

The Impact of Leaders Member Exchange Lecturers' Job Performance at Universitas Muhammadiyah Cirebon

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ABSTRACT

Knowledge management in the world of Education is increasingly important as a research topic, especially in the effort to improve the performance of lecturers in a university. Human resources are assets that must be safeguarded, the role of lecturers as HR is very important in improving the quality or quality of a college, especially at the University of Muhammadiyah in Cirebon. This research aims to describe leader member of exchange and job performance. In addition, to find out whether there is a relationship between each variable both the relationship directly and indirectly. The approach used in this study is quantitative with a survey research design that uses the path analysis approach. The population of this study were all lecturers of the University of Muhammadiyah Cirebon (UMC) with a sample of 117 lecturers. The data collection technique uses an instrument in the form of a questionnaire. The results showed that the job performance of Muhammadiyah Cirebon University lecturers was influenced more dominantly by the Leader member of exchange variable. Based on the data found in the field it can be concluded that the performance of Muhammadiyah Cirebon University lecturers will be more prudent when lecturers are led by leaders who want to go directly involved with their subordinates in carrying out their work or leader member exchange (LMX). This is a finding that should be followed up in the hope of improving the performance of lecturers at the Muhammadiyah University in Cirebon.

Keywords: Job Performance and Leader-member of Exchange

RESEARCH BACKGROUND

Increased human resources can determine the progress of a nation. This is in line with Indonesian government regulation No. 37 of 2009 which states that universities as educational institutions have a very large role in developing human resources and increasing the nation's competitiveness (Hakim, Wardhani, Fernandes, 2016). All universities as educational institutions have a human resource development role in a country (Paul, Bamel, & Stokes, 2018) by providing good learning process for Indonesian citizens (Garg, 2017).

University of Muhammadiyah Cirebon (UMC) is one of the Educational Institutions under the auspices of PP Muhammadiyah located in the Cirebon area, West Java Province, currently UMC has 19 study programs consisting of; 3 D3 study programs, 15 S1 and 1 Professional study programs. Currently, the University of Muhammadiyah Cirebon (UMC) has received an increase in Institutional Accreditation from rank C to B, based on the decision of BAN-PT No.269/SK/BAN-PT/Akred/PT/XI/2018 valid from November 13, 2018 to November 13, 2023.

This is one of the results of hard work carried out by all elements at the University of Muhammadiyah Cirebon (UMC), to maintain the B accreditation position is not an easy thing including running CATUR DHARMA (Wahiddin, 2019), namely Education and teaching, Research, community service and the development of Al-Islam and Kemuhammadiyahan. There is still homework to be completed by the University of Muhammadiyah Cirebon (UMC), including only 63 lecturers out of 165 lecturers who have lecturer certification. In addition to being able to interfere with the assessment of Study Program Accreditation and Institutional Accreditation, this can reduce lecturer job satisfaction, where lecturers cannot feel the rewards given by the government to lecturers

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Based on the Regulation of the Minister of National Education of the Republic of Indonesia No. 47 of 2009 concerning Education Certification for lecturers. To get lecturer certification there are several requirements that must be met, namely;

1. Permanent Lecturer: Civil Servant Lecturer at PTS or Foundation Permanent Lecturer;
2. Have a National Lecturer Registration Master Number (NIDN);
3. Lecturers who have worked for at least 2 years at PTS.
4. Have an academic position of at least Lector;
5. Have academic qualifications at least passed S2, evidenced by a diploma that has been legalized by the authorities;
6. Implementing the Tridharma of higher education with a burden
7. work at least 12 credits in each semester at PTS where he works as a DPK Civil Service Lecturer;
8. Lecturers who do not have master academic qualifications (S2) / equivalent can take certification if: a) Reach the age of 60 years and have 30 years of experience as lecturers, or have an academic position of Associate Professor with group IV / c (Lecturer PNS Dpk). b) Have criteria points 1 and 5 above;
9. PTS proposers must pay attention to the ratio of lecturers: students for the science field 1:20 (tolerance up to 1:30) and the social studies field 1:30 (tolerance up to 1:45).

Universitas Muhammadiyah Cirebon (UMC) only around 38% have lecturer certification, this is a homework for leaders from the rector level to the head of the study program. Lecturer certification is one of the barometers to measure lecturer performance. To get that, there are many requirements that must be met by every lecturer, both administratively and non-administratively, such as soft skills and hard skills. Therefore, lecturers need support from organizations. Organizational support is an employee's perception of what the organization provides to its employees related to all needs in work and family (Karatepe & Aga, 2016). Based on the observations of researchers, there are still high flying lecturers at the University of Muhammadiyah Cirebon (UMC) with economic principles.

Lecturers also need needs both for themselves and their families, this is what continues to be demanded by lecturers in general to the campus. How will a lecturer in totality contribute to the campus if the needs of his own lecturers have not been met, instinctively lecturers will look for these shortcomings by looking for additional jobs including teaching at other campuses, working in companies or trading. Many studies have proven that employee job satisfaction can have a significant impact on employee performance (Inayatullah & Milojevic, 2016). On the other hand, lecturers are human resources who have a central role in all activities in Higher Education and have a big role (Indarti, Solimun, Fernandes, & Hakim, 2017) in the formation of student character to be ready to face the reality of life full of competitiveness and rapid technological development. This should be considered by university leaders (Suti, Syahdi, & Didiharyono, 2020).

Leader member of Change has a very large role in shaping employee performance and organizational performance (Rurkkhum, 2018). Leader member exchange is a reciprocal relationship between leaders and subordinates in their work units where there are relationships that build each other, trust each other in information, and communicative, this is what is needed such as the University of Muhammadiyah Cirebon (UMC) which is growing towards a national and international class university. In addition to impacting performance, the role of LMX can help increase lecturer involvement in work, such as the problems currently faced, namely the low involvement of lecturers in implementing chess dharma, especially the development of Al-Islam and Kemuhammadiyah (Machmuddah & Suhartono, 2019).

Problems Statement

The formulation of the problem in this study is "Is there a direct influence of leader member exchange on performance"?

Research Objectives

This study analyzes and examines the influence of one variable on another. The variables tested were leader member exchange on performance at the University of Muhammadiyah Cirebon (UMC).

Research Significancy

Problem formulation is the first step in the preparation of the next methodological chain (basis for hypothesis preparation, research design used, population, sample, data collection instruments, and data analysis techniques). Creswell suggests that four main reasons for conducting research (Soegiyono, 2011). First, research can contribute to the development of science.

1. Second, research can also improve existing practices.
2. Third, research results can also help policy makers to
1. formulate new policies for improvement.
3. Fourth, research can help students to build skills as a researcher in concept development, writing, and even organizing concepts.

Latest Research (State of The Art)

1. Novelty by Population
Based on literature reviews conducted by researchers, no research has been found on the Performance of Lecturers of Muhammadiyah University Cirebon.
2. Novelty based on Theory
There are findings from the results of research that show that the determinants of lecturer performance do not agree with Jason A. Colquitt's theory according to which a person's performance is strongly influenced by job satisfaction by 10-20%, while in my research it proves that the amount of job satisfaction has a path coefficient of 0.314 (Pedro, Leitão, & Alves, 2019).
3. Novelty based on research constellation model
This research model has not been found in previous research that researchers strengthen by conducting a literature review.

LITERATURE REVIEW

Job Performance

Performance is one of the focuses of research in organizations, because performance is a reflection of human resources in an organization that is very vital and must be monitored continuously (Yu, Cao, Liu, & Wang, 2018). Sultan & Wong, (2019) further defines performance as follows, "job performance is the behavior of employees in doing their job. These behaviors include how much they contribute and shape the organization (Dobija, Górska, & Pikos, 2019). Performance is the behavior of lecturers in doing their work. This behavior includes how much lecturers contribute and shape the organization in which they work. This proves that a person's performance is measured by the extent to which the behavior of lecturers in an organization in behaving that is beneficial to their organization (Singh & Singh, 2018), such as behaving well with customers, behaving politely to stakeholders (Zhu, Jia, Huang, Jiao, & Liu, 2019).

Jason A. Colquitt, et.al defines performance as follows, "job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment (Colquitt, LePine, & Wesson, 2015). Performance is generally the existence of a set of values that contribute to lecturer behavior positively or negatively to achieve organizational goals. Jason A. Colquitt said it can be called performance if a lecturer can already

contribute to the organization where he works in order to achieve his organizational goals (Gao, 2018).

Task performance includes the behavior of lecturers who are directly involved in the transformation of organizational resources into goods or services that produce the organization. civic behavior, which is defined as volunteer lecturer activities that may or It may not be appreciated but that contributes to the organization by improving the overall quality of the setting where the job requires a place (Cricelli, et al., 2018). Edwin A. Locke defines performance as follows, "job performance was defined by a series of task statements that were derived from job descriptions (Locke, 2009). Performance is defined as a set of tasks obtained from the job description that lecturers must carry out on campus. Performance is the result of work in quality and quantity that can be achieved by lecturers in carrying out their duties in accordance with their responsibilities. Performance is the result of individual behavior in carrying out their work (Smith, S, 2016).

From some of the descriptions of the concept above, it can be synthesized performance of a person designed to achieve organizational goals with indicators: behavior at work, job values, work procedures and work results.

Leader Member Exchange (LMX)

The Leader Member Exchange (LMX) theory was first introduced by Dansereau, Graen and Cahsman in 1975 and then reintroduced by Graen through his research in 1976. The exchange of leaders and members is a process of interaction that occurs in two individuals and will continuously develop (Gashi Tresi & Mihelič, 2018). The scope of the content of the exchange of leaders and members consists of three things, namely, Leader (leader or superior), Follower (subordinate) and Relationship (Interpersonal Relationship). In the end, the approach through the relationship between superiors and subordinates will explain how interpersonal relationships occur (Hackett, et al., 2018).

Stephen P. Robbins and Timothy A. Judge explain LMX as follows, "leader member exchange (LMX) a theory that support leaders creation of ingroups and outgroups; subordinates with ingroup status will have higher performance ratings, less turnover and great job satisfaction (Robbins & Judge, 2019). The theory of leader and member exchange that leaders support creation within the group and outside the group; Subordinates with status within the group will have higher, less performance ratings and greater job satisfaction. As a result of time pressure, the leader establishes a special relationship with a group of several followers (Sharp & Marchetti, 2020).

Jason A. Colquitt, Jeffery A. Lepine and Michael J. Wesson describe leader member exchange as follows: Leader-member exchange theory, which describes how leader-member relationships develop over time on a dyadic basis, can typically mark the employee attempts to fulfill those differences exist (Colquitt et al., 2015). Leader-member exchange theory, which explains how leader-member relationships develop over time, interactions between superiors and subordinates, can usually mark a lecturer's efforts to meet existing differences. Good treatment of lecturers will be able to create voluntary feelings in lecturers to be able to sacrifice for the company (Hackett et al., 2018).

John R. Schermerhorn, Jr., et.al explains LMX as follows, "leader-member exchange theory emphasizes the quality of working relationship between leader and followers (Schermerhorn, Hunt, Osborn, & Uhl-Bien, 2010). The exchange of leaders and members emphasizes the quality of the working relationship between leaders and followers. Leader member exchange is focused on assessing the relationship and interaction between supervisors and subordinates. The level of closeness of the relationship between leaders and subordinates shows an indication of the leader member exchange in the company (Shareef & Atan, 2019).

From some of the concept descriptions above, it can be synthesized that leader member exchange (LMX) is a reciprocal relationship between leaders and subordinates in their work units where there is a mutual relationship. Constructive, trusting each other with information, as well as communicative with indicators: contribution, influence, loyalty and respect.

Related Research

The following are some research results related to leader member exchange, organizational support, job involvement, job satisfaction and performance:

1. Matthe Valle explained the results of his research that in the role of supervision by leaders and the combination of leadership approaches with LMX style can improve employee morality at work and can indirectly improve organizational performance (Valle et al., 2018).
2. Personality, LMX leadership style approach can create good behavior at work besides that it can reduce turnover rates and increase employee job satisfaction, this makes input to researchers to see the dominant factors in the formation of performance including in terms of employee personality (Rurkkhum, 2018).
3. Ipek Kalemci Tuzun et.al involved 235 academics as respondents, to measure the performance of academics can be influenced by supervision, colleagues (Tüzün, Çetin, & Basim, 2018)

Research Hypothesis

Based on the conceptual description and theoretical framework described above, the following research hypothesis can be formulated: Leader member. The exchange has a direct positive effect on performance.

RESEARCH METHODOLOGY

Research and Population Design

This research uses quantitative approaches, survey methods and path analysis techniques. Variables in pathway analysis consist of exogenous variables and endogenous variables. The population and sample in this study are lecturers of the University of Muhammadiyah Cirebon. The sampling technique used is proportional to the number of lecturers in each department (Soegiyono, 2011). The target population reached by permanent lecturers of the University of Muhammadiyah Cirebon which amounts to 165 lecturers. Calculate the number of samples using the Slovin formula, as follows:

$$n = \frac{165}{(165 \times 0,05^2) + 1} \\ = 116.814$$

n = 116.814 respondent =>rounded to 117 lecturers

Total sample = 117 lecturers, for instruments validity test, 30 lecturers.

Preparation of Research Instruments

In this study, data collection was used using questionnaire-shaped instruments. The instrument test includes validity tests and reliability tests. Questionnaires were distributed to respondents to obtain research data on the overall variables studied (Soegiyono, 2011). These variables are as below:

Performance

a. Conceptual Definition

1. Performance is a person's performance designed to achieve organizational goals with indicators: behavior at work, job values, work procedures and work results.
2. Operational Definitions
Performance is an assessment of the head of study program on the performance of lecturers designed to achieve organizational goals with indicators: behavior at work, work values, work procedures and work results.

Instrument Grid

Table 1 Performance Instrument Grid

Indicators	Questionnaire no.	Drop	Total
1. Work Behavior	1,2,3,4,5,6,7,8		8
2. Work Value	9,10,11,12,13,14,15		7
3. Work Procedure	16,17,18,19,20,21,22,23	16	7
4. Job results	24,25,26,27,28,29,30	29	6
Amount		2	28

Sourced by Author (2021)

Validity Testing and Reliability Calculation

The instrument of collecting data on performance in the form of questionnaires before being used to collect research data is first tested for validity and reliability. Validity tests are carried out to see the extent of accuracy and accuracy of a measuring instrument in performing its measuring function, while reliability tests to see the extent to which measurements can provide relatively different results when re-measuring the same symptoms at different times. The questionnaire on performance consists of 30 statement items (Soegiyono, 2011).

Item Validity Test

To test the validity of performance instrument items by using the correlation coefficient between the item score and the total score of the instrument. The performance variable instrument consists of 30 statement items. Processing of instrument validity test data using the SPSS program.

Reliability Calculation

The calculation of instrument reliability is a calculation of data consistency questionnaire from of the SPSS program. Calculation of reliability of performance instruments obtained magnitude. The reliability coefficient of 0.868 thus that the performance instrument is very realistic.

Leader Member Exchange (LMX)

Conceptual Definition

Leader Member Exchange (LMX) is a reciprocal relationship between leaders and subordinates in their work units where the relationship is mutually constructive, mutual trust in information, and communicative with indicators: contribution, influence, loyalty and respect (Rzepka & Bojar, 2020)/

Operational Definitions

Leader Member Exchange (LMX) is a lecturer's assessment of the interrelationship between the head of study program and lecturers in their work unit where the relationship has a relationship that builds each other, trusts each other in information, and communicative with indicators: contribution, influence, loyalty and respect (Ismara et al., 2020).

Instrument Grille

Table 2. Leader Member Exchange (LMX) Instrument Grid

Indicators	Questionnaire No.	Drop	Total
Contribution	1,2,3,4,5,6,7		7
Influencing Others	8,9,10,11,12,13,14		7
Loyalties	15,16,17,18,19,20,21	29	7
Respectful	22,23,24,25,26,27,28,29,30		8
Amount		1	29

Sources: Data Author (2021)

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Validity Testing and Reliability Calculation

The instrument of collecting data about leader member exchange (LMX) in the form of questionnaires before being used to collect research data is first tested for validity and reliability. The questionnaire on leader member exchange (LMX) consists of 30 statements.

Item Validity Test

To test the validity of the leader member exchange (LMX) instrument items using the correlation coefficient between the item score and the total score of the instrument. The variable leader member exchange (LMX) instrument consists of 30 statement items. The processing of the validity test data of this instrument is carried out using the SPSS program.

Reliability Calculation

The calculation of the reliability of the leader member exchange instrument is obtained by the amount reliability coefficient of 0.822. It concluded that The instrument of the leader member exchange is very realistic.

Data and Analysis techniques

The data analysis used for this study is descriptive analysis and inferential analysis, presented in the form of distribution tables and histograms. The central measures are mean, median and mode. Inferential analysis is used to test hypotheses using path analysis preceded by normality tests, estimation errors and regression analysis.

Statistical Hypothesis

In this study the statistical hypothesis that was proven was: The first hypothesis is the positive direct influence of leader member exchange (LMX) on performance

RESULTS AND DISCUSSIONS

Data Description

The data description includes performance variable (Y) data referred to as the endogenous variable, LMX variable (X).

Performance (Y)

From the data obtained in the field which is then statistically processed into a frequency distribution list, the number of classes is calculated according to Sturges' rules, eight classes were obtained with a maximum score value of 113 and a minimum score of 85, resulting in a score range of 28. The results of the data calculation were obtained on average of 100.11; standard deviation of 5.13; variance of 26.3238; median of 100; and a mode of 99. The grouping of data can be seen in the frequency distribution table as follows:



Table 2. Performance Score Frequency Distribution (Y)

No	Interval Class	Limit			Absolute	Frequencies	
		Under	Above			Relative	Cumulative
1	85 -	88	84,5	88,5	2	1,71%	1,71%
2	89 -	92	88,5	92,5	8	6,84%	8,55%
3	93 -	96	92,5	96,5	16	13,68%	22,22%
4	97 -	100	96,5	100,5	33	28,21%	50,43%
5	101 -	104	100,5	104,5	35	29,91%	80,34%
6	105 -	108	104,5	108,5	20	17,09%	97,44%
7	109 -	112	108,5	112,5	2	1,71%	99,15%
8	113 -	116	112,5	116,5	1	0,85%	100%
					117	100%	

Sources: SPSS 23 (2021)

LMX (X₁)

LMX data has an empirical score range between 90 to 137, so the score range is 47. The results of the data calculation were obtained on average of 113.92; deviation raw at 12.52; variance of 156.8647; median of 114; and mode as big as 124. The grouping of LMX data can be seen in the frequency distribution table as follows:

Tabel 3. LMX Score Distribution (X₁)

No	Interval Class	Limit			Absolute	Frequency	
		Under	Above			Relative	Cumulative
1	90 -	95	89,5	95,5	9	7,69%	7,69%
2	96 -	101	95,5	101,5	13	11,11%	18,80%
3	102 -	107	101,5	107,5	17	14,53%	33,33%
4	108 -	113	107,5	113,5	18	15,38%	48,72%
5	114 -	119	113,5	119,5	20	17,09%	65,81%
6	120 -	125	119,5	125,5	15	12,82%	78,63%
7	126 -	131	125,5	131,5	13	11,11%	89,74%
8	132 -	137	131,5	137,5	12	10,26%	100%
					117	100%	

Sources: SPSS 23 (2021)

Based on the table above, the histogram will be created. There are two axes required in making a histogram, namely the vertical axis as the absolute frequency axis, and the horizontal axis as the LMX score axis. In this case, on the horizontal axis, the f-limit of the interval class is written, which is from 89.5 to 137.5. These prices are obtained by subtracting 0.5 from the smallest data and adding 0.5 to each class boundary at the highest bound.

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Analysis Requirements Testing

The use of parametric statistics works by assuming that the data of each research variable to be analyzed forms a normal distribution. The process of testing analytical requirements in this study is a condition that must be met so that the use of regression techniques included in the parametric statistical group can be applied for hypothesis testing purposes. The term path analysis is that the estimation between exogenous variables to endogenous variables is linear, thus the requirements that apply to regression analysis by themselves also apply to the requirements of path analysis.

Normality Test

The assumption of normality basically states that in a model regression must be normally distributed. The normality test uses the SPSS program to find out whether the regression of Y Over X is normally distributed or not whose results can be seen in Kolmogorov Smirnov's column (Sig.).

Table 4. Regression Estimation Error Normality Test Results

	Kolmogorov-Smirnov(a)		Shapiro-Wilk	
	Statisticdf	Sig.	Statisticdf	Sig.
Y AtasX1	,052	117,200(*)	,986	117,284
Y Atas X2	,060	117,200(*)	,985	117,202
Y Atas X3	,053	117,200(*)	,993	117,799
Y Atas X4	,058	117,200(*)	,987	117,305
X4 Atas X1	,063	117,200(*)	,985	117,225
X4 Atas X2	,046	117,200(*)	,992	117,752
X3 Atas X1	,053	117,200(*)	,995	117,936
X3 Atas X2	,066	117,200(*)	,993	117,843

Sources: SPSS 23 (2021)

The table above shows that the probability value (Sig.) of all regression estimation errors is 0.200. Probability value greater than significant level (α) 0.05. Then all regression estimation error data is normally distributed.

Regression Significance and Linearity Test

Before using regression equations in order to draw conclusions in hypothesis testing, the regression model obtained is tested for significance and linearity using the F test with SPSS. The criteria for testing the significance and linearity of regression models are established as follows:

1. Significant regression:
Fcalculate > Ftable on the Regression line
2. Linear regression:
Fcalculate < Ftable on the Deviation from Linearity line

Performance Regression Significance and Linearity Test on LMX

From the calculation data for The preparation of the regression equation model between performance and LMX in annex 5 obtained regression constant $a = 74.86$ and regression coefficient $b = 0.22$. Thus the relationship of the simple regression equation model is $\hat{Y} = 74.86 + 0.22X_1$. Objection testing of the performance regression equation for LMX can be seen in the following table.

Table 5. Meaningfulness Test of Regression Y over X1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	893,868	1	893,868	47,597	,000(a)
	Residual	2159,688	115	18,780		
	Total	3053,556	116			

Sources: SPSS 23 (2021)

F distribution table

By using the free degree (dB) numerator = 1 and db denominator $(n - 2) = 115$ with a significant level of 0.05. F_{table} is 3.92 and $F_{calculate}$ is 47.597. This shows that $F_{calculate} > F_{table}$ and the probability value Sig. (0.000) < a significant level (0.05), the regression equation Y over X1 is expressed as very significant.

F distribution table

By using the free degree (dB) numerator = 41 and denominator db = 74 with a significant level of 0.05. F_{table} is 1.55 and $F_{calculate}$ is 1.495. This shows that $F_{calculate} < F_{table}$ and the probability value of Sig. deviation from linearity (0.066) > significant level (0.05) then the estimated spread of points forming a linear line is acceptable.

Hypothesis Testing

Graph of regression equation $\hat{Y} = 74.86 + 0.22X_1$ then H_0 is rejected and H_1 Drawing hypothetical conclusions is carried out based on the results of the calculation of path coefficients and significance through t-tests for each path studied. The following are described the results of testing the research hypothesis as follows:

Direct Positive Effect of LMX on Performance

The hypothesis tested is: $H_0: \beta_{y1} \leq 0$ $H_1: \beta_{y1} > 0$

The value of the LMX path coefficient to performance is 0.314 with a calculated value of 5.26. Therefore the calculated value is greater than the ttable value at $dk = 112$ for $\alpha = 0.05$ of 1.98 acceptable, which means that there is a very significant direct positive influence of LMX variables on performance variables.

Research Limitation

In order to obtain a guideline to further deepen the problem, it is necessary to put forward a scientific theoretical study. The theory is divided into three parts, namely: Grand Theory, Middle Theory, and Applied Theory. The Grand Theory discussed is about organizational behavior proposed by Jason A. Colquit et.al. The Middle Theory is leadership and organizational behavior and the Applied Theory is Leader member of exchange, organizational support, job involvement and job satisfaction.

Direct Positive Effect of LMX (X) on Performance (Y)

The β_{y1} path coefficient greater than 0.05 can mean that the correlation value r_{ly} of 0.541 occurs due to indirect effects of other variables. Direct effects of LMX (X) to performance (Y) of 0.314. The results of the first hypothesis analysis resulted in the finding that LMX has a directly positive effect on performance. Based on these findings, it can be concluded that performance is directly positively

affected by LMX. Increasing LMX will result in improved performance. The results of this study are in line with the opinions of several experts, including Homans said through the theory of the exchange of leaders and members is very important in efforts to improve employee performance.

The theory of exchange of leaders and members refers to the importance of the role of leaders in improving the performance of their subordinates. (Kim & Koo, 2017b) The values stated in LMX theory have a big role in efforts to improve the performance of lecturers at UMC. Things that can be done include:

1. Evaluate the preparation or planning of learning carried out by lecturers
2. Control the implementation of learning carried out by lecturers including subject matter, mastery of material, use of educational aids, class management, assignment of lecture assignments, use of appropriate learning methods.
3. Evaluation of learning outcomes includes the process of determining evaluation tools
This can be done by means of every leader from the highest to the lowest level, from the rector to the head of study program, must try to apply LMX theory, a simple thing that can be done is by participating in every activity assigned
3. To his subordinates, this is often underestimated by leaders with their egos the leaders can only rule without feeling what their subordinates feel at work or carrying out their duties.

CONCLUSSIONS AND SUGGESTIONS

Based on the results of the analysis of the variables of leader member exchange and job satisfaction can be concluded as follows; Leader member exchange has a direct positive effect on performance. This means that the increase in leader member exchange will result in an increase in lecturer performance.

The implications for the results obtained from this study can be explained such as Leader member exchange has a direct positive effect on performance. The implication is that one of the things that must be considered by leaders at the University of Muhammadiyah Cirebon is the quality of the relationship between leaders and lecturers, the contributions of lecturers made so far should be considered and create a transparent reward and punishment system, LMX is based on the mutual relationship between lecturers and leaders. LMX is considered as a social exchange of beliefs, ideas and obligations, based on this theory the influence of leaders can be maximized in realizing the vision and mission of the University of Muhammadiyah Cirebon by Hope can increase the loyalty of lecturers and leaders to campus organizations which will be useful for increasing cohesiveness and maintaining mutual respect between leaders and subordinates. Based on the implications of this study, the suggestions given are:

Muhammadiyah Association

This research has photographed a small part of one of the PTM (Perguruan Tinggi Muhammadiyah) whose results are for improving the management of Universitas Muhammadiyah Cirebon) in particular and can also be used as a reference for PTM (Higher Education Muhammadiyah) others, so that higher education governance can continue to make improvements and improvements. The system approach, enforcement of rules and transparency of management must be carried out first by Muhammadiyah Higher Education Institution, does not rely on individuals but relies on guidelines, rules, and regulations of the Peryarikatan organization which has a long level and hierarchy of leadership. After that, supervision and assessment of a PTM Muhammadiyah Higher Education Institution must be carried out as objectively as possible to maintain the continuity of quality and professional management.

Rector of Universitas Muhammadiyah Cirebon

The results of this study show that the performance of UMC (University of Muhammadiyah Cirebon) lecturers is directly positively influenced by LMX (), so to improve the performance of lecturers

which will have direct implications for improving the performance and quality of institutions, the Rector of UMC (University of Muhammadiyah Cirebon) should be

Taking into account the personal quality and leadership quality from ATS to the bottom, including the leadership of vice rectors, deans, and heads of departments, the courage of a rector to reprimand, direct and even replace them, is absolutely done to improve the management and continuity of professional management within UMC (University of Muhammadiyah Cirebon).

Other researchers

Can be used as reference material in the framework of further research related to organizational culture, personality, and job satisfaction with the performance of employees, especially in the Directorate General of Resilience and Development of International Industrial Access.

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