



## Transformation of Organizational Cultural Values And Performance of Millennial Generation Lecturers of The University of North Sumatra

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### ABSTRACT

This research aims to test the effect of the transformation of organizational cultural values on the performance of millennial lecturers. The data analysis techniques used are multiple linear analysis and descriptive statistical analysis. The determination of the sample was done by slovin margins of error method of error amounting to 10% of the total number of permanent lecturers of civil servants / non civil servants as many as 249 people and produced a sample of 71 people. Cultural transformation is measured by the dimensions of vision and mission; External environment; Willingness to achieve goals; Organizational image; Lecturer's needs and objectives; Interpersonal relationships; and Leadership. The results showed that the transformation of organizational cultural values at the University of North Sumatra had a positive influence on the performance of millennial lecturers. These results show that the better implementation of the transformation of the cultural values of the University of North Sumatra will lead to improved performance of millennial lecturers. This research is expected to be used as input for the University to be able to pay attention and fulfill and fully support the needs of millennial lecturers of the University of North Sumatra to improve the performance of lecturers

**Keywords:** organizational culture; performance; millennials; cultural transformation.

### INTRODUCTION

There are three groups of the workforce (Venne, 2010) namely Baby Boomers (swimming born 1945-1960); Generation X (swimming born 1960-1980); generation Y / millennial (swimming born 1980-2000). Millennials are one of the most popular population groups in the composition of the population in Indonesia. Data from the Central Statistics Agency (BPS, 2016) states that there are 90 million Indonesians in the Millennial class (ages 20-34 years). Bps prediction in 2020 will be 34% of millennials will meet the population of Indonesia. This is the greatest value among all groups.

Based on these conditions some companies make cultural changes to be able to adjust to the labor force. Organizational culture whose orientation is in the Baby Boomers and Generation X (traditional culture) began to shift to non-traditional culture as telkomsel, PT. Pos Indonesia, Ministry of Finance, Bank BRI, and Telkom (Candra, 2009) and other private companies.

But is this cultural transformation really applied and makes a positive contribution to employee and organizational productivity? A study conducted by Gamble (1999) found that the implementation of open communication in organizations as part of an organizational culture that matches millennials is contrary to the existing literature. The briefing communication model between staff and managers is not empirically ineffective. The study aims to identify elements of organizational culture change in companies and test their impact on productivity. Cultural transformation efforts are one of the important decisions in the era of the industrial revolution 4.0 with the dominant workforce coming from millennials. Proper application of organizational culture will improve the sustainability of the company (Pedersen, 2018).

Research in Indonesia related to Millennial productivity conducted by Panjaitan in 2013 found that the performance of millennials who access social media at work is relatively high because the use of social media can support the work process. Employees have a disciplined attitude in work, high morale, and support from fellow colleagues make employees able to work productively (Panjaitan, 2013).

Research on millennial characteristics has been done a lot. One of them is a study that mentions several characteristics that millennials can think critically when there is a high complexity of tasks. A study conducted by Idriyana (2017) showed that there were significant differences in work values between generation Y based on gender and work status. Corporate culture became one of the important parts in shaping creativity and innovation in the era of post-industrialization and industrial revolution 4.0. Studies conducted on the scope of organizational culture still focus on the influence of organizational culture on employee performance, organizational performance, job satisfaction, and creativity and innovation (Idriyana, et al., 2017).

Other research has concluded that leadership plays an important role in organizational culture. The success strategy of organizational change is to start from leadership tools, including a vision of the future, incorporating changes in management tools and using power as a last resort if things go wrong. In addition, there needs to be an evaluation program for leaders within a few days that is given to all components of the organization. This evaluation focuses on individual growth and the expertise to build relationships. Failure in cultural change is triggered by the leader's lack of understanding of the importance of communication of the message of change (Belias, 2014).

Research on productivity focuses on factors that contribute to employee productivity. These factors include improving shift work, trust, job climate, participation, to employee productivity. Other studies have found variable mediation (work-life quality) and moderation (self efficacy) to employee performance. Employee performance used is at the individual and organizational level, the variables used can be profitability, return on assets, return on equity, education and training, career development, and work experience. Other measures of productivity are knowledge of the subject of work, assessing skills, relationships between students and lecturers, organizational expertise, communication skills, and subject relevance and usefulness of the task (Rahmisyari, 2015)..

Existing research related to cultural transformation still focuses on qualitative research that tries to formulate what are the elements in organizational culture change, reasons for making changes, and their implementation. There have been no empirical studies showing the implementation of organizational culture change and its impact on the productivity of both individuals and organizations. Therefore, this study seeks to answer the gap. Because of the importance of organizational culture in determining the success of the company.

Another literature review (Tanase, 2015) concluded that there are several reasons for cultural change in organizations including: 1) times of crisis either economically, socially, or naturally; 2) There are deficiencies in the performance of the organization. When the organization is not fit for purpose; 3) when the organization's output is directly related to technology; 4) internal (employees who are dissatisfied with the current organizational culture) and external (coming from clients, regulations, competition or financial markets).

Leadership is also an important factor in the process of organizational culture change. His role is as a mentor who must conduct thorough communication to all members of the organization. Frontiera (2010) formulates several stages in cultural change that are poured in the cultural change cycle. The cycle of cultural change begins with signs of a negative culture; communication made by the leadership about new values (my way); Leaders must be present in the process of cultural change (walk the talk); Crystallization of a new culture complete with new values and cultural change (our way). Adaptability and openness to change are an important part of an organization's success and are directly related to organizational success.

This research contributes to the theory of organizational culture, especially the cultural transformation carried out by companies to attract and maintain the best human resources among the millennial population. How universities implement organizational cultural dimensions that can improve performance productivity at the individual and organizational levels.

Organizational culture where an organization / company has shared values embraced by members in the organization / company where embedded values become characteristics different from other organizations / companies. Culture becomes a hallmark in organizations in addition to being able to also help organizations in overcoming problems as described by Schein (2017) culture as learning to overcome problems of external adaptation and internal integration, therefore culture is passed down to new members of the organization.

This research also adjusts to the long-term plan of the University of North Sumatra 2015-2039 which is contained in the landscape of future universities in the field of economics, namely forming a University that can prepare human resources that will compete in the global business world. Through this research will be obtained the development of science based on the culture of the nation. Indonesia as the world's fifth largest population needs to anticipate rapid changes in the global economy.

This research aims to provide recommendations of ideas for universities and others that require the study of millennials, which concern aspects of vision and mission, external environment, willingness to achieve goals, organizational image, needs and goals of lecturers, interpersonal relationships and leadership, which can explore the potential of the millennial lecturer workforce in the University of North Sumatra in improving lecturer performance in Tri Dharma College. This research is expected to be used as input for the University to be able to pay attention and meet and fully support the needs of the Lecturers of the Millennial Generation of the University of North Sumatra to improve the performance of lecturers.

## **METHODS**

The study was conducted at the University of North Sumatra. The population in this study is all permanent lecturers who are civil servants and non-civil servants and under the age of 40 years as many as 249 people. This study is an explanatory that aims to analyze the relationships between one variable and other variables. The approach used is a quantitative approach. In this study data is collected to answer research problems from primary data that is data collected and processed by an

organization or individual directly from the object (Supranto, 2011). Data Collection techniques with surveys conducted through answers to questionnaire questions filled out by respondents, in addition, literature studies will also be conducted related to lecturer performance.

The determination of the sample was carried out by the method of slovin margins of error of 10% of the total number of permanent lecturers civil servants / non-civil servants as many as 249 people with functional position criteria from AA (Expert Assistant), L (Lector), LK (Head Lector) and GB (Professor)

$$n = \frac{249}{1 + 249 (0,10)^2} = 71,34$$

$$= 71 \text{ (rounded up)}$$

Based on the calculations above, the sample used in this study amounted to 71 people. Then taken the number of samples from each Faculty through the technique of *Sampling Proportionate Stratified Random Sampling*.

The data processing equation model used in this study is a model of simultaneous equations with endogenous variables is the Performance of Lecturers at the University of North Sumatra following.

$$Y = a_0 + a_1 X_1 + a_2 X_2 + a_3 X_3 + a_4 X_4 + a_5 X_5 \dots + e$$

- Y = Lecturer Performance
- A = Constant
- $a_1 a_2 a_3 \dots_{dst}$  = Regression coefficient
- $x_1 x_2 x_3 \dots_{dst}$  = Transformation of Cultural Values
- e = error

Expected regression coefficient value (hypothesis):  $a_1 a_2 a_3 \dots_{dst} > 0$  (Sudjana,2005).

After data collection, reliability and validity tests are carried out. The analytical methods used by researchers in this study are statistical methods, with multiple linear analysis tools and descriptive statistical analysis, using the help of SPSS for windows media. Descriptive statistical analysis is by distributing 71 questionnaires filled out by lecturers throughout the faculty at the University of North Sumatra. Descriptive statistical analysis gives an idea of a data. In this case, descriptive statistics describe the characteristics of respondents and the variables used. The multiple linear analysis model is used to analyze and know the relationship between variables with the aim to find out the influence of organizational cultural value transformation variables on the performance of millennial lecturers at the University of North Sumatra.

## RESULTS

The unit analyzed in this study was millennial lecturers (Born 1980-2000) from all faculties, be it permanent lecturers of civil servants / non-civil servants working at the University of North Sumatra. The research that has been carried out includes the dissemination of questionnaires to review the improvement of the performance of millennial lecturers based on aspects of vision and mission, external environment, willingness to achieve goals, organizational image, needs and objectives of lecturers, interpersonal relationships and leadership. The research team conducted a questionnaire spread and approach to each millennial lecturer from 15 faculties who were respondents in the study.

### **Validity Test**

The Validity Test conducted in this study used 30 respondents outside 71 sample respondents of Millennial Lecturers located in the University of North Sumatra. These 30 respondents came from the Lecturer of Millennial Generation of the University of North Sumatra.

Because the Validity Test conducted in this study was using 30 respondents (minimum test sample), the rtabel value with a significance level of 10% is 0.3061. Then conducted a Validity Test using the help of SPSS software for the calculation. The results of the validity test are as follows:

Tabel 1. **Validity Test**

<b>Instrument Item</b>	<b>Calculate r value</b>	<b>Table r value</b>	<b>Information</b>
<b>Vision and Mission (X1)</b>			
X1.1	.647	0,3061	Valid
X1.2	.892	0,3061	Valid
X1.3	.843	0,3061	Valid
<b>External Environment (X2)</b>			
X2.1	.828	0,3061	Valid
X2.2	.901	0,3061	Valid
X2.3	.863	0,3061	Valid
<b>Willingness to Achieve Goals (X3)</b>			
X3.1	.834	0,3061	Valid
X3.2	.705	0,3061	Valid
X3.3	.672	0,3061	Valid
<b>Organizational Image (X4)</b>			
X4.1	.889	0,3061	Valid
X4.2	.899	0,3061	Valid
X4.3	.736	0,3061	Valid
<b>Needs and Goals of Lecturers (X5)</b>			
X5.1	.703	0,3061	Valid
X5.2	.880	0,3061	Valid
X5.3	.870	0,3061	Valid
<b>Interpersonal Relationship (X6)</b>			
X6.1	.816	0,3061	Valid
X6.2	.933	0,3061	Valid
X6.3	.831	0,3061	Valid
<b>Leadership (X7)</b>			
X7.1	.703	0,3061	Valid
X7.2	.933	0,3061	Valid
X7.3	.848	0,3061	Valid
<b>Lecturer Performance (Y)</b>			
Y1	.778	0,3061	Valid
Y2	.729	0,3061	Valid
Y3	.873	0,3061	Valid
Y4	.789	0,3061	Valid
Y5	.625	0,3061	Valid
Y6	.760	0,3061	Valid
Y7	.774	0,3061	Valid
Y8	.800	0,3061	Valid
Y9	.808	0,3061	Valid
Y10	.581	0,3061	Valid

Source: processed data, 2020

Based on Table 1, all question items are valid. Because the entire value of  $r$  calculates  $> r$  table, it can be concluded that all question items in the questionnaire in this study are valid.

### **Reliability Test**

According to Sekaran and Bougie (2013) if a questionnaire has a Cronbach's Alpha value the closer the reliability coefficient to 1.0, the better. In general, reliability of less than 0.60 is considered poor, reliability in the range of 0.70 is acceptable, and over 0.80 is good. To make it easier to get accurate data and minimize data processing errors, SPSS for Windows program computer software is used. Here are the results of the reliability test of valid statement items.

Table 2. **Reliability Test**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>	<b>Information</b>
X1	0,717	3	Reliabel
X2	0,814	3	Reliabel
X3	0,689	2	Reliabel
X4	0,798	3	Reliabel
X5	0,749	3	Reliabel
X6	0,804	3	Reliabel
X7	0,78	3	Reliabel
Y	0,91	10	Reliabel

Source: processed data, 2020

Based on Table 2 it is known that all variables have a *Cronbach Alpha* value  $> 0.60$ . It can then be concluded that all questions are reliable.

### **Statistik Deskriptif**

Descriptive statistical results against research variables are presented in table 3 below:

Table 3. **Descriptive Statistical Test**

<b>Variabel</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
X1	15	11,63	1,838
X2	15	12,10	2,306
X3	15	13,03	1,331
X4	15	11,86	2,350
X5	15	11,31	2,108
X6	15	11,56	2,109
X7	15	12,63	1,085
Y	50	40,75	5,036

Source: processed data, 2020

Based on Table 1, it can be explained as follows:

- 1) The maximum value of the vision and mission variable ( $X_1$ ) is 15. This average value of 11.63 indicates respondents' answers tend to lead to the highest value, with the standard deviation being 1,838. so it can be concluded that the sample data is increasingly spreading or varying.

- 2) The maximum value of the external environment variable ( $X_2$ ) is 15. This average value of 12.10 indicates respondents' answers tend to lead to the highest value, with the standard deviation being 2,306. So it can be concluded that the sample data is increasingly spreading or varying.
- 3) The maximum value of the variable's willingness to achieve the goal ( $X_3$ ) is 15. This average value of 13.03 indicates respondents' answers tend to lead to the highest value, with the standard deviation being 1,331. so it can be concluded that the sample data is increasingly spreading or varying.
- 4) The maximum value of the organizational image variable ( $X_4$ ) is 15. This average value of 11,86 indicates respondents' answers tend to lead to the highest value, with the standard deviation being 2,350. So it can be concluded that the sample data is increasingly spreading or varying.
- 5) Maximum value of lecturer needs and objective variable ( $X_5$ ) of 15. This average value of 11,31 indicates respondents' answers tend to lead to the highest value, with the standard deviation being 2,108. So it can be concluded that the sample data is increasingly spreading or varying.
- 6) The maximum value of the interpersonal relationship variable ( $X_6$ ) is 15. This average value of 11,56 indicates respondents' answers tend to lead to the highest value, with the standard deviation being 2,109. So it can be concluded that the sample data is increasingly spreading or varying.
- 7) The maximum value of the leadership variable ( $X_7$ ) is 15. This average value of 12,63 indicates respondents' answers tend to lead to the highest value, with the standard deviation being 1,085. So it can be concluded that the sample data is increasingly spreading or varying.

The maximum value of the vision and mission variable (Y) is 50. This average value of 40,75 indicates respondents' answers tend to lead to the highest value, with the standard deviation being 5,036. so it can be concluded that the sample data is increasingly spreading or varying.

### **Data Analysis Techniques**

This research uses multiple linear regression analysis techniques to evaluate the influence of every aspect of vision and mission, external environment, willingness to achieve goals, organizational image, needs and objectives of lecturers, interpersonal relationships and leadership on the performance of millennial lecturers of the University of North Sumatra..

Table 4. **Regression Coefficient**

Variable	Standardized Coefficients Beta	T	Sig.
X1	,121	1,391	,169
X2	,075	,746	,458
X3	,174	2,126	,037
X4	,121	1,388	,170
X5	,190	1,791	,078
X6	,350	2,754	,008
X7	,020	,270	,788

a. Dependent Variable: Lecturer Performance

Source: processed data, 2020

Table 4 shows that aspects in the Transformation of Organizational Cultural Values at the University of North Sumatra significantly affect the performance of millennial lecturers, but there are some variables that have a positive but not significant effect on the performance of millennial lecturers. The

strongest regression coefficient of the research model is the Interpersonal Relationships aspect ( $X_6$ ). These results show the most influential aspects in the Transformation of Organizational Cultural Values to encourage lecturer performance by integrating relationships between fellow lecturers and leaders and providing freedom to issue criticisms and suggestions so that effective communication and interpersonal relationships are established so that there is no gap between leaders and fellow lecturers, therefore activities such as cadreization from faculty leaders to young lecturers can strengthen their communication and interpersonal relationships. interpersonal relationships in the process of carrying out the Tri Dharma college.

These results show that the better the application of the transformation of organizational cultural values of the University of North Sumatra will lead to improved performance of millennial lecturers. Statistically, there are results that prove that the variables of Willingness to Achieve Goals ( $X_3$ ), Lecturer Needs and Objectives ( $X_5$ ) and Interpersonal Relationships ( $X_6$ ) which are part of the Transformation of Organizational Cultural Values at the University of North Sumatra will affect the performance of millennial lecturers..

The results of this study are in line with previous research that stated that organizational culture variables have a positive influence on employee performance at the Aceh Telecommunications Regional Office of PT. Telekomunikasi Indonesia Tbk (Ridhanty, 2019). The transformation of organizational cultural values at the University of North Sumatra has a positive impact on the performance of millennial lecturers, such as the increase of young lecturers doing Community Service, Research and Published Journals. In addition, the results showed that aspects of Vision and Mission ( $X_1$ ), External Environment ( $X_2$ ), Organizational Image ( $X_4$ ), and Leadership ( $X_7$ ) had an influence but not significant on improving the performance of millennial lecturers.

The study also discusses more about Leadership ( $X_7$ ) which descriptively has the smallest score in aspects of Organizational Cultural Value Transformation. From the results of the research, each lecturer in the faculty has obstacles at the time of the division of courses that are not in accordance with the scientific field of the lecturer. And senior lecturers rarely invite young lecturers to participate and learn in carrying out Tri Dharma College activities.

## **CONCLUSION**

With reference to the purpose of the research carried out, the study concluded that the vision and mission ( $X_1$ ) aspects of the transformation of organizational cultural values had a positive but insignificant effect on the performance of millennial lecturers at the University of North Sumatra. Likewise, the external environmental aspect ( $X_2$ ) on the transformation of organizational cultural values has a positive but insignificant effect on the performance of millennial lecturers at the University of North Sumatra. But the aspect of willingness to achieve goals ( $X_3$ ) has an effect on improving the performance of millennial lecturers at the University of North Sumatra. Discipline and self-development to achieve the goal by increasing literacy and participating in seminars / workshops to be applied in every Tri Dharma (Education, Research and Community Service) activities are key factors to be able to improve careers so that there is an increase in lecturer performance. Then the aspect of organizational image ( $X_4$ ) on the transformation of organizational cultural values has a positive but insignificant effect on the performance of millennial lecturers at the University of North Sumatra. Then we can meet the aspects of the needs and objectives of lecturers ( $X_5$ ) on the transformation of organizational cultural values affect the performance of millennial lecturers at the University of North Sumatra. The University is expected to be able to facilitate in terms of scholarships and training to increase the ability and quality of science so that it has a direct impact on

improving the career path of millennial lecturers in the future, as well as a good and balanced compensation system so that there is an improvement in lecturer performance. The strongest regression coefficient of the research model is the aspect of interpersonal relationships, the aspect of interpersonal relationships ( $X_6$ ) on the transformation of organizational cultural values is the most influential aspect in encouraging the performance of millennial lecturers at the University of North Sumatra. Interpersonal relationships between lecturers are very important for the integration and close relationship between leaders and fellow lecturers. Finally, there is the Leadership Aspect (X7) on The Transformation of Organizational Cultural Values which has a positive but insignificant influence on the performance of millennial lecturers of the University of North Sumatra and descriptively has the smallest score in the aspect of Organizational Cultural Value Transformation. From the results of the research, each lecturer in the faculty has obstacles at the time of the division of courses that are not in accordance with the scientific field of the lecturer. And senior lecturers rarely invite young lecturers to participate and learn in carrying out Tri Dharma College activities.

Based on the results of simultaneous tests and calculations of determinant coefficients showed that the relationship between capital variables aspects of vision and mission, external environment, willingness to achieve goals, organizational image, needs and goals of lecturers, interpersonal relationships and leadership is able to influence significantly and have a very strong relationship to the performance of millennial lecturers of the University of North Sumatra.

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