

# THE EFFECT OF ORGANIZATIONAL CULTURE, ENVIRONMENTAL WORK, LEADERSHIP STYLE ON THE JOB SATISFACTION AND ITS IMPACT ON THE PERFORMANCE OF TEACHING IN STATE COMMUNITY ACADEMY BOJONEGORO

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**Abstract.** Tri Dharma college task, namely implements education and teaching, research and community service. Some of the factors that can affect the performance of the lecturer are organizational culture, work environment, leadership style, and job satisfaction. For this study aims to assess the effect of organizational culture, work environment, leadership style on job satisfaction lecturers as well as to analyze the influence of organizational culture, work environment, leadership style to the performance of lecturers. This study took 64 samples through census methods, and data collected through questionnaires in the form of Likert scale research. Results of analysis proving the hypothesis indicated that organizational culture, work environment, leadership style positive impact significant job satisfaction lecturer Bojonegoro State Community College. As well as organizational culture, work environment, leadership style, job satisfaction and positive effect significant the performance of lecturers Bojonegoro State Community College. Suggested to the management community college that faculty performance can be optimized, provide incentives for lecturers in order to work in the world of education through awards, strive to the increase salaries, keeping in touch, comfort, creation of competition, healthy performance appraisal is fair, providing an opportunity to follow the scientific activities at a cost from the academy. Encourage to continue their education to a higher level. Motivate to do research, and community service to the relevant fields at the expense of the institution/college or grants.

Keywords: Organizational Culture, Work Environment, Leadership Styles, Job Satisfaction, Performance Lecturer

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## Introduction

the Law of the Republic of Indonesia Number 14 2005 on teachers and Lecturers in article 1 (2) defines that the lecturers are professional educators and scientists with the main task of transforming, developing and disseminating science, technology, and the arts through education, research, and community service. Based on such understanding, it is understood that the faculty has an important role in realizing the educational process. Lecturer in charge of teaching and learning in higher education. Whether or not qualified for education at the college relies on existing lecturers at universities, colleges for major capital in the continuity of life lies in the performance of faculty resources.

Sedarmayanti (2011), and Mangkunagara (2004) expressed the notion of performance that the performance is a means to get better results than organizations, teams, and individuals how to understand and manage the performance within the framework of the objectives and standards, and attribute requirements agreed. The task of the lecturer based Decision Coordinating Minister for Development Supervision and Administrative Reform No. 38 / KEP / MK.WASPAN / 8/1999 About Functional Lecturer and credit figures mentioned Article 3 Lecturer principal tasks are to carry out educational and teaching at universities, research, and community service.

Results of research Indrarini (2009) that in order to improve the job satisfaction of the

lecturers in order to achieve optimal performance need to be done, including by way of keeping all the rights of lecturers are given properly and on time, the increase in regular salary is expected by the lecturer as a form of respect for the work ethic and long work at the academy, also always keep a good relationship with a fellow faculty non-formal meeting so that the relationship is always maintained. With regards to comfort, to be created by way of fair competition academy provides an assessment of the fair lecturers.

Strauss and Sayles (in Handoko, 2001) found that the lecturer has a good performance issue related premises job satisfaction. According to Handoko (2001) job satisfaction typically perform better work than employees who are not getting job satisfaction. Lecturers will feel satisfied with the work that has been or is being run, if it deems doing what has to meet expectations, according to the purpose it works. If a lecturer craves for something, then he had a hope, so he will be motivated to take action towards the achievement of these expectations, if expectations are met, then he will be satisfied. In this case, the lecturers get job satisfaction is high, are expected to have peak performance.

The relationship between the organizational culture with the success or failure of an organization's performance is believed by scientists, actors organization, and management as well as a number of researchers are close. Organizational culture is believed to be one of the determining factors for the success of the organization's performance. In addition, factors

working environment is everything that is around those workers who can influence him in performing the duties imposed (Nitisemito, 2000). According to Mangkunagara (2005), the work environment is all the physical aspects of the work, psychological work and workplace regulations which may affect job satisfaction and productivity gains. While working condition is a situation where a good working environment includes the physical and non-physical environment which can give the impression of a pleasant, safe, calm, and so forth. If good working condition then it can accelerate the emerging sense of satisfaction in the employee which in turn can have a positive influence on employee performance, and vice versa if the poor working conditions of the employees will have job satisfaction.

Another factor determining the success of an organization's performance is the leadership style. The organization will work if leaders have the ability in the field, and every director has different skills, such as technical skills, human and conceptual. Contributions leader is a must in the organization, in order to improve employee performance. The role of leadership style to bring the good working conditions will lead to the achievement of organizational goals conditions as well as possible. A leader will say successful if it can bring working conditions conducive to work for its employees.

Based on the above, this study intends to determine the extent to which performance of the lecturers at the Academy of Community Affairs

Bojonegoro influenced by the organizational culture, work environment and leadership style and job satisfaction.

## B. Review of Literature

### 2.1 Lecturer Performance

Mathis-Jackson (2004) defines performance (performance) basically is what is done or not done by employees. Employee performance is common for most jobs include elements that include (1) Quantity of results, (2) the quality of the results, (3) the timeliness of results, (4) presence, and (5) the ability to work together. Mangkunagara (2004) expresses the notion of performance (performance) is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given to him. Prawirosentono (1999) defines performance is a result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibilities of each, in an effort to achieve the goals of the organization in question legally, does not violate the law and in accordance with moral and ethical,

Law of the Republic of Indonesia Number 14 2005 on Teachers and Lecturers in Chapter I of Article 1 affirmed on duty, profession, organizers of formal education, qualifications, and competence of lecturers as follows:

- a. Lecturers are professional educators and scientists with the main task transform, develop, and disseminating science, technology, and the arts through education, research, and community service.
- b. Professional is the work or activities carried out by someone and become a source of income for life that requires expertise, skills, or skills that meet quality standards or certain norms and require professional training
- c. education provider is a government, local government, or the people who provide education in formal education,
- d. Academic qualification is a diploma level academic education must be owned by a teacher or professor according to the type, level, and formal education unit in the assignment of
- e. competence is a set of knowledge, skills, and behaviors that must be owned, lived and ruled by a teacher or lecturer in performing the task professionalism.

Lecturer said competent according to the Law of the Republic of Indonesia Number 14 of 2005 on Teachers and Lecturers, if the lecturer has mastered the four basic competencies, namely: (1) Competence Pedagogy is the ability to manage learning students (2) Competence Personality is the ability personality steady, morals noble, wise and dignified as well as being exemplary of

learners (3) Professional Competence is the ability of mastering the subject matter is broad and deep. (4) Social Competence is the ability of faculty to communicate and interact effectively and efficiently with students, fellow teachers, parents/guardians of students, and surrounding communities (Trianto 2006). In accordance Law on Teachers and Lecturers namely Law No. 14 of 2005, section 48 paragraph 1, which establishes the status of lecturers made up of full-time lecturers and professors are not fixed, then the performance of lecturers in question in this research is the performance of tenured faculty. The definition of full-time lecturers are lecturers who work full-time status as educators remain at a certain higher education unit, while part-time lecturers are lecturers who work part-time status as educators are not fixed on a certain unit of higher education.

Based on the Decree of the Coordinating Minister for Development Supervision and Administrative Reform No. 38 / KEP / MK. WASPAN / 8/1999 concerning Functional Lecturer and Credit Score. Article 3: The main duties of lecturers is to carry out education and teaching in higher education, research and community service. Article 4 (2) Tri Dharma College

## 1.1 Job Satisfaction

Dole and Schroeder (2001) stated job satisfaction can be defined as the feelings and reactions of individuals to the work environment, while according to Testa (1999); job satisfaction is an emotional excitement or positive statements the results of the assessment one job or job experiences. According to Locke in Testa (1999) also pointed out that job satisfaction reflects the attitude of excitement or positive emotions that come from a person's work experience. The excitement felt by the employees will provide a positive impact for employees attitude. Vroom (1964) in Kadir and Educate Ardiyanto (2003) illustrates job satisfaction is "having a positive attitude towards work in a person. Evidence of research on job satisfaction can be divided into several categories such as leadership, psychological needs, appreciation of business, management ideology and values, factors of the design work and the workload.

Nasarudin (2001); Igalens (1999), Koesmono (2005); job satisfaction is an emotional statement in a positive or pleasant as the result of an assessment of a person's work experience or employment. The statement implies that job satisfaction is a positive emotional state can be unpleasant or resulting from an assessment of the work or the experiences of one's work.

Job satisfaction an individual depends on the individual characteristics and the job situation. Each individual will have a different

level of satisfaction in accordance with the prevailing value system in itself. The more aspects of the work in accordance with the interests and expectations of the individual, the higher the perceived level of satisfaction and vice versa. According to Lawler (in Robbins, 1996), a measure of satisfaction is strongly based on the realities facing and received as compensation for effort and energy given. Job satisfaction depends on the suitability or the balance between expected to reality. Indikasi job satisfaction usually associated with eg absenteeism, labor turnover rate, work discipline, loyalty and conflict in the workplace, etc.

## 1.2 Organizational Culture

Organizational culture is the value(value)that are outlined in a policy of an organization organization. Value is the difference between one organization with others. The organizational culture becomes very important for the organization itself. According to Sarplin (in Lako, 2004) states that organizational culture is a system of values, beliefs, and habits in organization interacting with the structure of the formal system to generate behavioral norms of the organization.

Kotter and Heskett (in Soetjipto, 2002), argues that organizational culture is basically the norms and values prevailing in the organization, for example; promptness in providing services to customers, while the value reflects the confidence or belief they will

be certain things that can bring success, for example a greater emphasis on customer satisfaction. If both are compared, the norm is relatively more visible and easier to change.

Stoner et. al, (1996) culture(culture)is a complex combination of assumptions, behaviors, stories, myths, metaphors and various other ideas that became the one to determine what it means to be members of a particular community. Culture is often defined as an organization with the values, symbols that are understood and adhered together, possessed an organization so that members feel the family and creating a condition of the organization's members feel different from the organization. This is supported by the opinion of Robbins (2007) which states that organizational culture is a system of shared meaning adopted by member of organization that distinguishes the organization different from other organizations.

## 1.3 Working Environment

Komarudin(1983), stating that the work environment is the social, psychological, and physical in companies that affect the workers in their duties. The social life is with regard to the belief values, attitudes, views, or lifestyle patterns in the neighborhood as well as the interaction between people who work in a good company that interaction between superiors and subordinates or with colleagues. Psychological life is interaction behaviors of employees in a company where they work.

Everyone in a company brings a hope of fulfilling the needs and desires. There is a need and desire to encourage them to behave to satisfy the needs and desires. Physical life is the interaction between employees and the environment in which employees work.

According to Mangkunagara (2005), stating that the working environment is all the physical aspects of the work, psychological work and workplace regulations which may affect job satisfaction and productivity gains.

According to Supardi (in Subroto, 2005), states that the work environment is the circumstances surrounding the workplace, both physical and non-physical that can give the impression of a pleasant, secure, comfortable, and feel at home in the work. According to Supardi (in Subroto, 2005), states that the work environment is the circumstances surrounding the workplace, both physical and non-physical that can give the impression of a pleasant, secure, comfortable, and feel at home in the work. According to Sedarmayanti (2001) stated that the working environment is a whole tool tooling and material facing the surrounding environment in which one is working, working methods, as well as the arrangement works both as individuals and as a group.

## 2. Methods

### 2.1 Subject Of Research

The population is lecturers at the Academy of Community Affairs Bojonegoro (PDD Polinema) in Bojonegoro that have the characteristics of active as a lecturer on three courses, namely Program engineering studies informatics, courses computerized accounting and engineering automotive.

The sampling technique used in the study is the Census Method. Researchers used census method that is put on all members of the population as an object of research. Total population in the study amounted to 64 people.

### 2.2 Data Retrieval Techniques

Required data in this study are primary data, research data obtained from the original source or without using the medium. Primary data in this study a questionnaire. A questionnaire study was designed based on the study of theoretical and empirical research that is formulated in the form of open and closed questions. Data identity of the respondent obtained through open questions, while the perception data obtained through a closed question. The instrument used in this study using a list of standard questions that have previously been tested for compliance, so that a list of standard questions last modified on grains as deemed necessary the appropriate level of understanding of respondents were sampled.

**2.3 Data Analysis Techniques**

regression analysis of this single is done one by one between the variables of organizational culture (X1) to job satisfaction lecturer (Z), work environment (X2) on job satisfaction lecturer (Z), leadership style variable (X3) on job satisfaction lecturer ( Z), and between the variables of organizational culture (X1) on the performance of lecturers (Y), work environment (X2) on the performance of lecturers (Y), leadership style variable (X3) on the performance of lecturers (Y), variable job satisfaction on (Z ) to variable lecturer's performance (Y).

Simultaneous testing is used to test the significance of multiple correlation analysis of the relationship between two variables or more independent variables (independent variable) with one dependent variable (dependent variable). In this study, multiple regression analysis between the variables of organizational culture (X1), work environment (X2) as well as the leadership style variable (X3) to job satisfaction lecturer (Z), and between the variables of organizational culture (X1), work environment (X2 ), leadership style variable (X3), variable job satisfaction on (Z) to variable lecturer's performance (Y).

**3. Results and Discussion**

**3.1 Results Hypothesis Evidence**

Analysis model that shows the relationship with the organization among culture faculty job satisfaction can be seen from the results of the regression analysis as in Table 1.

Table 1  
Regression Analysis of Organizational Culture Influence on Job Satisfaction Lecturer

Model	Coefficient	To calculate	P value	criteria
Constants	16.326			
Organizational Culture (X1)	0.844	7.968	0.000	Significant
R2	0.506			

regression analysis results are obtained a constant coefficient of 16.326 and Cultural Organization (X1) of 0.844 in order to obtain the regression model:

$$Z = 16.326 + 0.844 X1 \dots\dots\dots (1)$$

the model shows that each of the increased or decreased perception/understanding of the organizational culture by 1% will be followed by an increase or decrease in job satisfaction lecturer of 0.844%.

Analysis of the model showing the

relationship antara Lingkungan Work on job satisfaction of faculty can be seen from the results of the regression analysis as shown in Table 2

Table 2  
Regression Analysis Effect of Work Environment on Job Satisfaction Lecturer

Model	Coefficient	To calculate the	P value	criteria
Constants	18.057			
Working Environment (X2)	0.684	6.522	0.000	Significant
R2	0,407			

regression analysis results are obtained constants and coefficients of 18.057 Working Environment (X2) is 0.684 so the regression model is obtained:

$$Z = 18.057 + 0.684 X2 \dots\dots\dots (2)$$

the model shows that there is an increase or decreases any perception/understanding of the Work Environment 1% will be followed by an increase or decrease in job satisfaction lecturer at 0.684%.

Analysis of the model showing the relationship and style of leadership and job satisfaction faculty can be seen from the

results of the regression analysis as shown in Table 3

Table 3  
Regression Analysis Influence of Leadership Style on Job Satisfaction Lecturer

Model	Coefficient	To calculate the	P value	criteria
Constants	14.003			
Leadership Style (X3)	0.906	8.974	0.000	Significant
R2	0.565			

regression analysis was obtained constants and coefficients of 14.003 Leadership Style (X3) amounted to 0,906 in order to obtain the regression model:

$$Z = 14.003 + 0.906 X2 \dots\dots\dots (3)$$

the model shows that there is an increase or decreases any perception/understanding leadership styles 1% will be followed by an increase or decrease in job satisfaction lecturer at 0.906%.

Analysis model that shows the relationship between organizational culture with faculty performance can be seen from the results of the regression analysis as shown in Table 5.4



Table 4

Regression Analysis Influence of  
Organizational Culture on Performance  
Lecturer

Model	Coefficient	To calculate the	P value	criteria
Constants	23.296			
Cultural Organization (X1)	0.385	3.070	0.003	Significant
R2	0.132			

regression analysis was obtained constants and coefficients of 23.296 organizational culture (X1) of 0.385 in order to obtain the regression model:

$$Y = 23.296 + 0.385 X1 \dots\dots\dots (4)$$

the model shows that there is an increase or decreases any perception/understanding of Organizational Culture 1% will be followed by an increase or decrease in performance lecturer at 0.385%.

Analysis model that shows the relationship between the environment and working with faculty performance can be seen from the results of the regression analysis as shown in Table 5

Table 5

Model	Coef	To calculate the	P value	Criteria
Constants	27.716			
Working Environment (X2)	0.394	2.201	0.031	Significant
R2	0.072			

regression analysis was obtained constants and coefficients of 27.716 Working Environment (X2) amounted to 0.394 so obtained regression model:

$$Y = 27.716 + 0.394 X2 \dots\dots\dots (5)$$

the model shows that there is an increase or decreases any perception/understanding of the Work Environment 1% will be followed by an increase or decrease in the performance of lecturers at 0.394%.

Analysis of the model showing the relationship style of leadership with faculty performance can be seen from the results of the regression analysis as shown in Table 6

Table 6

Regression Analysis Influence of Leadership Style on Lecturer Performance

Model	Coefficient	To calculate the	P value	Criteria
Constants	21.850			
Leadership Style (X3)	0.606	3.124	0.003	Significant
R2	0.136			

regression analysis was obtained constants and coefficients of 21.850 Leadership Style (X3) of 0.606 in order to obtain the regression model:

$$Y = 21.850 + 0.606 X3 \dots\dots\dots (6)$$

the model shows that there is an increase or decreases any perception/understanding of Leadership Styles of 1 % will be followed by an increase or decrease in the performance of lecturers at 0.606%.

Analysis model that shows the relationship between job satisfaction and performance of lecturers can be seen from the results of the regression analysis as shown in Table 7

Table 7

Regression Analysis The effect of job satisfaction against Lecturer Performance

Model	Coefficient	To calculate the	P value	Criteria
Constants	18.470			
Job Satisfaction (Z)	0.554	3.495	0.001	Significant
R2	0.165			

regression analysis was obtained constants and coefficients of 18.470 Job Satisfaction (X3) of 0.554 in order to obtain the regression model:

$$Y = 18.470 + 0.554 Z \dots\dots\dots (7)$$

the model shows that there is an increase or decreases any perception/understanding of job satisfaction 1% will be followed by an increase or decrease in the performance of lecturers at 0.554%.

**3.2 Discussion**

Many factors influence job satisfaction lecturers, such as motivation, organizational culture, work environment and more. Especially for the organizational culture has an important role in the implementation of the Tri Dharma University. Because the organization's culture is a pattern of beliefs and expectations held by members of the organization. Trust and expectations resulted in values that

strongly affecting the behavior of individuals and groups of members of the organization. Organizational culture can influence the attitude of a teacher doing an activity of teaching, research and community service. Based on the results of regression analysis showed that the higher the perception of teachers about understanding organizational culture, the higher the satisfaction of faculty, conversely the lower the cultural understanding of the organization, the lower his or her satisfaction. It is also supported by the results of the Lok and Crawford (2004) which states that, the influence of organizational culture and leadership style on job satisfaction and organizational commitment. The same thing also delivered Rogga (2001) that organizational culture can improve employee job satisfaction.

The second hypothesis suggests that the higher the level of comfort lecturers to their work environment, then the faculty job satisfaction will be higher. And conversely, the lower the level of comfort lecturers to their work environment, the job satisfaction of the lecturers will also be lower. A good working environment and conditions conducive to lead to comfort someone in work and will make a person feel job satisfaction. A good working environment is a driving force for the employees so that they feel comfortable in doing their jobs, can be more energized, and ultimately be able to work optimally, so it can not be denied that the working environment in

a company getting attention even further than at the times History. This can happen because of rising living standards as a person, then he will likely want an atmosphere that provides support to do the job. This is consistent with the statement Mangkunagara and Supardi (in Mangkunagara, 2005), states that the working environment is all the physical aspects of the work, psychological work and workplace regulations which may affect job satisfaction and productivity gains. Supardi (in Subroto, 2005), states that the work environment is the circumstances surrounding the workplace, both physical and non-physical that can give the impression of a pleasant, secure, comfortable, and feel at home in the work.

The third hypothesis suggests that the higher the positive perceptions of leadership style in leadership, the faculty job satisfaction will be higher. And conversely, the lower the positive perceptions of leadership style in leadership, the faculty job satisfaction will be even lower. Good leadership style to maximize productivity, job satisfaction, performance, growth, and easily adapts to any situation that develops and is all around us. It is also supported by the results of research Peter and Crawford (2004) which states that, the influence of organizational culture and leadership style on job satisfaction and organizational commitment.

The fourth Hypothesis Many factors affect job performance lecturers, such as motivation, organizational culture, work

environment, organizational commitment, job satisfaction and more. In various studies, organizational culture is one of the factors influencing the performance can influence the attitudes of the faculty in doing his job running the tri dharma college mandate is education and teaching, research and community service. In this study, showed results that did not differ from previous studies, based on the results of regression analysis showed that the contribution of Organizational Culture on the Performance of State Community College lecturer Bojonegoro by 13.2%. With a contribution of only 13.2%, the culture of the organization expressed significant effect on the performance of State Community College Lecturer in Bojonegoro. So 13.2% as a result of the indicators X1 and the rest is likely influenced by other variables that are not included in this study. The results are consistent with research Yuwalliatin (2006) which states that Organizational Culture, Motivation and commitment directly influence employee performance.

The fifth hypothesis indicates that the contribution of the work environment on the Performance of State Community College lecturer Bojonegoro by 7.2%. With a contribution of 7.2%, the organizational culture expressed significant effect on the performance of State Community College Lecturer in Bojonegoro. So 7.2% as a result of the indicators X2. This shows that the higher the level of comfort lecturers to their work

environment, then the lecturer's performance will be higher. And conversely, the lower the level of comfort lecturers to their work environment, the job satisfaction of the lecturers will also be lower. A good working environment and conditions conducive to lead to comfort someone in work and will make someone incentive to improve performance. A good working environment is a driving force for teachers so that they feel comfortable in doing their jobs, can be more energized, and ultimately be able to work optimally, so it can not be denied that the working environment in an organization gets the attention it further than the time- previous time. This can happen because of rising living standards as a person, then he will likely want an atmosphere that provides support to do the job. The results are consistent with research Sima'niah (2013), which states that work discipline, work environment and work motivation partial effect on the performance of teachers and employees.

The sixth hypothesis suggests that the higher the positive perceptions of leadership style in leadership, the faculty performance will be higher and conversely the lower the positive perceptions of leadership style in leadership, the faculty job satisfaction will be even lower. Good leadership style to maximize productivity, job satisfaction, performance, growth, and easily adapts to any situation that is evolving and is around us. It is also supported by the results of Masrukhin and

Waridin (2006), which states that work motivation, job satisfaction, and leadership has a positive influence on employee performance and organizational culture is not a positive influence on employee performance.

The seventh hypothesis that the contribution of job satisfaction on the performance of State Community College lecturer Bojonegoro 16.5%. With a contribution of 16.5%, the job satisfaction expressed significant effect on the performance of State Community College Lecturer in Bojonegoro. So 16.5% as a result of the indicators Z. This shows that the higher the level of job satisfaction lecturer, the lecturer's performance will be higher. And conversely, the lower the job satisfaction of faculty, the lecturer's performance will also be lower. The results are consistent with research Masrukhin and Waridin (2006), which states that work motivation, job satisfaction, and leadership has a positive influence on employee performance.

#### 4. Conclusion

From the research that has been conducted on organizational culture, work environment, leadership style on job satisfaction and performance lecturer Academy of Community Affairs Bojonegoro can be concluded as follows:

- a. Based on the research results obtained that, there are significantly positive and

significant correlation between organizational culture, work environment, leadership style on job satisfaction and performance of Community State Academy lecturer Bojonegoro

- b. partially organizational culture, work environment, leadership style positive and significant impact on job satisfaction lecturer Bojonegoro State Community College, as well;
- c. Organizational culture, work environment, leadership style, job satisfaction and a significant positive effect on the performance of State Community College Lecturer in Bojonegoro.

#### 5. Suggestion

Based research results can be given suggestions as follows:

- a. To increase the high satisfaction for faculty efforts are needed to build and improve the understanding of the organizational culture to the entire academic community, especially professors, by creating values for the organization, socialized values the value and followed by running in both of these values. Because a good understanding of the lecturers will be the organizational culture will bring job satisfaction and performance improvements for faculty itself.

- b. A good working environment and a comfortable and conducive could be one contributing factor to job satisfaction lecturers, hence the need for a serious effort to creating a good working environment climate. In addition to the organizational culture and work environment, leadership style factors also play a role in increasing job satisfaction and performance faculty lecturers. Because good leadership style (democratic, transformative) is preferred and will further encourage the lecturers were satisfied in their work and have a high performance.
- c. For other researchers, the results of this study can be used as the data to conduct similar research on other factors that influence job satisfaction and performance lecturer at the same institution or similar and in other institutions.

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