Effect of Individual Characteristics, Work Characteristics and Organizational Characteristics on the Permanent Lecturer Performance at Warmadewa University

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Abstract:

This study aims to analyze and explain the effect of Individual Characteristics, Job Characteristics and Organizational Characteristics on the Permanent Lecturers Performance at Warmadewa University. The hypothesis used consists of: (1) Individual characteristics have a positive and significant effect on lecturer performance, (2) Job characteristics have a positive and significant effect on lecturer performance, (3) Organizational Characteristics have a positive and significant effect on lecturer performance. The design of this study is quantitative with a sample size of 196 people calculated using the Slovin formula and determination of the sample size using the probability sampling method. The data used in this study are primary and secondary data both quantitative and qualitative data. Analysis tool used in WarpPLS Version 6.0. The results showed that Individual Characteristics had a significant negative effect on lecturer performance, job characteristics had a positive effect not significant on lecturer performance and organizational characteristics had a negative and significant effect on lecturer performance.

Keywords: Individual Characteristics, Job Characteristics, Organizational Characteristics, Lecturer Performance

Introduction:

In the modern era which is growing rapidly, the development of the business world is experiencing increasingly fierce competition. One of them is business competition in the field of education services (private tertiary institutions). Private Higher Education is one of the educational organizations which with all its educational facilities is expected to be able to produce competent human resources. Human resources are the basic capital which is very important for the development of private tertiary institutions. Therefore the quality of human resources must always be developed and directed in order to achieve the expected goals. Lecturers are one of the important assets in organizing teaching and learning process in higher education. If the performers are low performing, there will be a decline in the quality of graduates which results in the image of higher education.

In creating the quantity and quality of human resources that are able to compete in the global market, the academic staff are required to be able to provide and produce global quality resources. Success in global competition can be achieved in
addition to transforming existing management, also through fundamental reforms in the management of organizations. These changes are expected to further enhance the capabilities and skills of human resources, thereby giving rise to the necessary competitive advantages.

One way to develop human resources can be done through higher education. Hellriegel and Slocum (2005) classify three main factors that affect performance including differences in individual characteristics, job characteristics and work environment characteristics or organizational characteristics. These three things are very influential on the performance of lecturers which is realized through the results of work related to the Tri Dharma of Higher Education or the success of a lecturer carrying out the main tasks assigned to him. On the other hand, those three things constitute the driving energy that arises from within a person to behave in a certain way in the work to achieve goals in accordance with organizational and personal goals.

Individual characteristics that are different in each individual create a different contribution to the performance of the company. A lecturer with good characteristics will make the lecturer easier to do his work, so that the resulting performance is optimal and very good influence on the college. Vice versa, lecturers with bad characteristics will hamper universities in operating and developing. Based on that, it can be ensured that tertiary institutions have certain criteria regarding the lecturers they will employ in accordance with the needs of tertiary institutions. The performance of a lecturer will be better if the lecturer has an attitude, interest, high ability, a supportive work environment, division of job characters from suitable jobs in various fields and support from organizations (tertiary institutions). The results of initial observations have symptoms of low performance of lecturers. This condition is shown by the lack of interest of lecturers in conducting research, so that it can affect the performance of lecturers in carrying out the Tri Darma of Higher Education.

**Research problem:**
1) What is the effect of Individual Characteristics on the Performance of Permanent Lecturers at the University of Warmadewa Denpasar.
2) What is the effect of Job Characteristics on the Performance of Permanent Lecturers at Warmadewa University, Denpasar
3) How is the influence of Organizational Characteristics on the Performance of Permanent Lecturers at the University of Warmadewa Denpasar

**Research purposes:**
1) What is the effect of Individual Characteristics on the Performance of Permanent Lecturers at the University of Warmadewa Denpasar.
2) What is the effect of Job Characteristics on the Performance of Permanent Lecturers at Warmadewa University, Denpasar
3) What is the influence of Organizational Characteristics on the Performance of Permanent Lecturers at the University of Warmadewa Denpasar

**Theoretical Review and Hypotheses:**
Lecturer performance is the ability shown by the lecturer in carrying out their duties or work. Performance is said to be good and satisfying if the results achieved are in accordance with the standards achieved in accordance with the standards set. Higher Education to organize Education, Research, Community Service and Support Activities

This research examines the influence of individual characteristic factors. This is based on attribution theory which states that the source of individual behavior can be from internal factors (individual characteristics) and external factors (environment). Based on these theories, the factors causing the incompatibility of lecturers' performance than expected can be sourced from individual characteristics of lecturers.

Sujak (1990: 249) argues that: "Different individual characteristics include their needs, values, attitudes, and interests. These differences are brought to the workforce so that the motivation of each individual
is different ". As for Handoko (2003: 152) states that "individual characteristics of attitudes, and needs". Stoner (1992: 87) also defines "individual characteristics, namely: interests, attitudes, and needs brought by someone into a work situation"

Lecturer performance can be improved by developing individual characteristics. Indicators of Individual Characteristics in this study include: Needs, Abilities, Attitudes, Interests and values (Sujak, 2010). Liana Dewi Taufiq (2015) states that individual characteristics have a positive and significant effect on performance. This is due to the importance of individual characteristics to be able to differentiate from one individual to another in interacting in an organization that will have an impact on overall organizational performance. Hajati, et al (2018) Individual characteristics do not have a significant partial effect on employee performance, as well as in previous studies Nita, Eka and Salim (2002) found that there is a positive influence between individual characteristics on employee performance through effective communication and there is a positive influence between individual characteristics of employee performance through job satisfaction.

**Hypothesis 1:** Individual characteristics significantly positive effect on lecturer performance

Job characteristics make an employee find satisfaction that will motivate the rest of the employee if each employee already knows what kind of job is faced and a specific way to handle it, then this can find out his performance. Indicators of job characteristics include: Variation of skills, task identification, task significance, Autonomy and feedback (Luthan, 2006) Research Dimas Prasetyo (2008) states that job characteristics have a positive and significant effect on performance. The same results in the study of Hajati et al. (2018).

**Hypothesis 2:** Job Characteristics have a significant positive effect on lecturer performance

Organizational characteristics are Individual Environmental Performance factors that drive work performance. In every organization a job must be determined the tasks are grouped and distributed to each employee, the determination of the department and the determination of relationships (Hasibuan, 2010; 18). Indicators of Organizational Characteristics include: organizational commitment, colleague relationships and relationships with superiors (Sujak, 2010). Liliana Dewi Taufiq (2018) states that organizational characteristics have a positive and significant effect on performance, this is due to the organizational structure so that in the implementation of work there is a clear hierarchy and division of tasks. Similar results were found by Hajati, et al (2018) and Dimas Prasetyo (2008).

**Hypothesis 3:** Organizational Characteristics have a significant positive effect on Lecturer Performance

**Research Methodology:**

Population is a generalization area that consists of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions are drawn (Sugiyono, 2015). Population in this study are all permanent lecturers in all Faculties at Warmadewa University in 2018. The process of determining the sample is done using the following stages:

1) Determine the total sample size of the total population. In this study the sample size was determined based on the Slovin formula (Ferdinand, 2011: 2019), with the determination of the number of samples as follows:

\[
n = \frac{N}{1 + Ne^2}
\]

\[
= \frac{384}{1 + 384(0.05)^2}
\]

\[
= 195.92 \text{ is rounded to 196}
\]

**Note:**

- \(n\) = sample size
- \(N\) = population size
- \(e\) = tolerable percentage of sampling error (5%),

Determine the number of samples proportionally based on the number of permanent lecturers in each
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faculty at Warmadewa University by using the following formula:

\[ n_i = \frac{(N_i)}{N} \times n \]

Where:

- \( n_i \) = Sample size at the Warmadewa University
- \( N \) = Number of population
- \( n \) = Overall sample size
- \( N_i \) = Number of population at the Warmadewa University

Based on the proposition the number of permanent lecturers in each faculty at Warmadewa University is determined proportionally by the method Proportional random sampling, where the sample sizes for each faculty are as follows:

**Table 1 Determination of Sample Size**

| Faculty                        | N   | \( \frac{N_i}{N} \) | \( n \) |
|--------------------------------|-----|---------------------|-------|
| Faculty of Engineering         | 42  | 0.11                | 21    |
| Faculty of Economics           | 96  | 0.25                | 49    |
| Faculty of Medical             | 75  | 0.20                | 38    |
| Faculty of Social and Political Sciences | 27  | 0.07                | 14    |
| Faculty of Literature          | 31  | 0.08                | 16    |
| Faculty of Agriculture         | 45  | 0.12                | 23    |
| Faculty of Law                 | 54  | 0.14                | 28    |
| Postgraduate                   | 14  | 0.04                | 7     |
| **Total**                      | 386 |                     | 196   |

Source: Processed Data

Based on the calculations in Table 1 and after rounding off, the number of samples obtained in the study was 196 permanent lecturers.
Validity Test is done by correlating the answer score obtained on each item with the total score of the whole item while the reliability test is done to measure the extent to which a measuring instrument can be trusted and relied upon. Reliability test used Cronbach Alpha Technique where an instrument is said to be reliable if it has a reliable coefficient or alpha 0.6 or more.

Data analysis and Hypothesis Testing used WarpPLS Version 6.0 to analyze the effect of independent variables on the dependent variable both partially and partially.

Result and Discussion:
Characteristics of Respondents:
Characteristics of respondents based on gender obtained by fewer male respondents i.e., 86 people (43.88%) compared to 110 female respondents (56.12%). Based on the characteristics of the age obtained most respondents aged 25-35 years as many as 100 people (51.02%), for the characteristics of tenure most of the respondents are lecturers whose tenure is 0-5 years as many as 110 people (56%), while the characteristics of education obtained more S2 education levels namely 181 people (92.35%).

Based on the output of the hypothesis test results in the WarpPLS analysis can be described as follows:

Hypothesis Test: Based on Figure 2, the following table is presented in Table 2, the Hypothesis test results are as follows:

| No | Relationship Between Variables | Path Coefficient | p-Value | Explanation          |
|----|--------------------------------|------------------|---------|----------------------|
| 1  | X1 Y                           | -0.19            | 0.02    | Negative Significant |
| 2  | X2 Y                           | 0.08             | 0.13    | Not Significant      |
| 3  | X3 Y                           | -0.13            | 0.03    | Negative Significant |

Conclusion:
1) Individual Characteristics have a negative and significant effect on Lecturer Performance, which means an increase in Individual Characteristics will lead to low Lecturer Performance. Not supported this hypothesis can be justified that the majority of respondents still have a relatively low tenure of 0-5 years by 56%. With the decreasing working period of lecturers it can be said that the majority of lecturers do not yet have experience, as stated by Bachtiar Arifudin Husain (2018) which states that work experience has a positive and significant effect on performance.

2) Job Characteristics have a positive and insignificant effect on Lecturer Performance meaning that increasing Job Characteristics will not necessarily lead to an increase in Lecturer Performance. Increasing Job Characteristics that are reflected in opportunities and freedom in completing work provided but not necessarily able to result in increased lecturer performance in producing research or thought results published in the form of magazines / newspapers.

3) Organizational Characteristics have a negative and significant effect on Lecturer Performance, meaning that an increase in organizational characteristics will cause a decrease in Lecturer Performance. Increasing organizational
characteristics that are reflected by full trust in the life of the organization will result in low performance of lecturers as indicated by the low level of lecturers providing training or counseling to the community. Not supported this hypothesis can be justified that the majority of respondents still have a relatively low tenure of 0-5 years by 56%. With the decreasing working period of lecturers it can be said that most lecturers do not yet have experience, as stated by Wancelaus et al (2018) that a positive and significant relationship (correlation) between work experience and employee performance.

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