in activities including doing work.

Suwatno (2011:136) gives the understanding that motivation is as a process of giving motives (movers) to work on subordinates in such a way that they are willing to work sincerely to achieve organizational goals efficiently. Siagian (2010: 146) which provides a limit on motivation as the whole process of giving motives to subordinates in such a way that they are willing to work sincerely to achieve organizational goals efficiently and economically. Mangkunegara (2013: 164) motivation is a condition (energy) that mobilizes. in individuals who are directed to achieve organizational goals.

Manullang (2010: 147), motivation is the provision of excitatory power to employees to work with all power and effort. Giving stimulant power to the employee concerned so that the employee works with all his efforts. According to Malthis (2010:114), motivation is the desire in a person that causes that person to act.

Robbins & Judge (2017: 213) Motivation is the willingness of individuals to expend high efforts to achieve organizational goals. There are three key elements in motivation: effort, organizational goals and needs. Effort is a measure of intensity. If a person is motivated then he will try his hardest to achieve the goal, but not necessarily high effort will produce high performance. Therefore, it takes the intensity and quality of these efforts and is focused on the goals of the organization. Rivai (2013: 837) provides an understanding of motivation is a set of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are invisible that give the power to encourage individuals to practice in achieving goals. The drive consists of two components, namely the direction of behavior (work to achieve goals), and behavioral forces (how strong the individual's efforts in working). Motivation includes unique feelings, thoughts and past experiences that are part of the company's internal and external relationships. In addition, motivation can also be interpreted as the encouragement of individuals to take action because they want to do it. If individuals are motivated, they will make a positive choice to do something, because it can satisfy their desires.

Based on some of the above opinions show that in an organized life, motivation is perceived as something important. Because motivation is a driving force or stimulant to do an activity. Providing motivation is the work done by leaders to provide inspiration, passion and encouragement to their subordinates consciously, sincerely and sincerely and willingly cooperate to achieve the desire or that is regulated by the organization. The purpose of giving motivation to subordinates is not easy, because they have different backgrounds, both experiences, desires, hopes, ambitions, and other psychological elements. They see events with their own point of view, can be reactions to work, to themselves, can be reactions to work, and also the environment in which they work.

The motivation provided by the company must be able to meet several goals. According to Hasibuan (2016: 146) several goals of providing work motivation: 1) improving morale and job satisfaction, 2) improving work productivity, 3) maintaining employee loyalty and stability, 4) improving discipline, 5) effectively rewarding employee procurement, 6) creating a good atmosphere and working relationships, 7) increasing loyalty, 8) creativity and employee participation, 9) increasing employee welfare levels, 10) enhancing employee sense of responsibility. its duties, and 11) increase the efficiency of the use of tools and raw materials.

Alderfer's theory of motivation emphasizes that the various types of human needs are cultivated simultaneously, because humans are aware of their limitations, one can adjust the objective conditions he faces, among others, focusing his attention on the things he might achieve (Robbins, 2016: 221). Theory of Two Factors. The theory developed by Herzberg, according to Robbins as expressed by Siagian (2016: 209) which is meant by the factor of motivation is the driving things of achievement that are intrinsic, which means sourced from within a person (achievement, recognition, work itself, responsibility, and the development of individual potential), while what is meant by hygiene or maintenance factors are factors that are extrinsic which means sourced from outside the self. a person (salary and wages, working conditions, company policies and administration, interpersonal relationships, and quality of supervision. From the concept of the theory of two factors it can be known that job planning for workers must always occur a balance between the two factors (Umar 2014: 39)

Basically humans are social creatures, where each other needs each other, so cooperation is an integral part of human life. Organization is a container of human activity and at the same time a mirror of the establishment of relationships or cooperation between humans. On the other hand, humans are also individualistic beings who have ambitions and egos. To maintain harmony between social and individual traits, every group or organization needs a leader. Leaders with leadership traits are expected to be able to lead, deploy and direct humans to work together so as to achieve the desired goals, both individual goals and common goals.

In modern organizations, where the human outlook is increasingly broad, the capabilities are high, and environmental conditions are very complex, the presence of leaders is an inevitable necessity. The complex environmental and occupational conditions require the proper and accurate division of duties or divisions of labor, which become the duties of a leader.

In a general sense leadership means showing a process of one's activities in leading, guiding, influencing and controlling thoughts, feelings and behavior towards others under his supervision. In an organization leadership factors play an important role because it is the leader who will move and direct the organization in achieving goals and at the same time is not an easy task.

According to Sutrisno (2015:213) leadership is a process of one's activities to move others by leading, guiding, influencing others, to do something in order to achieve the expected results. Luthans (2011: 638) defines leadership as a group of processes, personalities, fulfillments, certain behaviors, persuasion, authority, goal achievement, interaction, role differences, structural initiation, and a combination of two or more of those things. According to Rivai (2012: 7) leadership is the ability to gain consensus and unionity on common goals, beyond organizational requirements, achieved by experience of contribution and satisfaction of grouped work.

Lussier (2010: 5) said leadership is a process to influence employees to work towards achieving goals. While leadership is widely led according to Yukl (2010:8) states that leadership is the process of influencing others to be able to understand and agree on what to do as well as how to do it, also including the process of facilitating the efforts of individuals or groups in fulfilling common goals. Robins & Judge (2017: 24) mentions that leadership is basically a process of influencing a person or group of people to achieve common goals or organizational goals. Hasibuan (2016: 170) states that leadership is the way a leader influences the behavior of subordinates, in order to be willing to work together and work productively to achieve organizational goals.

The term leader is used to designate people who occupy positions, with this position they are expected to exercise leadership but without any assumption that the process actually took place. Leadership is the art of a leader influencing the behavior of subordinates, in order to be willing to work productively to achieve organizational goals. Leadership style represents the philosophy, skills, and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve specific goals. According to Tjiptono (2016: 45) leadership style is a way that leaders use in interacting with their subordinates. Another opinion states that leadership style is a pattern of behavior (words and actions) of a leader perceived by others (Hersey, 2007). Leadership style in the organization is directed to influence the people he leads, in order to do as expected or directed by others who lead it (Sutikno, 2014: 16).

According to Thoha (2015: 49) that leadership style is the norm of behavior used by a person when the person tries to influence the behavior of others as he sees it. Rivai (2014: 42) states that leadership style is a set of traits that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership styles are patterns of behavior and strategies that are preferred and often applied by a leader. A leadership style that demonstrates, directly or indirectly, about a leader's confidence in the abilities of his subordinates.

Leadership style is a subject that has long attracted the attention of many people. Terms that on the image of a strong and dynamic individual who successfully leads in the military, leads a company that is at the peak of glory, or leads the state. The term is also often used to describe courage and the ability to lead in various legends and myths. In large part, our historical picture is the story of military, political, religious, and social leaders who were praised or blamed in an important historical event, although we don't really know how they happened or how much influence the leadership had.

### III. Methodology

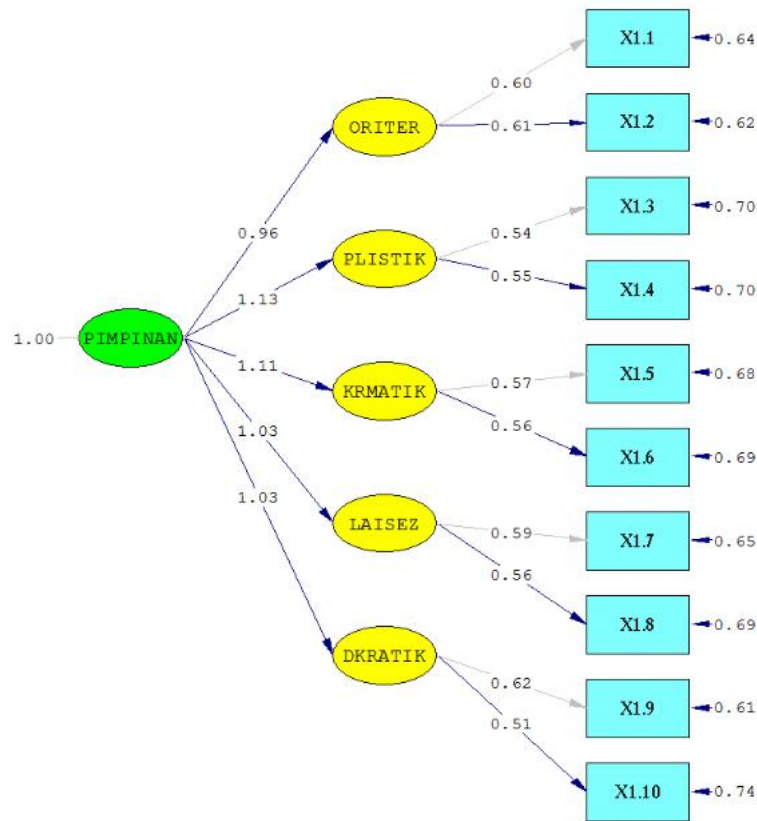
This research quantitative research where to analyze the influence of leadership style, competence, work discipline, responsibility, work motivation and lecturer performance at universities in Sorong, West Papua conducted using SEM (Structural Equation Model) analysis using the Lisrel 8.80 program. Before the data is analyzed, the results of the dissemination of questionnaires that have been compiled in the form of data tabulation, then the data that has been compiled is done testing validity, reliability, normality of data and testing the requirements of classical assumptions, to ensure the quality of the data when used in research. As for the population of 562 using the formula slovin, the number of samples in the study amounted to 234 research samples.

### IV. Discussion

Validity testing is conducted using second order confirmatory factor analysis (2ndCFA), and each statement item with a sample count of 234 must have a loading factor of 0.35.

#### A. Leadership Style

Analysis of two-step confirmation factor (2ndCFA) to test the validity and reliability of leadership force dimension-forming indicators can be shown in the following figure.



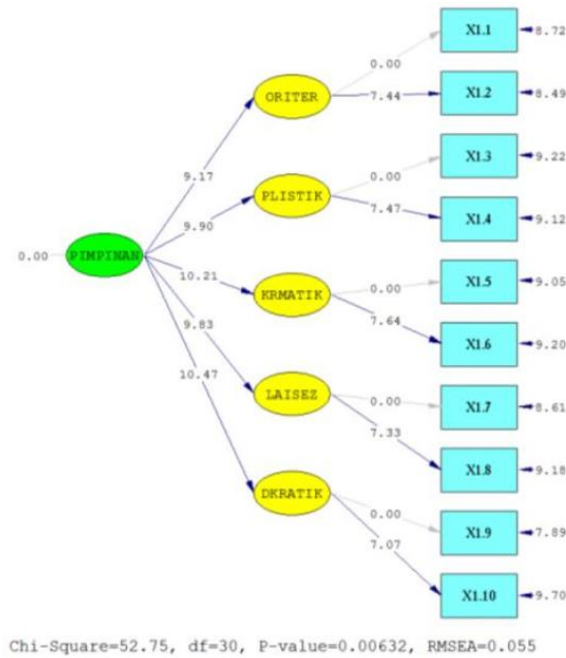
Chi-Square=52.75, df=30, P-value=0.00632, RMSEA=0.055

Based on pictures. The above is seen that the validity of the indicator forming leadership force variables that can be seen in the lisrel output in the Completely Standardized Solution, can be summarily created in the form of the following validity table.

Variabel		Standardized Loading Factor $\geq 0,40$	Keterangan
1stCFA ORITER	X1.1	0,60	Valid
	X1.2	0,61	Valid
PLISTIK	X1.3	0,54	Valid
	X1.4	0,55	Valid
KRMATIK	X1.5	0,57	Valid
	X1.6	0,56	Valid
LAISEZ	X1.7	0,59	Valid
	X1.8	0,56	Valid
DKRATIK	X1.9	0,62	Valid
	X1.10	0,51	Valid
2ndCFA Gaya kepemimpinan	ORITER	0,96	Valid
	PLISTIK	1,13	Valid
	KRMATIK	1,11	Valid
	LAISEZ	1,03	Valid
	DKRATIK	1,03	Valid

Sumber: Perhitungan Lisrel 8.8

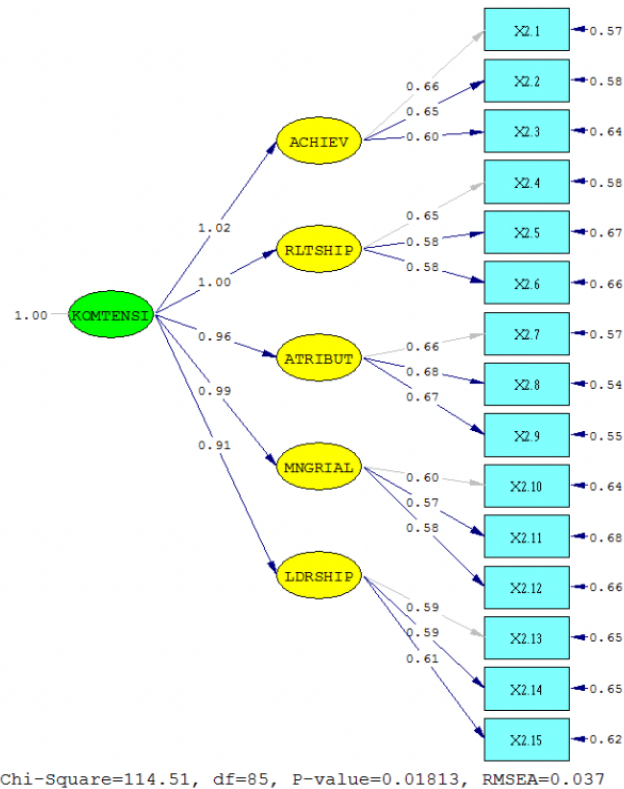
Based on the table above it is seen that loading has a value above 0.4, so it can be concluded that the dimensions and indicators of leadership style variables are valid. As for knowing the dimensions and indicators that most dominantly affect leadership style can be seen from the value of t-values in the following image.



Based on figure 9. The above shows that the dominant dimensions and indicators influence the variables of leadership style. The largest t-values are the democratic force dimension (DKRATIK) of 10.47, then the charismatic force dimension (KRMATIK) of 10.21 and the lowest t-values are authoritarian style dimensions (ORITER) 9.17.

**B. Competence**

Analysis of two-step confirmation factors (2ndCFA) to test the validity and reliability of competency dimension-forming indicators can be presented in the following figure.



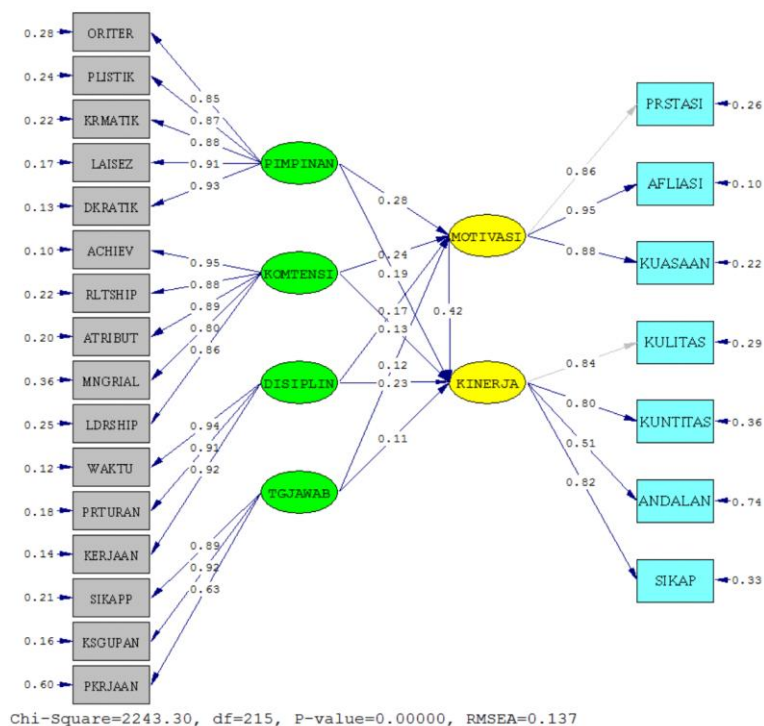
Based on figure 10. Above it is seen that the validity of competency-forming indicators that can be seen in the results

Variabel		Standardized Loading Factor $\geq 0,40$	Keterangan
1stCFA ACHIEV	X2.1	0,66	Valid
	X2.2	0,65	Valid
	X2.3	0,60	Valid
RLTSHIP	X2.4	0,65	Valid
	X2.5	0,58	Valid
	X2.6	0,58	Valid
ATRIBUT	X2.7	0,66	Valid
	X2.8	0,68	Valid
	X2.9	0,67	Valid
MNGRIAL	X2.10	0,60	Valid
	X2.11	0,57	Valid
	X2.12	0,58	Valid
LDRSHIP	X2.13	0,59	Valid
	X2.14	0,59	Valid
	X2.15	0,61	Valid
2ndCFA Kompetensi	ACHIEV	1,02	Valid
	RLTSHIP	1,00	Valid
	ATRIBUT	0,96	Valid
	MNGRIAL	0,99	Valid
	LDRSHIP	0,91	Valid

Sumber: Perhitungan Lisrel 8.8

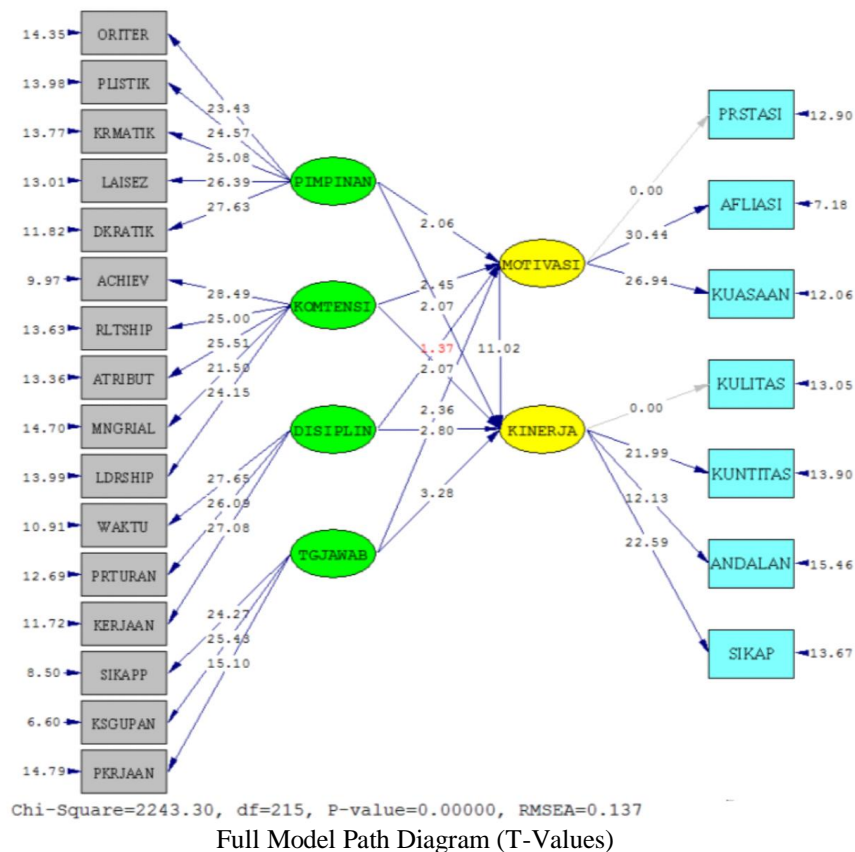
Based on the table above it is seen that standardized factor loading has a value above 0.40, so it can be concluded that the dimensions and indicators for competency variables are valid. As for knowing the dimensions and indicators that most dominantly affect competence can be seen from the value of t-values in the following image.

The feasibility test of the model is carried out in order to achieve a good model and meet the requirements of GOF on Structural Equation Modeling, the full SEM model can be seen in the following image.



Results of Lisrel Data 8.80





In the results of the estimated t-values in the figure above, there are variables that have a gray color trajectory, namely the relationship of motivation variables to the PRSTASI dimension and the relationship of performance variables to the QUALITY dimension. This is because the variable has been set to variance reference which means the manifest variable is clearly related to the latent variable (Wijanto, 2015). In Structural Equation Modeling there is no single statistical test tool to measure or test the model created, generally there are different types of fit indexes used to measure the degree of conformity between the hypothesized model and the data presented. Therefore, based on the full-model path diagram model above, to be able to analyze the hypothesis of this study needs to be tested the overall fit index of the model (Goodness of Fit Index Full Structural Model).

Based on the results of hypothesis testing and discussion of theories in the previous chapters, discussion and interpretation are carried out as follows:

1. Based on the results of research obtained a value of t-value  $2.06 > 1.96$  so that  $H_0$  is rejected and  $H_1$  is accepted which means there is a positive and significant influence of leadership style on work motivation. The dimension that most reflects the leadership style is the democratic style dimension with a loading factor of 0.93. This indicates that a democratic style is indispensable in implementing a leadership style. Leadership style is a way of the leader in influencing his subordinates. An effective leadership style is leadership that is tailored to the level of maturity of subordinates who will be influenced by a leader. A leadership style that is well applied by leaders makes subordinates able to work more comfortably, obey the rules, work on target, feel safe and have a high spirit in work. This situation can create work motivation and performance is increasing. Algazho & Al-Anazi (2016) conducted research on the influence of leadership styles on work motivation. The sample used 30 respondents using correlation analysis methods. The results showed that leadership styles have a significant effect on work motivation. Sugini et al. (2018) conducted research aimed at analyzing and explaining the influence of transformational leadership on job motivation, job satisfaction, employee performance and service quality. A sample of 205 respondents used the Structural Equation Modeling - Partial Least Square (SEM-PLS) method. The results showed that leadership styles have a significant effect on employee motivation and performance. The results of this study support research conducted by Algazho & Al-Anazi (2016), Sugini et al. (2018), Astuti, Fitria & Rohana (2020) which states that leadership styles have a significant influence on work motivation.

2. Based on the results of the study obtained a value of t-value  $2.45 > 1.96$  so that  $H_0$  was rejected and  $H_2$  accepted which means there is a positive and significant influence of competence on work motivation. Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the attitude of work demanded by the job (Wibowo, 2016: 271). Competence becomes very useful to help organizations create a culture of high performance. Competence is needed in every human resource process, employee selection, performance management, planning and so on. The competence of lecturers in this digital era must be able to adjust to the development of internet technology and utilize for the purposes of the teaching and learning process. Lecturers are expected to produce the graduation of students who are ready to compete in the digital era. High lecturer competence is expected to work with focus, have cooperation, can solve problems, have a leader's soul, so that this situation can be high work motivation and have an impact on increasing employee performance. Parashakti et al. (2019) research aims to discuss the influence of the work environment and competence on motivation and its effect on employee performance at Masmitra Hospital. The sample used 100 respondents with a path analysis method. The results showed that competence has a significant effect on work motivation and employee performance Research Pitafi et al. (2018) aims to analyze the influence of competence on work motivation and employee performance. A sample of 175 respondents used multiple regression analysis methods. The results showed that competence has a significant effect on work motivation. The results of this study support research conducted by Parashakti et al. (2019), Pitafi et al. (2018), Wijayanto & Riani (2021) which states that competence affects work motivation.
3. Based on the results of the study obtained a value of t-value  $1.37 < 1.96$  so that  $H_0$  was accepted and  $H_3$  was rejected which means there is an insignificant positive influence of work discipline on work motivation. Work discipline is the attitude of a person's willingness and willingness to obey and obey the norms of the rules that apply around him (Sutrisno, 2016: 86). Rivai and Sagala (2013: 824) state that the better discipline carried out by employees in a company, the greater the work performance that can be produced. Conversely, without good discipline, it is difficult for a company to achieve optimal results. Discipline indicates a condition or attitude of respect that exists in lecturers to the rules and regulations of the college. Thus, if the rules or regulations in the college are ignored, or often violated, then the lecturer is considered to have poor discipline. Conversely, if lecturers are subject to the rules and regulations of the college, describing the existence of good disciplinary conditions. Good work discipline can be influenced by several factors such as the small amount of compensation, the example of leadership, the exact rules and the courage of the leader. For this reason, the management of the college must pay attention to the level of lecturer work discipline so that organizational goals can be achieved. High work discipline can affect work motivation and lecturer performance. The study, conducted by Kurniawan & Heryanto (2019), aims to analyze the influence of work discipline, work environment on employee performance with work motivation as an intervening variable. The sample used 65 respondents with the analysis method using path analysis. The results showed that work discipline had no effect on work motivation. The results of this study support research conducted by Wiryawan, T. Wahyu, Risqon, & Noncik, N. (2020) which states that work discipline has no significant effect on work motivation. But it does not support research conducted by Sugiono, Efendi and Yulianah (2020), Taohid et al. (2021), Suyono (2014) which states that work discipline has a significant effect on work motivation.
4. Based on the results of the study obtained a value of t-value  $2.36 > 1.96$  so that  $H_0$  was rejected and  $H_4$  accepted which means there is a positive and significant influence of responsibility on work motivation. Responsibility is one of the few attitudes that becomes a value in character education. Responsibility is the attitude and behavior of a person to carry out his duties and obligations (Narwanti, 2014: 30). Responsibility is the obligation to carry out all duties or responsibilities given to them because of the authority they have acquired or possessed (Hasibuan, 2016: 70). The attitude of a lecturer who is responsible for his field of work will strive to convey the courses taught to students clearly and easily understood. A lecturer who has responsibility not only in terms of the teaching and learning process, but will still be responsible for the results achieved by students. Lecturers with a large level of responsibility will feel motivated to produce student graduation with a good predicate and this also improves lecturer performance. Research conducted by Sintoso & Heryenzus. (2021) aims to analyze the effect of incentives and responsibilities on employee motivation and performance. The sample used 105 respondents with multiple regression analysis methods. The results showed that responsibility has a significant effect on employee motivation and performance. The results of this study support the research conducted by Sintoso & Heryenzus. (2021), Rahman (2015), Akila (2020) who stated that responsibility has a significant effect on work motivation and performance.
5. Based on the results of the study obtained a t-value of  $2.07 > 1.96$  so that  $H_0$  was rejected and  $H_5$  was accepted which means there is a positive and significant influence of leadership style on lecturer performance. A leadership style that is well applied by leaders makes subordinates able to work more

comfortably, obey the rules, work on target, feel safe and have a high spirit in work. This situation can create work motivation and performance is increasing. Research conducted by Altun et al (2020) aims to test the influence of leadership styles on employee performance in an organization. The results showed that leadership styles have a significant effect on employee performance. The research conducted by Prabowo and Irawanto (2018) aims to analyze the influence of transformational leadership and work motivation on performance. The sample was used by 78 respondents. The results showed that transformational leadership styles had a significant effect on employee performance. The results of this study support research conducted by Altun et al (2020), Eliyana and Muzakki (2019), Prabowo and Irawanto (2018), Yusuf-Habeeb & Ibrahim (2017), Fakhri et al. (2020), Khoza et al. (2016), Basit et al. (2017) which states that leadership styles have a significant effect on lecturer performance.

6. Based on the results of research obtained a t-value of  $2.07 > 1.96$  so that  $H_0$  is rejected and  $H_6$  is accepted which means there is a positive and significant influence of competence on lecturer performance. High lecturer competence is expected to work with focus, have cooperation, can solve problems, have a leader's soul, so that this situation can be high work motivation and have an impact on the increasing performance of employees. Research conducted by Albalushi & Zaidan (2019) aims to analyze the influence of competence on performance. The sample used was 332 respondents with multiple regression analysis methods. The results showed that competence has a significant effect on performance. The results of this study support research conducted by Albalushi & Zaidan (2019), Rahmayanti, Haryati & Miyono (2021) which states that competence affects lecturer performance.
7. Based on the results of research obtained a t-value of  $2.80 > 1.96$  so that  $H_0$  is rejected and  $H_7$  is accepted which means there is a positive and significant influence of work discipline on lecturer performance. Good work discipline can be influenced by several factors such as the small amount of compensation, the example of leadership, the exact rules and the courage of the leader. For this reason, the management of the college must pay attention to the level of lecturer work discipline so that organizational goals can be achieved. High work discipline can affect work motivation and lecturer performance. Research conducted by Noel, Lapijan and Pandowo (2017) aims to analyze the influence of employee discipline and work competence on employee performance. Multiple regression analysis methods with a sample of 55 respondents. The results showed that work discipline has a significant effect on performance. The results do not support research conducted by Noel, Lapijan and Pandowo (2017), Permatasari, Swasto and Iqbal (2016) which states that work discipline has a significant effect on work motivation and performance.
8. Based on the results of the study obtained a t-value of  $3.28 > 1.96$  so that  $H_0$  was rejected and  $H_8$  was accepted which means there is a positive and significant influence of responsibility on lecturer performance. The attitude of a lecturer who is responsible for his field of work will strive to convey the courses taught to students clearly and easily understood. A lecturer who has responsibility not only in terms of the teaching and learning process, but will still be responsible for the results achieved by students. Lecturers with a large level of responsibility will feel motivated to produce student graduation with a good predicate and this also improves lecturer performance. Yusuf's research (2018) aims to find out and analyze the influence of leadership factors, responsibilities, discipline and cooperation on employee performance. The sample used 105 respondents with multiple regression analysis methods. The results showed that responsibility had a significant effect on performance. The results of this study support research conducted by Yusuf (2018), Rahman (2015), Akila (2020), Rifmanesi, Yusuf Yanti (2019) which states that responsibility has a significant effect on work motivation and performance.
9. Based on the results of research obtained a t-value of  $11.02 > 1.96$  so that  $H_0$  is rejected and  $H_9$  is accepted which means there is a positive and significant influence of work motivation on lecturer performance. Motivation is an individual's willingness to expend high effort to achieve organizational goals (Robbins, 2016: 213). There are three key elements in motivation: effort, organizational goals and needs. If a person is motivated then he will try his hardest to achieve the goal, but not necessarily high effort will produce high performance. Therefore, it takes the intensity and quality of these efforts and is focused on the goals of the organization. High work motivation makes lecturers more focused in carrying out the teaching and learning process, working on schedule, enthusiastic in completing work and this will affect lecturer performance. Research conducted by Pranita (2017) aims to analyze the influence of work motivation and organizational commitment on job satisfaction and performance. A study sample of 55 respondents used Structural Equation Modeling (SEM) PLS. The results showed that work motivation has a significant effect on performance. The results of this study support research conducted by Pranita (2017), Telaumbanua et al. (2019), Carvalho et al. (2020), Rahman et al. (2019), Wijayanto & Riani (2021) which states that motivation has a significant effect on performance.
10. Influence of Leadership Style on Lecturer Performance through Work Motivation Based on the results of calculation of direct and indirect influence obtained direct value  $(L) = 0.04$  indirect  $(TL) = 0.12$  or based on the calculation of sobel test obtained sobel test value  $5,284 > 1.96$  this means work motivation can

mediate the relationship between leadership style and lecturer performance. The study conducted by Nalim, Haryono and Muchran (2020) aims to analyze the influence of leadership style and compensation on performance with work motivation as an intervening variable. The sample used 245 respondents with the Structural Equation Modelling (SEM) method. The results showed that work motivation can mediate the relationship between leadership style and employee performance.

11. The Effect of Competence on Lecturer Performance through Work Motivation Based on the results of calculation of direct and indirect influence obtained direct value (L) = 0.02 indirect < (TL) = 0.10 or based on the calculation of sobel test obtained test sobel value 5,394 > 1.96 this means work motivation can mediate the relationship between competence and lecturer performance. Research conducted by Siagian (2018) aims to find out the direct empirical influence and indirect influence of leadership variables, training, human resource competence, work motivation, and employee performance. The sample used 185 respondents with the path analysis method. The results showed that work motivation can mediate the relationship between competence and performance.
12. The Effect of Work Discipline on Lecturer Performance through Work Motivation Based on the results of calculation of direct and indirect influence obtained direct value (L) = 0.05 indirect < (TL) = 0.07 or based on the calculation of sobel test obtained sobel test value 5.4503 > 1.96 this means work motivation can mediate the relationship between work disciplines and lecturer performance. The study, conducted by Kurniawan & Heryanto (2019), aims to analyze the influence of work discipline, work environment on employee performance with work motivation as an intervening variable. The sample used 65 respondents with the analysis method using path analysis. The results showed that work motivation can mediate the relationship between work disciplines and performance.
13. Influence of Responsibility on Lecturer Performance through Work Motivation Based on the results of calculation of direct and indirect influence obtained Direct value (L) = 0.01 Indirect < (TL) = 0.05 or based on the calculation of sobel test obtained test sobel value 4.1833 > 1.96 this means work motivation can mediate the relationship between responsibility and lecturer performance.

## **V. Conclusion**

Based on the results of the research obtained and the discussion in the previous chapters on the performance of lecturers with various factors that can affect it, several conclusions can be put forward as follows:

1. There is a positive and significant influence of leadership style on the motivation of lecturers at universities in Sorong, West Papua.
2. There is a positive and significant influence of competence on the work motivation of lecturers at universities in Sorong, West Papua.
3. There is a positive and insignificant influence of work discipline on the work motivation of lecturers at universities in Sorong, West Papua.
4. There is a positive and significant influence on the motivation of lecturers at universities in Sorong, West Papua.
5. There is a positive and significant influence of leadership style on the performance of lecturers at universities in Sorong, West Papua.
6. There is a positive and significant influence of competence on the performance of lecturers at universities in Sorong, West Papua.
7. There is a positive and significant influence of work discipline on the performance of lecturers at universities in Sorong, West Papua.
8. There is a positive and significant influence on the performance of lecturers at universities in Sorong, West Papua.
9. There is a positive and significant influence on work motivation on the performance of lecturers at universities in Sorong, West Papua.
10. There is a positive and significant influence of leadership style on the performance of lecturers at universities in Sorong West Papua through work motivation.
11. There is a positive and significant influence of competence on the performance of lecturers at universities in Sorong West Papua through work motivation.
12. There is a positive and significant influence of work discipline on the performance of lecturers at universities in Sorong West Papua through work motivation.
13. There is a positive and significant influence on the performance of lecturers at universities in Sorong West Papua through work motivation.