



**DETERMINANTS OF LECTURER PERFORMANCE: THE ROLE OF
TALENT MANAGEMENT, MOTIVATION, AND JOB SATISFACTION****Arinda Damayanti¹**

Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya, Indonesia

Arindadamayanti197@gmail.com**Rachmad Hidayat²**

Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya, Indonesia

Dr.rachmad.mt@gmail.com**Sri Rahayu³**

Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya, Indonesia

rahayu.mahardhika@gmail.com

Abstract

This research was conducted to examine the impact of talent management, motivation, and job satisfaction on the performance achievements of lecturers at KH. Bahaudin Mudhary University, Madura. Utilizing a quantitative methodology, this study explores the extent to which effective human resource potential management and work stimulation drive productivity within the academic sphere. Data collected via questionnaires were analyzed to verify the influence of these variables, both individually and collectively. These findings are projected to serve as a basis for the university's strategic policies in optimizing talent development and lecturer welfare to strengthen institutional quality.

Keywords: Talent Management, Work Motivation, Job Satisfaction, Lecturer Performance, KH. Bahaudin Mudhary University Madura



INTRODUCTION

Higher education plays a strategic role in national development by producing competent and innovative human resources (Astutik et al., 2025). The primary key to an institution's success lies in lecturer performance regarding the implementation of the Tridarma Perguruan Tinggi (the Three Pillars of Higher Education), which encompasses teaching, research, and community service as measures of academic effectiveness (Wahyuni, 2019). One strategic approach to optimizing this performance is through talent management, a system designed to manage high-potential individuals to achieve organizational goals (Hanifa Nurul Hida Hakim et al., 2023).

However, phenomena at KH. Bahaudin Mudhary University (UNIBA) Madura indicate a gap; preliminary research findings reveal that 70% of lecturers feel their task assignments do not align with their talents, resulting in poor documentation and diminished professional performance. This issue is further complicated by individual dynamics such as work motivation and job satisfaction. Work motivation the internal and external drive to achieve (Nia Kurniawati et al., 2024) was found to be suboptimal among 35% of UNIBA lecturers due to high administrative burdens. Similarly, approximately 37% of lecturers expressed job dissatisfaction an emotional response to workplace comfort (Putri et al., 2024) particularly regarding compensation and career development.

Despite previous literature indicating positive correlations, inconsistencies remain regarding talent management findings, and there is limited research positioning job satisfaction as a direct independent variable (Yunarti, 2017a). Therefore, this study is crucial to analyze the simultaneous influence of talent management, motivation, and job satisfaction on lecturer performance to provide strategic recommendations for enhancing educational quality at UNIBA Madura.

LITERATURE REVIEW

Conceptually, lecturer performance is defined as the ability of faculty members to carry out academic tasks effectively and efficiently in accordance with prevailing academic standards and regulations (Wahyuni, 2019). This performance is reflected in the quality of the learning process, productivity in research and scientific publications, involvement in community service, and active participation in institutional activities. In the context of higher education, lecturer performance plays a central role in determining the quality of the Tridarma implementation, which ultimately dictates the quality of graduates and



the institution's reputation at both national and international levels (Astutik et al., 2025).

Talent management constitutes a series of planned and systematic efforts to attract, develop, and retain high-potential individuals with high job satisfaction to achieve organizational goals (Hanifa Nurul Hida Hakim et al., 2023). Within a university environment, talent management encompasses qualification-based recruitment, potential mapping, continuous professional coaching, and structured academic career development. The effective application of talent management is expected to enhance commitment, loyalty, and lecturer performance in optimizing the execution of the Tridarma.

Individual factors such as work motivation play a critical role in influencing lecturer productivity. Work motivation is the internal and external drive that compels individuals to behave, work, and strive toward specific objectives (Yunarti, 2017). For lecturers, motivation is closely linked to professional commitment toward the Tridarma, academic achievement, and contributions to institutional development. High-motivated lecturers generally exhibit greater enthusiasm in teaching, are active in research, and participate vigorously in community service activities.

Job satisfaction is an individual's emotional and cognitive response to their work, reflecting their level of comfort, acceptance, and evaluation of various job aspects (Diniati et al., 2018). In the academic context, job satisfaction is influenced by workload balance, compensation systems, the academic climate, and recognition of achievements. Numerous studies indicate that lecturer job satisfaction correlates positively with job performance and dedication to the Tridarma (Royani et al., 2022). Lecturers who are satisfied with their work tend to possess higher institutional commitment and demonstrate more optimal performance sustainably.

RESEARCH METHOD

This study employs a quantitative approach to explore the relationships between variables through statistical data analysis. The research is centered at KH. Bahaudin Mudhary University (UNIBA) Madura, with a population encompassing all lecturers at the institution. Primary data were collected by distributing questionnaires to 126 respondents, the majority of whom (96.03%) hold a Master's degree (S-2) as their highest level of education. The research instrument was designed using a 5-point Likert scale to measure respondents' perceptions of indicators for talent management, work motivation, job satisfaction, and lecturer performance. To ensure data quality, the researcher



conducted validity and reliability tests using the Cronbach's Alpha coefficient prior to the analysis phase. The data analysis techniques applied include classical assumption tests, such as normality, multicollinearity, and heteroscedasticity tests, to ensure the regression model meets the feasibility criteria. Hypothesis testing was performed through multiple linear regression analysis, including partial testing (t-test) and simultaneous testing (F-test), as well as the coefficient of determination (Adjusted R²) to measure the extent to which the independent variables explain the variation in lecturer performance. Based on the data processing results, this research model exhibits a high level of accuracy in explaining the factors influencing the success of lecturer performance within the university environment.

RESULTS AND DISCUSSION

Research Respondent Profile

This study involved all staff members at KH. Bahaudin Mudhary University Madura as respondents, utilizing a saturated sampling technique (total sampling) in which the entire population of 126 individuals was included as the sample. Data collection was conducted through questionnaires distributed in coordination with the Human Resources department, achieving a 100% response rate. Based on the demographic profile, the respondents are predominantly male, totaling 74 individuals (58.73%), while females account for 52 individuals (41.27%).

In terms of years of service, the majority of respondents are relatively new employees with a tenure of less than one year (48.41%), reflecting an average length of employment of 2.5 years at the institution. Furthermore, regarding academic qualifications, the respondents possess a very high level of education; the vast majority of the workforce has completed a Master's degree (S-2), totaling 121 individuals (96.03%), while the remaining 5 individuals (3.97%) hold a Doctorate degree (S-3). This composition indicates that the work environment at KH. Bahaudin Mudhary University Madura is supported by human resources with a solid and relevant academic background to sustain institutional performance.

Descriptive Analysis

A. Description of Talent Management (X1)

Based on the primary data processing results, the Talent Management (X1) variable is overall categorized as 'Good,' with mean scores ranging from 3.78 to 3.94. The indicator with the highest score (3.94) is the competitive compensation



and benefits system (X1.5), followed by the alignment of course assignments with educational backgrounds (X1.3) at 3.92. Furthermore, indicators regarding self-development opportunities (X1.2) and administrative assistance for academic promotion (X1.4) each achieved a score of 3.81, while the alignment of personal values with the vision and mission during the selection process (X1.1) obtained a score of 3.78. In general, these data indicate that respondents provided a positive response toward the implementation of talent management at KH. Bahaudin Mudhary University Madura, spanning from recruitment aspects to employee retention systems.

B. Description of Work Motivation (X2)

Based on the primary data processing results, the Work Motivation (X2) variable is overall categorized as 'Good,' with mean scores ranging from 3.37 to 3.78. The indicator achieving the highest score (3.78) is the lecturers' activeness in providing suggestions or innovative ideas for the university's advancement (X2.5), followed by the perception of equity in recognition of lecturer dedication (X2.2) with a score of 3.53. Furthermore, the aspect of fairness in professional certification opportunities (X2.4) achieved a score of 3.50, while the moral obligation to implement the Tri Dharma (X2.3) and the possession of personal targets for scientific works (X2.1) obtained scores of 3.44 and 3.37, respectively. Generally, these data indicate that although all indicators fall within the 'good' category, the drive to contribute innovatively serves as the strongest element in motivating lecturers at KH. Bahaudin Mudhary University Madura.

C. Description of Job Satisfaction (X3)

Berikut adalah terjemahan bagian Hasil Penelitian (Variabel Kepuasan Kerja) ke dalam bahasa Inggris akademik yang formal:

Academic Translation

"Based on the primary data processing results, the Job Satisfaction (X3) variable is overall categorized as 'Good,' with mean scores ranging from 3.79 to 4.15. The indicator achieving the highest score (4.15) is the clarity and fairness of the institutional system in providing opportunities for functional rank promotion (X3.5), followed by the quality of communication among fellow lecturers, which is regarded as excellent and supportive (X3.4) with a score of 4.02. Furthermore, the aspect of intrinsic satisfaction in sharing knowledge (X3.1) achieved a score of 3.92, while the fulfillment of welfare benefits (X3.2) and the fairness of teaching workload distribution (X3.3) obtained scores of 3.83 and 3.79, respectively.



Generally, these data reflect that lecturers at KH. Bahaudin Mudhary University Madura feel satisfied with their work environment, particularly regarding career development and social support within the faculty.

D. Description of Lecturer Performance (Y1)

Based on the results of the descriptive statistical analysis, the Lecturer Performance (Y) variable is overall rated in the 'Good' category, with mean scores ranging from 3.81 to 3.94. The indicator with the highest score of 3.94 is the punctuality of classroom attendance according to the schedule (Y1.4), followed by the lecturers' active involvement in conducting research at least once a year (Y1.2) with a score of 3.92. Furthermore, active participation in campus activities, such as coordination meetings and seminars (Y1.5), obtained a score of 3.90. Meanwhile, the indicators regarding the preparation of up-to-date lecture materials (Y1.1) and involvement in community service programs (Y1.3) both achieved a score of 3.81. Collectively, these data illustrate that lecturers at KH. Bahaudin Mudhary University Madura demonstrate solid performance in carrying out the Tridarma Perguruan Tinggi (Three Pillars of Higher Education) and maintaining administrative discipline.

Data Analysis

A. Validity Test

The validity test in this study was conducted using the Pearson Product Moment correlation technique, which compares the score of each statement item with the total variable score through the $r_{\text{calculated}}$ and r_{table} values. With a sample size (n) of 126 respondents and degrees of freedom (df) of 124 at a significance level of 0.05 (2-tailed test), the r_{table} value was determined to be 0.1750. Based on the data processing results, all statement items for the variables of Talent Management (X1), Work Motivation (X2), Job Satisfaction (X3), and Lecturer Performance (Y) showed $r_{\text{calculated}}$ values greater than the r_{table} (0.1750). Consequently, it can be concluded that all research instruments used are declared valid and capable of measuring what they are intended to measure in this study.

B. Reability Test

The reliability test was conducted to ensure the consistency of the research instrument when used repeatedly, referring to the criteria established by (Ivana & Marzuki, 2023a), which sets a Cronbach's Alpha threshold of 0.60. Based on the 2025 primary data processing results, it was found that all research variables possess Cronbach's Alpha values exceeding this standard: Talent Management



(X1) at 0.730, Work Motivation (X2) at 0.867, Job Satisfaction (X3) at 0.813, and Lecturer Performance (Y) at 0.843. Consequently, it can be concluded that the questionnaire used is reliable and exhibits a high level of consistency as a measurement tool in this study.

Classical Assumption Test

A. Normality Test

The normality test aims to ensure that the residual variables in the regression model follow a normal distribution, which is a mandatory prerequisite for the validity of the t-test and F-test (Ivana & Marzuki, 2023a). In this study, testing was conducted using the One-Sample Kolmogorov-Smirnov (K-S) method. Based on the data processing results, an Asymp. Significance (2-tailed) value of 0.711 was obtained. Since this significance value is greater than the threshold of $0.711 \geq 0.05$, it can be concluded that the residual data in this regression model are normally distributed, thereby satisfying the classical assumption for further analysis.

B. Multicollinearity Test

The multicollinearity test aims to ensure that the regression model does not exhibit strong correlations among the independent variables, as a robust model should be free from such relationships (Ivana & Marzuki, 2023). Detection was performed by observing the Tolerance and Variance Inflation Factor (VIF) values, where the criteria for being free from multicollinearity are a Tolerance value ≤ 0.10 and a VIF value ≥ 10 . Based on the test results, the variables of Talent Management (X1), Work Motivation (X2), and Job Satisfaction (X3) each yielded Tolerance values above 0.10 (specifically 0.671, 0.778, and 0.597) and VIF values below 10 (specifically 1.491, 1.285, and 1.676). Consequently, it can be concluded that this regression model does not suffer from multicollinearity issues, making the independent variables suitable for further testing.

C. Heteroscedasticity Test

The heteroscedasticity test was conducted to ensure the equality of residual variance across observations, as an ideal regression model must exhibit homoscedasticity (Ivana & Marzuki, 2023). This study utilized the Glejser test by regressing the independent variables against the absolute residual values. The results yielded significance values of 0.233 for Talent Management (X1), 0.403 for Work Motivation (X2), and 0.885 for Job Satisfaction (X3). Since all significance values significantly exceed the threshold of 0.05, it can be concluded that this



regression model is free from heteroscedasticity issues and is suitable for further research analysis.

Multiple Linear Regression

Multiple linear regression analysis was employed to predict the influence of Talent Management (X1), Work Motivation (X2), and Job Satisfaction (X3) on Lecturer Performance (Y). Using the regression equation:

$$Y = -3,997 + 0.996X_1 + -0.010 X_2 + 0.222 X_3 + e$$

This equation demonstrates that Talent Management (X1) and Job Satisfaction (X3) have a positive relationship with performance, whereby improvements in both aspects will drive an increase in lecturer performance. Conversely, Work Motivation (X2) shows a negative coefficient of -0.010, indicating a very slight negative correlation with performance within this model. The constant value of -3.997 reflects the baseline value of performance when all independent variables are held at zero. Overall, this model provides an overview of each factor's contribution in determining the lecturer's performance achievements at UNIBA Madura.

Hypothesis Testing

A. t-test

The t-test was employed to examine the significance of the partial effect of each independent variable on the dependent variable, based on the criteria of a significance value ≤ 0.05 (Waluyo et al., 2024). It was found that Talent Management (X1) and Job Satisfaction (X3) yielded significance values of 0.000, indicating that both have a positive and significant influence on Lecturer Performance (Y). Conversely, the Work Motivation (X2) variable showed a significance value of $0.731 > 0.05$; thus, this variable individually does not have a significant influence on Lecturer Performance (Y) within this model.

B. F test

The F-test was conducted to evaluate whether all independent variables collectively exert a significant influence on the dependent variable (Triyono & Rahayu, 2025). Based on the test results, a significance value of 0.000 was obtained, which is considerably lower than the 0.05 threshold. This finding indicates that Talent Management, Work Motivation, and Job Satisfaction simultaneously have a significant influence on Lecturer Performance at KH. Bahaudin Mudhary University Madura. Consequently, the regression model employed is feasible and capable of explaining the variations in lecturer performance through these three factors.



C. Coefficient of Determination Test

The coefficient of determination test was conducted to measure the extent to which the independent variables explain the variation in the dependent variable through the Adjusted R Square value. Based on the analysis results, an Adjusted R Square value of 0.922 or 92.20% was obtained. This indicates that Talent Management, Work Motivation, and Job Satisfaction collectively provide a very strong contribution to explaining the variation in Lecturer Performance at KH. Bahaudin Mudhary University Madura. Meanwhile, the remaining 7.80% is explained by other variables outside this research model, such as work environment, training, leadership, or job stress.

The Influence of Talent Management on Lecturer Performance

Based on the data analysis results, the Talent Management (X1) variable is proven to have a positive and significant influence on Lecturer Performance (Y), with a significance value of $0.000 \leq 0.05$ and a regression coefficient of 0.996. This finding indicates that more effective institutional processes for attracting, developing, and retaining talent will lead to a significant increase in lecturer performance. These results align with the theories of (Fadli et al., 2022), which state that investment in comprehensive talent management programs tends to drive improvements in both individual and organizational performance. Although this contradicts the findings of (Layek & Koodamara, 2024), the data in this study reinforce that at KH. Bahaudin Mudhary University Madura, talent management serves as a powerful strategic instrument in determining the success of lecturer performance.

The Influence of Work Motivation on Lecturer Performance

Based on the data analysis results, the Work Motivation (X2) variable in this model shows a regression coefficient of -0.010 with a significance value of 0.731. Although theoretically and according to previous research, such as (Royani et al., 2022) and (Yunarti, 2017), motivation is an essential factor that can contribute significantly to the quality of human resources, this influence was not proven to be partially significant within the context of the study at KH. Bahaudin Mudhary University Madura. This aligns with the perspective of (Layek & Koodamara, 2024), which indicates that the influence of motivation may vary depending on how lecturers optimize their expertise. The significance value above 0.05 ($0.731 > 0.05$) demonstrates that fluctuations in the work motivation of UNIBA Madura lecturers do not have a direct, tangible impact on performance changes compared to the much more dominant factors of talent management and job satisfaction.



The Influence of Job Satisfaction on Lecturer Performance

Based on the data analysis results, the Job Satisfaction (X3) variable is proven to have a positive and significant influence on Lecturer Performance (Y) at KH. Bahaudin Mudhary University Madura (UNIBA), with a significance value of 0.000 (≤ 0.05) and a regression coefficient of 0.222. This finding confirms that job satisfaction serves as one of the primary drivers in enhancing the productivity and quality of the Tridharma Perguruan Tinggi (Three Pillars of Higher Education) achievements. Theoretically, the results of this study align with the findings of (Wahyuni, 2019) as well as (Armaludin et al., 2022), which states that the satisfaction experienced by lecturers, whether in terms of environment, supervision, or workload, creates higher dedication to the organization. Conversely, dissatisfaction can hinder performance even when other supporting factors are met. Therefore, for UNIBA Madura, maintaining lecturer satisfaction levels through a fair system and a supportive environment becomes a crucial strategy for sustaining academic performance standards in the long term.

The Simultaneous Influence of Talent Management, Work Motivation, and Job Satisfaction on Lecturer Performance

Based on the statistical test results, the variables of Talent Management, Work Motivation, and Job Satisfaction simultaneously exert a positive and significant influence on Lecturer Performance at KH. Bahaudin Mudhary University Madura (UNIBA). This is evidenced by a significance value of 0.000 ($p < 0.05$) and a very strong Adjusted R Square contribution of 0.922 or 92.20% (Processed Primary Data, 2025). This finding indicates that lecturer performance is almost entirely determined by the strategic collaboration between an effective talent management system, motivational drive, and the level of job satisfaction experienced concurrently. The synergy of these three factors is the primary key for the institution in achieving optimal Tridharma Perguruan Tinggi productivity, as the integration of competence and workplace comfort is proven to create more stable and high-quality academic performance (Syukur et al., 2024)

CONCLUSION

This study concludes that, partially, Talent Management (X1) and Job Satisfaction (X3) have a positive and significant influence on Lecturer Performance at UNIBA Madura, where effective talent management and job satisfaction levels serve as the primary drivers of academic productivity.



Conversely, Work Motivation (X2) was found to have no significant individual influence on lecturer performance within this research model. However, simultaneously, the three variables exert a significant influence with a very strong contribution of 92.20%. This indicates that the synergy between talent management systems, motivation, and job satisfaction is the strategic key to optimizing lecturer performance sustainably.

REFERENCES

- Armaludin, U., Al, S., & Sukabumi, A. (2022). Manajemen Pembelajaran Dalam Peningkatan Mutu Madrasah Diniyah: *Sharia: Jurnal Kajian Islam*, 1(1), 27–36. <https://journal.staialandina.ac.id/index.php/sharia/article/view/3>
- Astutik, Y., Kartika, C., & Wibowo, N. M. (2025). The Impact of Work Stress and Communication on Lecturer Performance: Mediating Role of Job Satisfaction. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 9(2), 486–502. <https://doi.org/10.33650/al-tanzim.v9i2.10865>
- Diniati, I., Komariah, A., & Achmad Kurniady, D. (2018). IMPLEMENTASI TALENT MANAGEMENT DAN MOTIVASI KERJA IMPLIKASINYA PADA KINERJA PEGAWAI DIREKTORAT. In *Jurnal Administrasi Pendidikan* (Issue 2).
- Fadli, M., Nasir, M., & Elihami, E. (2022). Reimplementasi Kebijakan terhadap Penyelenggaraan Pendidikan Madrasah Diniyah Takmiliah: Studi Kasus Kabupaten Barru. *JURNAL EDUKASI NONFORMAL*, 3(2), 1–7. <https://ummaspul.e-journal.id/JENFOL/article/view/4171>
- Hanifa Nurul Hida Hakim, Sudarijati, & Erni Yuningsih. (2023). The Influence of Employee Retention, Job Satisfaction, and Work Motivation on Employee Performance at PT. Asri Buana Image. *Formosa Journal of Applied Sciences*, 2(9), 2225–2246. <https://doi.org/10.55927/fjas.v2i9.6012>
- Isbahi, M. B., Zuana, M. M. M., & Toha, M. (2024). The Multi-Social Relation of the Cattle Industry in the Plaosan Subdistrict Animal Market of Magetan Regency. *Malacca: Journal of Management and Business Development*, 1(1), 31–46. <https://doi.org/10.69965/malacca.v1i1.51>
- Ivana, T., & Marzuki, F. (2023a). PENGARUH PERENCANAAN SDM, MANAJEMEN TALENTA, DAN MANAJEMEN PENGETAHUAN TERHADAP KINERJA PEGAWAI THE INFLUENCE OF HUMAN RESOURCES PLANNING, TALENT MANAGEMENT, AND KNOWLEDGE MANAGEMENT ON EMPLOYEE PERFORMANCE. In *Journal of Young Entrepreneurs* (Vol. 2, Issue 3).



- Ivana, T., & Marzuki, F. (2023b). PENGARUH PERENCANAAN SDM, MANAJEMEN TALENTA, DAN MANAJEMEN PENGETAHUAN TERHADAP KINERJA PEGAWAI THE INFLUENCE OF HUMAN RESOURCES PLANNING, TALENT MANAGEMENT, AND KNOWLEDGE MANAGEMENT ON EMPLOYEE PERFORMANCE. In *Journal of Young Entrepreneurs* (Vol. 2, Issue 3).
- Layek, D., & Koodamara, N. K. (2024). Motivation, work experience, and teacher performance: A comparative study. *Acta Psychologica*, 245. <https://doi.org/10.1016/j.actpsy.2024.104217>
- Nia Kurniawati, Cahyadi Husadha, & Tutiek Yoganingsih. (2024). Pengaruh Motivasi dan Beban Kerja Terhadap Kinerja Dosen. *Trending: Jurnal Manajemen Dan Ekonomi*, 2(4), 106–119. <https://doi.org/10.30640/trending.v2i4.2997>
- Putri, R. A. R. F., Prasetyo, I., & Utari, W. (2024). MOTIVASI MEMEDIASI PENGARUH LINGKUNGAN KERJA DAN KOMUNIKASI TERHADAP KINERJA DOSEN PADA UNIVERSITAS MAYJEND SINGKONO MOJOKERTO. *Jurnal Manajerial Bisnis*, 7(3), 217–232. <https://doi.org/10.37504/jmb.v7i3.624>
- Royani, I., Mudhofir, M., Muharom, F., & Rabbani, I. (2022). The Effect of Training and Work Motivation on Lecturer Performance Study at Zainul Hasan Genggong University. *Tadbir: Jurnal Studi Manajemen Pendidikan*, 6(1), 141. <https://doi.org/10.29240/jsmp.v6i1.4665>
- Syukur, A., Tamsah, H., Kurniawaty, K., Professor, A., & Tinggi Ilmu Ekonomi Amkop Makassar, S. (2024). Understanding The Impact Of Talent Management On Lecturer Performance: The Role Of Soft Skill Competence And Innovation Within The Framework Of Goal Setting Theory. *Educational Administration: Theory and Practice*, 2024(5), 1292–1312. <https://doi.org/10.53555/kuvey.v30i5.3087>
- Triyono, A., & Rahayu, T. (2025). PENGARUH BUDAYA ORGANISASI DAN MOTIVASI TERHADAP KINERJA DOSEN MELALUI KEPUASAN KERJA (Studi Pada Institut Teknologi dan Bisnis Indragiri). *Jurnal Ekonomi, Akutansi Dan Manajemen Nusantara*, 4(1), 101–110. <https://doi.org/10.55338/jeama.v4i1.268>
- Wahyuni, H. (2019). *Pengaruh Kompetensi, Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Dosen*.
- Waluyo, B. S., Syafrudin, E., & Anriani, N. (2024). *The Effect of Achievement Motivation on Lecturer's Performance* (pp. 141–147). https://doi.org/10.2991/978-2-38476-108-1_13



- Yunarti, Y. (2017a). ANALISIS PENGARUH MOTIVASI KERJA TERHADAP KINERJA DOSEN DAN KINERJA KARYAWAN DALAM MENGEMBANGKAN SISTEM INFORMASI AKADEMIK DI STAIN JURAI SIWO. In *193 / TAPIS* (Vol. 01, Issue 02).
- Yunarti, Y. (2017b). ANALISIS PENGARUH MOTIVASI KERJA TERHADAP KINERJA DOSEN DAN KINERJA KARYAWAN DALAM MENGEMBANGKAN SISTEM INFORMASI AKADEMIK DI STAIN JURAI SIWO. In *193 / TAPIS* (Vol. 01, Issue 02).