



The Influence of Lecturer Competence, Work Motivation, and Organizational Commitment on Leadership in Higher Education in Banyuwangi Regency

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Abstract

This study aims to analyze the influence of lecturer competence, work motivation, and organizational commitment on leadership in universities in Banyuwangi Regency. The research uses a quantitative approach with an explanatory method. Data was collected from permanent lecturers of universities using questionnaires and analyzed with SEM-PLS through SmartPLS 3. The results of the study showed that lecturer competence had a positive effect on leadership, work motivation had a negative effect, while organizational commitment had the greatest positive influence. The R-Square value of 0.356 indicates that all three variables explain 35.6% of the leadership variation. These findings recommend increasing organizational commitment and lecturer competencies to strengthen leadership in higher education.

Keywords: Lecturer Competence, Work Motivation, Organizational Commitment, Leadership, Higher Education

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi dosen, motivasi kerja, dan komitmen organisasi terhadap kepemimpinan di perguruan tinggi di Kabupaten Banyuwangi. Penelitian menggunakan pendekatan kuantitatif dengan metode eksplanasi. Data dikumpulkan dari dosen tetap perguruan tinggi menggunakan kuesioner dan dianalisis dengan SEM-PLS melalui SmartPLS 3. Hasil penelitian menunjukkan bahwa kompetensi dosen memiliki efek positif terhadap kepemimpinan, motivasi kerja memiliki efek negatif, sedangkan komitmen organisasi memiliki pengaruh positif yang paling besar. Nilai R-Square 0,356 menunjukkan bahwa ketiga variabel tersebut menjelaskan 35,6% dari variasi kepemimpinan. Temuan ini merekomendasikan peningkatan komitmen organisasi dan kompetensi dosen untuk memperkuat kepemimpinan di perguruan tinggi.

Kata Kunci: Kompetensi Dosen, Motivasi Kerja, Komitmen Organisasi, Kepemimpinan, Perguruan Tinggi

Research Background

Universities have a strategic role in producing quality and highly competitive human resources (Aina, 2023). The success of a university is inseparable from the quality of leadership in it (Haya, 2024). Leadership in the context of higher education does not

only lie in structural leaders such as rectors or deans, but also how lecturers as agents of change are able to show leadership in the process of education, research, and community service (T. Darmansah, 2020).

Effective leadership in higher education is greatly influenced by various factors, including lecturer competence, work motivation, and organizational commitment (Ngadin, 2022). Lecturers who have good competence are not only able to carry out their duties as educators, but also able to be role models and leaders in the academic environment (Haya, 2023). Competencies that include pedagogical, professional, social, and personality skills are important capital in forming quality leadership (Mutia Arda, 2019).

In addition to competence, work motivation is also an important factor that encourages the emergence of leadership behavior. Lecturers who have high motivation tend to be more proactive, enthusiastic, and responsible in carrying out their duties, so that they are able to show leadership roles in the university environment (Kurniawan, 2022). Good work motivation will have an impact on performance and encourage lecturers to continue to develop themselves and make a real contribution to the institution (Suryawan & Salsabilla, 2022).

Organizational commitment also affects the quality of leadership in higher education. Lecturers who have a high commitment to the institution where they serve will be more loyal and have a sense of responsibility to encourage the progress of the organization. This commitment encourages lecturers to be actively involved in every organizational activity and participate in creating a conducive work climate (Muis et al., 2018).

The problem faced by universities in Banyuwangi Regency is that there are still obstacles in realizing effective leadership in the university environment (Haya, 2023). Good leadership is needed to encourage the creation of professional and quality-oriented education management. However, in reality, the quality of leadership in higher education is still influenced by several factors, including uneven lecturer competence, varied work motivation, and the level of

commitment of lecturers to organizations that are still weak (Harkko et al., 2024). These three factors have an impact on the low leadership role shown by lecturers and campus management in managing educational institutions optimally (Markhaban & Haya, 2023).

Based on the description above, this research is important to find out the extent of the influence of lecturer competence, work motivation, and organizational commitment on leadership in universities in Banyuwangi Regency. The results of this research are expected to be evaluation materials for universities in improving the quality of leadership and strengthening the role of lecturers as leaders in the academic environment.

Problem Formulation

1. How does lecturer competence affect leadership in universities in Banyuwangi Regency?
2. How does work motivation affect leadership in universities in Banyuwangi Regency?
3. How does organizational commitment affect leadership in universities in Banyuwangi Regency?

Research Objectives

1. To analyze the influence of lecturer competence on leadership in universities in Banyuwangi Regency.
2. To analyze the influence of work motivation on leadership in universities in Banyuwangi Regency.
3. To analyze the influence of organizational commitment on leadership in universities in Banyuwangi Regency

Research Benefits

Theoretical Benefits

This research is expected to contribute to the development of science, especially in the field of human resource management and leadership in the university environment. The results of this study can be a reference for

future research related to the influence of lecturer competence, work motivation, and organizational commitment to leadership.

Practical Benefits

This research is expected to provide practical benefits for:

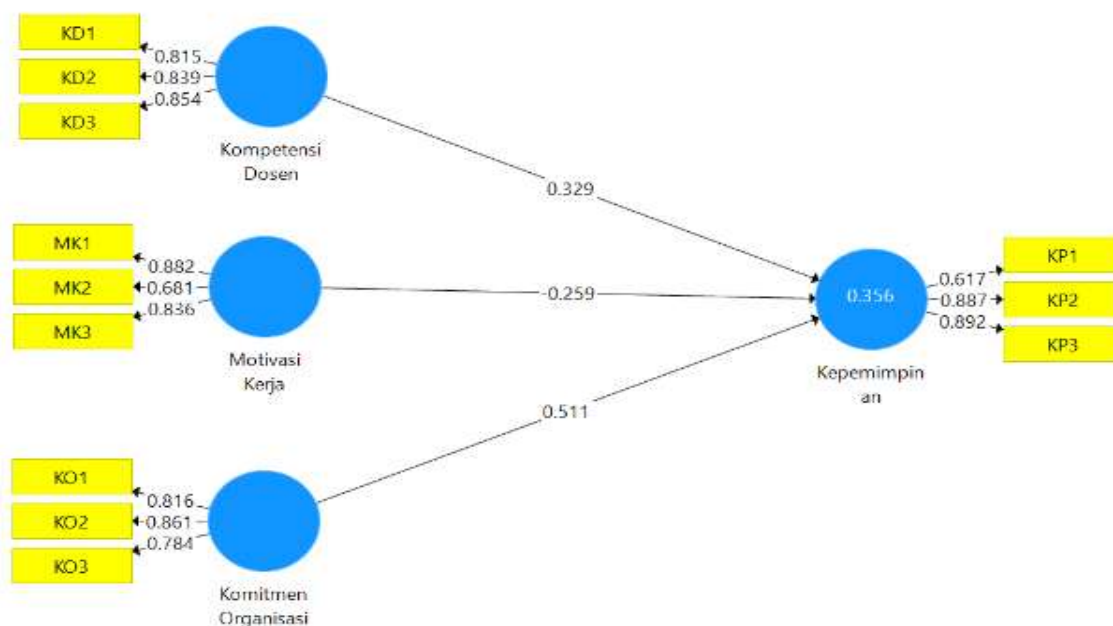
1. Universities in Banyuwangi Regency, as evaluation materials and input in improving the quality of leadership, especially through improving lecturer competence, work motivation, and organizational commitment.
2. Lecturers, as motivation to continue to improve competence, work morale, and loyalty to the organization in order to strengthen their role as leaders in the academic environment.
3. Policy Makers, as a basis for consideration in formulating strategic policies to encourage the creation of effective and professional leadership in the university environment.

Method

Result and Discussion

This study uses a quantitative approach with an explanatory research type that aims to analyze the influence of lecturer competence, work motivation, and organizational commitment on leadership in universities in Banyuwangi Regency. Data collection was carried out from January 1, 2025 to March 20, 2025 with respondents from permanent lecturers of universities selected using purposive sampling techniques. The number of samples was determined based on the formula of Hair et al. (2014), which is 5-10 times the number of research indicators. Primary data was collected through a questionnaire using a 5-point Likert scale. Data analysis was carried out using Structural Equation Modeling-Partial Least Square (SEM-PLS) with the help of SmartPLS 3 software. The test includes validity, reliability, and relationship testing between variables through bootstrapping. The results of the analysis are expected to show the influence of lecturer competence, work motivation, and organizational commitment both partially and simultaneously on leadership in Banyuwangi Regency universities.

Figure 1 Broscopeing



Based on the results of data analysis with SmartPLS 3, an R-Square value of 0.356 was obtained. This means that 35.6% of the factors that affect Leadership in Banyuwangi universities can be explained by Lecturer Competence, Work Motivation, and Organizational Commitment. The rest were influenced by other factors outside of the study.

The results of the study showed that Lecturer Competence had a positive effect on Leadership with a value of 0.329. This means that the higher the ability or expertise of the lecturer, the better the leadership that emerges. Lecturers who have high competence will be more appreciated and respected, so that they can be good examples and bring positive influence on campus (Nanyondo et al., 2025).

Different from the initial assumption, Work Motivation actually had a negative effect on Leadership with a value of -0.259. This means that the higher the work motivation that lecturers have, it turns out

that it does not always have a good impact on leadership. It could be that lecturers' work motivation is more focused on achievements personal, not to build leadership in campus organizations (Zimba et al., 2025).

The results of the study also showed that Organizational Commitment had the greatest positive influence on Leadership, with a value of 0.511. This means that lecturers who have a sense of responsibility and high loyalty to the campus will play a more role as good leaders. They will be more caring, active, and involved in advancing the campus (Zimba et al., 2025).

The most powerful factor influencing leadership is Organizational Commitment, followed by Lecturer Competence (Mousavi et al., 2025). Meanwhile, Work Motivation in this study actually has a negative influence (Mousavi et al., 2025). This is an input for the campus to pay more attention to increasing the commitment and competence of lecturers in an effort to build good leadership in the university environment

Conclusion

Based on the results of research that has been conducted regarding the influence of lecturer competence, work motivation, and organizational commitment to leadership in universities in Banyuwangi Regency, it can be concluded as follows:

1. Lecturer competence has a positive effect on leadership. The higher the competence possessed by the lecturer, the better the quality of leadership shown. Competent lecturers will be able to become role models and leaders in the academic environment, as well as play an active role in encouraging the progress of the institution.
2. Work Motivation has a negative effect on Leadership. The results of the study show that high lecturer work motivation is not always directly proportional to improving leadership quality. This indicates that lecturers' work motivation is more focused on individual

achievements than on the role of leader in the campus environment.

3. Organizational commitment has the greatest positive influence on Leadership. Lecturers who have high loyalty and responsibility to universities tend to show good leadership qualities. The organization's commitment encourages lecturers to be more caring, actively involved, and contribute to the development of the institution.

Overall, organizational commitment is the strongest factor influencing the quality of leadership in higher education, followed by lecturer competence. Meanwhile, work motivation actually has a negative influence. Therefore, universities in Banyuwangi Regency need to pay more attention to efforts to increase organizational commitment and lecturer competence in order to build effective and professional leadership in the academic environment. Findings according to research problems can also be in the form of recommendations for the next step.

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