

LEADERSHIP MODEL BASED ON MATTHEW 20:26-27 ACHIEVEMENT MOTIVATION AND WORK ENVIRONMENT IMPROVING THE PERFORMANCE OF LECTURERS AT THE THEOLOGICAL COLLEGE OF MEDAN CITY

Lukman Pardede ¹⁾, Dewi Lestari Pardede ²⁾

Fakultas Keguruan & Ilmu Pendidikan HKBP Nommensen, Medan, Indonesia ¹⁾

Prodi Kebidanan STIKes Senior, Medan, Indonesia ²⁾

Corresponding Author:

lukmanpardede1961@gmail.com ¹⁾, dewipardede1991@gmail.com ²⁾

Abstract

The problems studied in this study are: (1) Servant Leadership Model Based on Matthew 20:26-27, Achievement Motivation and Work Environment and Lecturer Performance at the Medan City Theological College? (2) Is there any effect of the Servant Leadership Model Based on Matthew 20:26-27, Achievement Motivation and Work Environment and Lecturer Performance at the Medan City Theological High School together or partially? (3) The big influence of understanding the Servant Leadership Model Based on Matthew 20:26-27, Achievement Motivation and Work Environment and Lecturer Performance at the Medan City Theological College. The population in this study was 167 with a sample of 42 lecturers who became respondents. There are four variables studied in this study, namely the independent variable (Y) is a Lecturer at the Medan City Madya Theological College, while the Variable Based on Matthew 20:26-27 (X1), Achievement Motivation (X2) and Work Environment (X3). Methods of data collection with the method of questionnaires, documentation and interview methods. The data collected were analyzed using descriptive percentage analysis and multiple linear regression analysis using SPSS version 24 for Windows. Based on the results of the research analyzed by the percentage showed. Based on regression analysis of the influence of the Servant Leadership Model Based on 20:26-27, Achievement and Work Environment Motivation on Lecturer Performance at the Medan City Theological High School both jointly and partially from the results of the F test and t test which obtained a significance below 0,05. Together, the understanding of the meaning of worship is 47.6% and the remaining 52.40% is influenced by other factors not discussed in this study. If there is an increase of one point on the Servant Leadership Model Based on Matthew 20:26-27, Achievement Motivation and Work Environment together will increase by 1,231 times.

Keywords: Lecturer Performance, Servant Leadership, Achievement Motivation and Work Environment

INTRODUCTION

The success of a lecturer is determined by meeting established criteria. If a lecturer meets these criteria, they can be considered successful and of good quality (Anggraeni 2014). Conversely, if a lecturer does not meet these criteria, they cannot be considered successful. Factors that influence a lecturer's performance include internal factors such as motivation, skills, and education. However, external factors such as work environment, leadership, achievement motivation, and others also influence the performance of the lecturer (Asf & Mustofa, 2013:160). Effective leadership can encourage lecturers to perform better. When discussing leadership, it is important to focus on the leader. A leader in human resource management is needed to manage subordinates effectively, so that the vision of the School of Theology can be achieved. Unlike other leadership styles, a leader in a theological college must emulate the leadership of Jesus. According to Engstrom and Dayton (1998:20), leadership in a theological college is motivated by love, willingness to serve, demonstrating selfless dedication, being courageous, firm, compassionate, and skilled.

Leadership plays an important role in carrying out organizational management, including functions such as planning, organizing, coordinating, and controlling, as it influences others to work consciously to achieve the goals of the School of Theology

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Higher Education Institutions, including STTSU, STTBM, and STT Paulus. In this case, the leader, who is the manager, must have good managerial skills to solve a problem accurately. This is because the leader has a heavier task than the lecturers who will be led. In an organization, leadership is the factor that drives and directs the organization towards its goals, and it is also a challenging task. It is challenging because it requires an understanding of the different behaviors of subordinates. Subordinates should be influenced in such a way that they can effectively and efficiently contribute to the organization. Leadership will approach productivity through the recognition that professors are a vital component in achieving organizational goals (Edy Sutrisno; 2009:213).

Proper management is necessary to ensure harmonious interaction among groups. Humans are created to compete in their endeavours and work, and must organize groups using effective management techniques. According to Colossians 3:23, 'Whatever you do, work at it with all your heart, as working for the Lord.' Therefore, academic instructors should continuously improve their cognitive abilities to possess strong insight and anticipation. John Piper (2021:12) suggests several ways to enhance a professor's performance, including reading and taking notes, listening attentively, making an effort, thinking critically, researching, problem-solving, attending training, and maintaining curiosity. The objectives of the study are:

1. Analyse the contribution of Servant Leadership based on Matthew 20:26-27 towards improving the performance of lecturers at the Theological College in the city of Medan.
2. Analyse the contribution of Test-Based Motivation towards improving the performance of lecturers at the Theological College in the city of Medan.
3. Analyse the contribution of the Work Environment towards improving the performance of lecturers at the Theological College in the city of Medan.
4. Analyse the contribution of Servant Leadership based on Matthew 20:26-27, the combined effect of Test-Based Motivation and work environment on the improvement of Lecturer Performance in the School of Theology in the city of Medan was examined.
5. Discover a new model of servant leadership, test-based motivation, and work environment together towards improving the performance of lecturers at the School of Theology in the city of Medan.

This law aims to improve the quality of education by enhancing the quality of lecturers and positioning them as central to the development of human resources. The performance of lecturers is a crucial aspect of the education system, and the government has made progress in this area through the implementation of the Teacher and Lecturer Law No. 14 of 2005. It is important to note that any evaluations of lecturer performance should be objective and clearly marked as such.

The duties and functions of a lecturer are oriented towards innovation, creativity, education, and democracy, in order to realize a just, prosperous, and prosperous society (*rahmatan lil'alamin*). Lecturers carry out their duties without limitation of space and time, wherever and whenever, with the aim of improving the quality of Indonesian people. A person who believes in and is mindful of the One Almighty God, possesses noble character, personality, discipline, works hard, is tough, responsible, independent, intelligent, and skilled, as well as physically and mentally healthy, deepens and strengthens their love for the homeland, national spirit, and sense of social solidarity. To achieve educational goals, it is essential for teachers to understand the functions and objectives as outlined in Law No. 14 of 2005 regarding teachers and lecturers, and to implement them in their professional duties as lecturers.

1. Definition of Lecturer Performance

Lecturer Performance refers to the ability of a lecturer to perform a specific skill. It is crucial to have good lecturer performance, as it determines the extent of a lecturer's ability to carry out assigned tasks. Clear and measurable criteria need to be established and agreed upon as a reference. According to Prawirosentono (2012:5), performance is the result of work that can be achieved by an individual or a group of people within an organization, in accordance with their respective authority and responsibilities, in order to achieve the legal goals of the organization, without violating the law and in accordance with moral and ethical standards. Two opinions have been presented regarding performance, stating that it is the ability of a lecturer to perform a skill within an organization according to their respective authority and responsibility. According to Mangkuprawira and Hubeis, performance is a multidimensional construct that includes many influencing factors, such as human resources and external factors, including leadership, systems, teams, and situational factors. The factors are (Mangkuprawira and Hubeis; 2007: 153):

- a. Individual factors, including knowledge, skills, abilities, confidence, motivation, and commitment possessed by each individual lecturer.
- b. Leadership factors, including the quality of managers and team leaders in providing encouragement, direction, guidance, and work support to the community.
- c. The team factor includes the quality of support and motivation provided by colleagues, trust among team members, cohesion, and closeness.

The system factor includes work systems, work facilities, and infrastructure provided by the organization, organizational processes, and performance culture within the organization. The contextual factor includes pressure and changes in the external and internal environment.

2. Evaluating a Lecturer's Performance

According to Hassibuan in Mangkunegara, the aspects evaluated in performance are as follows (Hassibuan; 2012:17): a. Cooperation - Assessing the willingness of lecturers to participate and collaborate with other lecturers both vertically and horizontally within and outside of work. b. Responsibility. The assessor evaluates the readiness of the lecturer in being accountable for the work results, the facilities used, and work behaviour. The assessor also evaluates the lecturer's discipline in complying with existing regulations and carrying out their work according to given instructions. The given text has been improved to meet the desired characteristics. The assessor evaluates the lecturer based on their behaviour, politeness, cheerfulness, likability, ability to create a pleasant impression, display of good attitude, and a sympathetic and appropriate appearance. The assessor also evaluates the lecturer's ability to develop their creativity to complete their work, making it more effective and efficient. Additionally, the assessor evaluates the lecturer's honesty. Evaluators assess honesty in carrying out their duties, fulfilling agreements for themselves and others, such as their subordinates. They evaluate the ability to think originally and based on their own initiative to analyse, provide reasons, draw conclusions, and make decisions to solve the problems they face.

3. Performance from a Christian Perspective

According to Christian faith, humans are the most perfect creatures created by God, endowed with reason and intellect. To find solutions for life, humans must work hard and rely on God's blessings. By working hard, we will receive the rewards that we deserve. If someone positions their work in the contexts of both worldly and eternal goodness, they will receive blessings in both. According to the Bible, work is the distinctive activity of human beings that sets them apart from animals or machines. Work is an integral part of life or the essence of life. Unlike animals, humans work

consciously, and unlike machines, they work with purpose. Human work involves the conscious use of physical and spiritual faculties for a specific purpose (Jansen Sinamo; 2011:19). Since Allah Himself works, humans work to carry out Allah's work of salvation. Humans were created as His co-workers or partners. Since Allah Himself works, humans work to carry out Allah's work of salvation. The work of Allah's salvation is carried out by humans in this world in all things that are pleasing to Him, including work. Since Allah Himself works, humans work to carry out Allah's work of salvation. Allah created and placed humans in this world primarily to carry out His work of salvation. Since Allah Himself works, humans work to carry out Allah's work of salvation. Since Allah Himself works, humans work to carry out Allah's work of salvation. Work is an expression of the essence of Allah, and likewise, work is part of the essence of humans. Genesis 1 and 2 describe human work in two parts. The first part, which mentions human work on earth in relation to the creation and the Creator, is mentioned in Genesis 1:26-30. The text mentions the task of humans in mastering and filling the earth, as well as fulfilling human needs from the earth. The second part mentions work more specifically. The text narrates about Adam and Eve working in the Garden of Eden (Genesis 2:8-20). Like the first part, it describes humans being given power by God, but the second part is more specific in mentioning the power given by God to humans over the Garden of Eden. According to John Maxwell, performance is a measure of the level of achievement in carrying out an activity/programme/policy to achieve the goals, objectives, mission, and vision of an organization as outlined in its strategic plan. Performance measurement is the process of assessing progress towards pre-determined goals and objectives. The text discusses the efficiency of resource management in producing goods and services, comparing the results of activities with the intended purpose, and the effectiveness of actions in achieving goals. Additionally, it highlights the importance of performance, which is the level of success in carrying out tasks and the ability to achieve established goals (John Maxwell; 2006: 26). In the New Testament, work is highly valued as a primary character serving as a manual labourer. Jesus was a carpenter, some of his disciples were fishermen and tax collectors, and Paul was a tentmaker. Jesus identified with working people through his parables. Additionally, the Bible commands hard work for all able-bodied individuals and condemns laziness, even as it hopes for the dramatic return of Jesus (Colossians 3:23; 2 Thessalonians 3:10). Christian's value and give dignity to workers as those who love God. Working from a Christian perspective involves achieving success in one's work or efforts by following the Word of God or Christian economic principles. Christian performance has several dimensions, including: (1) Responsibility in work, which consists of professionalism, honesty, worship, and good deeds. (2) Deepening one's religion and profession, which consists of understanding religious values and working diligently. Performance indicators are quantitative and/or qualitative measures that describe the level of achievement of a set target or goal of an activity or effort.

4. Matthew 20:26-27.

According to Siagian, leadership is the ability to influence subordinates in such a way that they are willing to carry out the leader's wishes, even if they personally do not like it (Choiriyah et al. 2021). Therefore, leadership can be defined as the skill of someone who is capable of having their orders followed. According to Anoraga, leadership is the ability to influence others through direct or indirect communication with the aim of moving them to willingly follow the leader's wishes with understanding, awareness, and happiness (Anoraga; 2003: 15). Previous Research. Previous research or literature review is very useful as a comparison and reference that provides an overview of previous research results regarding Lecturer Performance. It is realized that in conducting research, there needs to be a form of previous research results that are used

as a comparative reference in the study. Therefore, this section will provide an explanation of several previous studies related to this research plan:

- a. Genita G Lumintang (2011) conducted a study on the influence of leadership, motivation, and work environment on the performance of lecturers and education and training at STT Pelita Kebenaran. The results showed that leadership, motivation, and work environment have a positive effect on lecturer performance.
- b. Priantoro (2015) also conducted a study on the effect of motivation, leadership, and work culture on performance and lecturer satisfaction in teaching at STBI Semarang, which showed a positive correlation. The research findings indicate that motivation does not have a partial effect on performance, while leadership, organizational culture, and satisfaction have a significant partial effect on performance.
- c. According to Greis M Sendow's (2017) study on the effect of motivation, leadership, and work discipline on the performance of lecturers at STT Baptis Jakarta, the research results show that motivation, leadership, and work discipline have a positive and significant partial effect on lecturer performance.
- d. Roy Polakitan (2016) conducted a study on the impact of leadership, compensation, achievement motivation, and work environment on the performance of lecturers at STII Yogyakarta. The results showed that leadership, compensation, and work environment have a simultaneous effect on the performance of lecturers at STII Yogyakarta.

RESEARCH METHODOLOGY

According to Sugiyono (1999:7), research methods can be grouped into eight categories: Research Methodology. 1) survey research, 2) ex post facto research, 3) experiments, 4) naturalistic research, 5) policy research, 6) action research, 7) evaluation research, 8) historical research. Based on the above types of research, the type of research used in this thesis is quantitative research using a survey method. Singarimbun (1989: 3) defines survey research as research that takes a population and uses a questionnaire as a data collection tool. Based on this guideline, data collection for this study was done using a questionnaire. The aim of this research is to test the hypothesis that states the analysis of the contribution of independent variables to dependent variables. There are three independent variables: Leadership Model Based on Matthew 20:26-27 (X1), Achievement Motivation (X2), and Work Environment (X3). The dependent variable is to improve the performance of lecturers at the School of Theology in Medan City (variable Y). To ensure accurate measurement of the data, the technique used for data collection must be capable of measuring its validity and reliability. As per Sambas Ali Muhidin (2007:30), an instrument is deemed valid if it can precisely measure what is being studied.

Table 1. Technique of Collecting Data

No	Variables	Data Collection Technique	Scale model.	Score Range	Types of Data Scales	Data Source
1	Improving Lecturer Performance (Y)	Questionnaire	Likert	1-5	Interval	Lecturer at STT Kotamadya Medan
2	Servant leadership model based on Matthew 20:26-27	Questionnaire	Likert	1-5	Interval	Lecturer at STT Kotamadya Medan
3	Achievement motivation (X2)	Questionnaire	Likert	1-5	Interval	Lecturer at STT Kotamadya Medan

4	Work Environment	Work Environment	Work Environment	Work Environment	Work Environment	Lecturer at STT Kota madya medan
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RESULTS AND DISCUSSION

A. Results

1. Linearity Test

The linearity test is used to see whether the model specifications used are correct or not (Ghozali, 2006: 67). With the linearity test, information will be obtained whether the empirical model should be linear, quadratic or cubic (Ghozali, 2001). The linearity test used in the study is the Lagrange multiplier test. Estimation with this test aims to obtain the calculated X^2 value or $(n \times r^2)$. The Linearity Test results are discovered as indicated in the table below:

Table 2. Linearity Test

		Sum of Squares	Mean Square	F	Sig.
Servant Leadership	Deviation from Linearity	59,002	9.834	1.049	0.412
Motivation Performance Environment	Deviation from Linearity	151.132	16.792	1.730	0.124
Performance	Deviation from Linearity	101.471	11.275	1.438	0.215

Based on Table 2, it can be seen that:

- F count is 1.049 < F table is 5.987 along with probability or Sig value. Deviation From Linearity > Alpha (0.412 > 0.05), it can be concluded that the connection between lecturers' comprehension of servant leadership based on Matthew 20:26-27 and the performance of Medan Municipal STT Lecturers is linear.
- F count is 1.730 < F table is 5.117 and probability or Sig value. Deviation from Linearity > Alpha (0.124 > 0.05), leads to the conclusion that the connection between the lecturer's motivation and the STT Medan Municipal Lecturer Performance is linear.
- The F count is 1.438 < F table which is 5.117 and the probability or Sig value. Deviation from Linearity > Alpha (0.215 > 0.05), implies that the correlation between the lecturer's working environment and the performance of STT Medan Municipal Lecturers is linear.

2. The Autocorrelation Tests

The autocorrelation test aims to test whether there is a correlation between confounding errors in period t and confounding errors in period t-1 (previously) in the linear regression model. In this research, detecting the presence or absence of autocorrelation was carried out using the Durbin Watson Test (Ghozali, 2016). The results of the autocorrelation test can be seen in Table 4.3. From the results of calculations using the SPSS programme, the results obtained are as shown in the following table.

Table 3. Autocorrelation test

Model	R	R Square	Model Summary ^b		
			Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.690	.476	.435	2.66876	2.598

a. Predictors: (Constant), Environment, Leadership, Achievement Motivation
 b. Dependent Variable: Lecturer Performances

Source: Secondary data processed with SPSS v24

According to the Durbin Watson Test (Ghozali, 2016), the DW value is 3.048 and is compared with the table value using a significance of 5%. The number of samples is 42 (n) and the number of independent samples is 3 (k=3). The statistical results show that the Durbin Watson value is greater than the upper limit (dU) of 1.7200 and smaller than

the lower limit (dL) of 1.3064, so $4-d$ or $4 - 2.598 = 1.402$ then, $1.3064 < 1.402 < 1.720$. So, it can be concluded that in this regression equation there is no positive or negative autocorrelation based on the Durbin Watson table. This shows that there is no autocorrelation, so the regression model is suitable to be used.

3. Multicollinearity test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have correlation between independent variables (Ghozali, 2011: 105). The method used in this research is to test the variance inflation factor (VIF) and tolerance. If $VIF < 10$ and $0.1 < tolerance \leq 1$, then multicollinearity does not occur. From the results of calculations using the SPSS programme, the results obtained are as shown in the following table.

Table 4. Multicollinearity Test

Model		Coefficients ^a				Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Standardiz Coefficient Beta	t		Tolerance	VIF
		B	Std. Error					
1	(Constant)	13.29	10.4		1.278	0.209	0.918	1.089
	Leadership	0.696	0.22	0.384	3.130	0.003	0.772	1.295
	Achievement motivation	0.132	0.18	0.095	0.711	0.481	0.725	1.379
	Environment	0.403	0.13	0.422	3.061	0.004	0.918	1.089

a. Dependent Variable: Performance

Based on the results of the multicollinearity test shown in table 4.4, it can be seen that each variable has a tolerance and VIF value as follows: 1) The Profitability variable projected through Servant Leadership has a tolerance value of $0.772 < 1$ and a VIF value of $1.295 < 10$, so the Profitability variable experiences no Multicollinearity. 2) The achievement motivation variable has a tolerance value of $0.725 < 1$ and a VIF value of $1.379 < 10$, while the Profitability variable does not have multicollinearity. 3) The Work Environment variable has a tolerance value of $0.918 < 1$ and a VIF value of $1.089 < 10$, indicating that the Lecturer Performance variable also does not have multicollinearity.

4. Test for heteroscedasticity.

Heteroscedasticity Test According to Imam Ghozali (2011: 139), the heteroscedasticity test aims to test whether there exists an inequality of variance between the residue of one observation to another in the regression model. If the variance from the residual of one observation to another is constant, it is called homoscedasticity, but if it differs, it is called heteroscedasticity. A good regression model is one that exhibits homoscedasticity or does not exhibit heteroscedasticity. To test whether there is heteroscedasticity, it can be determined by observing if there is a specific pattern in the scatterplot between SRESID and ZPRED. Here, the Y-axis represents the residual and the X-axis represents the predicted X. The appearance of a specific pattern, like points forming a regular pattern (wavy, widening then narrowing), indicates the occurrence of heteroscedasticity. If there is no clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity. The following are the results of the heteroscedasticity test by testing scatterplot graphs:

Figure 5. Scatterplot heteroscedasticity test

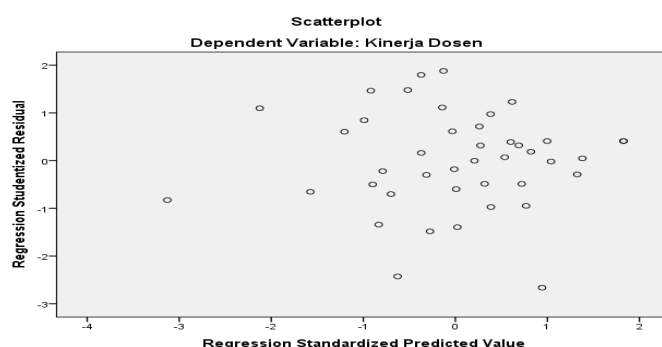


Figure 5 illustrates the outcomes of the heteroscedasticity test on the scatterplot graphic display. It shows that there is no discernible pattern, and the dots are dispersed both above and below the number 0 on the Y axis. It can be inferred that there is no heteroscedasticity in the regression model analysed in this study (Ghozali, 2011).

B. Discussion

1. First Hypothesis

The results of this first test are in line with the results of previous research testing which also supports the existence of a positive and significant relationship between lecturers' understanding of servant leadership and lecturer performance at STT Bandung, namely research conducted by Jones Paiman (2011) which also examined the variable of lecturers' understanding of servant leadership based on Matthew 20:26-27 on the performance of lecturers at STT Bandung which gives the result that with the lecturers' high understanding of the servant leadership model based on Matthew 20:26-27, this can influence and improve lecturers' performance in teaching. Researchers also interviewed lecturers at the Paulus Dr. Theological College. Nixon Lumban Gaol regarding the influence of understanding the servant leadership model on lecturer performance, the lecturer's answer was: "As a lecturer, I must imitate the Lord Jesus who came to this world leaving His throne in heaven, living as a servant. Lecturers must be able to have a servant's heart, be willing to serve selflessly for the betterment of the institution and the students." This willingness to serve and have a servant's heart is realised by working disciplinedly, diligently, always preparing oneself before teaching." From the lecturer's answers, the researcher can conclude that servant leadership is very influential on a lecturer's performance.

2. Second Hypothesis

The results of the research conducted show that the achievement motivation of the lecturers at STT Medan Municipality will definitely improve their performance as lecturers at the STT where they work. The results of this first test are in line with the results of previous research testing, which also supports the existence of a positive and significant relationship between lecturers' achievement motivation and lecturers' performance at STT Bandung. Namely, research conducted by Max Tori (2017) also examined achievement motivation variables on lecturers' performance at STT Jakarta and found that with high achievement motivation, this could influence and improve the performance of lecturers in teaching at STT Jakarta. Researchers also interviewed lecturers at the Medan Baptist Theological College, including Dr Rasmalem Sembiring, M.Th, regarding the influence of achievement motivation on lecturer performance. The lecturer's answer was: "Achievement motivation should make lecturers more active in achieving because the more actively they carry out their duties, the better the allowance for lecturers will be. However, I am always motivated to achieve although there are no allowances because it is my responsibility as a lecturer." From the lecturer's answers, the researcher can conclude that achievement motivation is very influential on the performance of a lecturer at STT.

3. Third hypothesis

Based on the test results of the second hypothesis, it shows that there is a positive and significant influence between the work environment on Lecturer Performance at STT Medan Municipality. From the answers to the questionnaire filled out by respondents, lecturers are very happy to work in a conducive environment because a conducive work environment will improve the performance of lecturers on campus. Researchers also interviewed lecturers at the North Sumatra Theological College, Dr Alex Stefanus Ginting MTh, regarding the influence of the work environment on lecturer performance. The lecturer's answer was: "The work environment greatly influences lecturer performance because with a conducive work environment, lecturers can work well and not be disturbed." For example, if the lecturer's workplace is well-lit, not noisy, the colours are suitable and the facilities are adequate then the lecturer will work well and the students' achievements will also increase. From the lecturer's answers, the researcher can conclude that achievement motivation is very influential on the performance of a lecturer at STT.

4. Fourth hypothesis

Based on the test results of the second hypothesis, it shows that there is a positive and significant influence between the servant leadership model, achievement motivation, and work environment on lecturer performance at STT Medan Municipality. From the answers to the questionnaire filled in by respondents, the lecturers have been provided with servant leadership teaching so that they understand this, and it really influences their leadership in the classroom. The Theological College also provides allowances as prizes for lecturers who excel. Aside from that, the work environment of lecturers on campus is always updated and improved. The campus consistently provides features that support lecturer performance so that lecturers can work effectively. Researchers interviewed Paul's doctoral students and, according to their perspective, lecturers who have been taught servant leadership will teach humbly and treat students as family. Lecturers have achievement motivation because their calling as lecturers and awards from the campus will make the lecturer teach enthusiastically and creatively. Additionally, infrastructure and a conducive work environment make lecturers work better and more dynamically and produce excellent performance to educate students to perfect competency according to the subjects they teach.

5. Fifth Hypothesis (novelty)

This research has a novel servant leadership model according to Matthew 20:26-27. In theory, servant leadership is understood by the wider community as that if a lecturer has servant leadership, that person will definitely teach with humility, be willing to make sacrifices and focus on student achievement. Jefta (2013:36) said, "servant leadership is servant leadership". However, when this research was conducted and with the questionnaire statements answered by lecturers, the servant leadership model referred to in Matthew 20:26-27 was deeper because servant leadership is not just servant leadership. Servant leadership is leadership that is always ready and pleases its master, namely the Lord Jesus. It focuses on the master's happiness and does not worry about its own interests. It follows the rules and is full of hope that the students it teaches will succeed. The leader's actions must be able to influence or provide an example for each student to do God's will. Servant leaders must be communicative with students, firm for the good of students, being a gentle mother to students, nurturing them until they succeed, being humble and willing to step down in status for the sake of the students, serving willingly and making sacrifices.

CONCLUSION

From the discussion of the previous chapters, starting from the background of the problem, discussion and research results regarding the title, the following conclusions can be drawn: The first hypothesis is proven and acceptable. Which states that it is suspected that "The Servant Leadership Model Based on Matthew 20:26-27 can significantly improve the Performance of Lecturers at Medan Municipal Theological Colleges and have a strong influence on the variables of the Servant Leadership Model Based on Matthew 20:26-27 in improving the Performance of Lecturers in Schools. Medan Municipal College of Theology obtained a t value of 3.833, and it turned out to be significant at $\alpha < 0.00$." The resulting linear regression equation is $Y = 34.759 + 0.941X_1$. This means that for every improvement in the Servant Leadership Model Based on Matthew 20:26-27 once, the performance of lecturers at the Medan Municipal Theological College increases 0.941 times.

The second hypothesis is proven and acceptable. It states that there is a suspicion of the influence of Achievement Motivation which can improve the performance of lecturers at the Medan Municipal Theological College. The Achievement Motivation variable has a significant effect on improving the performance of lecturers at the Medan Municipal Theological College. It has a strong influence on the achievement motivation variable to improve lecturer performance at the Medan Municipal Theological College. The t value was obtained at 2.366, and it turns out to be significant at $\alpha < 0.00$. The resulting linear regression equation is $Y = 46.659 + 0.492 X_2$. This means that for every improvement in the implementation of achievement motivation once, the performance of Medan Municipal Theological College lecturers increases by 0.492 times.

The third hypothesis is proven and acceptable, which states that it is suspected that there is an influence of the Work Environment in Improving the Performance of Lecturers at the Medan City Theological College. The Work Environment factor has a significant influence on the Lecturer Performance factor at Medan City Theological College, with a t-value of 4.469, and it is significant at $\alpha < 0.00$. The resulting linear regression equation is $Y = 36.210 + 0.551X_2$. This implies that each enhancement in the lecturer's work environment results in 0.551 times rise in the Medan Municipal Theological College lecturers' performance.

The fourth hypothesis is proven and acceptable. It allegedly stated "Servant Leadership Model Based on Matthew 20:26-27, Achievement Motivation and Work Environment in Improving Lecturer Performance at Medan Municipal Theological College" with a r_{yx} value of 0.476, indicating 47.6% influence and a positive value.

The Influence of the Servant Leadership Model Based on Matthew 20:26-27, Achievement Motivation and Work Environment in Improving Lecturer Performance at Medan Municipal Theological College with F of 11.506 which turns out to be significant at $\alpha < 0.00$. Because the significance value is smaller than 0.05, it can be concluded that there is a strong and positive relationship between the Servant Leadership Model Based on Matthew 20:26-27, Achievement Motivation and the Work Environment in Improving Lecturer Performance at the Medan Municipal Theological College. The resulting linear regression equation is $Y = 13.294 + 0.696 X_1 + 0.0132X_2 + 0.403X_3$.

Furthermore, based on the results of the analysis of the direct and indirect influence of each indicator X_1 , understanding the Servant Leadership Model based on Matthew 20:26-27 is capable of improving the performance of lecturers at STT Medan Municipality by 0.696 times from current conditions. Therefore, this Servant Leadership Model is a discovery and application.

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