THE INFLUENCE OF ORGANIZATIONAL CHARACTERISTICS, COMPETENCE, AND DISCIPLINE OF LECTURER PERFORMANCE IN STMIK DIPANEGARA MAKASSAR

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ABSTRACT

This research aims to analyze the direct and indirect influence of organizational characteristics on the performance of lecturers in STMIK Dipanegara. It also analyze the direct and indirect influence competence on the performance of lecturer in STMIK Dipangera; and (3) analyze the influence of discipline on the performance of lecturers in STMIK Dipanegara. The population of this research is the entire lecturer in the environment of STMIK Dipanegara Makassar. Sampling is done by simple random sampling with consideration of members equal chance of being selected with homogeneity. The number of samples is determined by a Slovin formula the number of samples taken was accomplished with 100 people. By using analytical techniques Structural Equation Modeling (SEM), the results showed that the organizational characteristic positive and significant direct and indirect influence on the performance of lecturers STMIK Dipanegara, Competence have positive, significant, and direct influence on the performance of lecturers STMIK Dipanegara. The discipline also has significant positive influence on the performance professor STMIK Dipanegara.

Keywords: organizational characteristics, competence, discipline, lecturers’ performance

INTRODUCTION

Role of Human Resource Management within an organization is very important to improve the capacities of its people at work. One role of HRM that looked interesting to be the focus of the research is concerning aspects of employee performance improvement. Improving human resource capacity necessary to maintain and improve the competitiveness of the organization. This employee
performance can be improved if the management considers development in accordance with the vision of the organization. Prabowo and Prawitasari (2007) suggest that the effectiveness of the organization is influenced by the effectiveness of the individual so that the poor performance of employees also affects the low performance of the organization. Performance is influenced by individual characteristics (abilities and skills, personality, attitude, perception, experience, gender, age, race, traits and learning capacity) and the work environment (organizational structure, job design, policies, rules, rewards and sanctions as well as resources available).

Characteristics organizations closely associated with the process of creating a conducive working environment, so as to create a harmonious relationship and cooperation among all organizations. Thus with the support of the characteristics of the organization, can realize and improve the performance of the employee. Competence is the internal factors that influence the individual employee’s work patterns in an organization. Competence is a basic characteristic of a person that allows them to produce superior performance on the job, role or situation (Yuniarsih & Suwatno, 2008).

Besides lecturers are also required to behave in a disciplined work environment. Work discipline issues are problems that need to be considered, because the presence of discipline can influence the effectiveness and efficiency in achieving organizational goals. This means that discipline work is one of the factors of success in achieving organizational goals. An organization must have a purpose, so that the organization can run smooth and direct. This situation applies to STMIK Dipanegara Makassar which seeks to improve the performance of lecturers for higher productivity through human resource development and empowerments, which are done in a continuous planning based on the needs and level of development of science and technology that constantly progressing. Also with the provision of courses given to a lecturer sometimes does not correspond to their competence. This has occasionally created problems which have developed unhappiness, because they feel the job is not in accordance with their competence, inherent in the individual. Not to mention the displeasure of this will result in a decreased level of co-operation among the lecturer concerned, so it will give an ultimately result in decreased performance.
Besides, the level of attendance of lecturers in their duties becomes an important factor for STMIK Dipanegara, considering the state of human resources is limited. Sometimes there are lecturers who are absent from work for reasons that are not clear, it is often too late, and so on. Indiscipline lecturer will cause the performance cannot be maximal in their services. Thus, the need of performance improvement can be seen from the ability of the lecturer in carrying out its duties, the response to the work, cooperation, responsibility, efficiency and effectiveness, innovation, level of discipline and organizational characteristics in order to support service improvement.

**LITERATURE REVIEW**

**Organization Characteristics**

Characteristics of an organization are internal conditions within an organizational setting. The definition of the characteristics of the organization is the extent to which the way an individual perceived. If there is a match, the individuals or workers will feel they become member of the organization (Haryanto, 1999). Characteristics of the organization is the organization's internal conditions that affect the activity of individuals in such resources, organizational structure and organizational culture (Simamora, 2007). Thinking of opinions on the above characteristics of the organization is a core dimension in this research includes: resources, organizational structure and culture of the organization.

**Competence**

Mitrani (1995) states that competence is a basis of a person which itself related to the implementation of an effective job or very successful. Defined as the personal aspects of an employee possibility to achieve superior performance, a personal aspect including the nature, motives, system of values, attitudes, and skills. The competencies will be directed to a behavior, while the behaviour will result in job performance. The same thing Guion (1991) suggested that characterizes is the basic competency of people and shows how people behave or think concludes a variety of situations and survive for some period of time (Yuniarsih & Suwatno, 2008). Hutapea and Thoha (2008) cites the opinion of
Spencer and Spencer (1994) that there are three main components forming the competences, such as knowledge, skills and behaviour of individuals, where all three components was influenced by the concept of self, self traits and motives.

**Work Discipline**

Work discipline issues are problems that need to be considered, because the presence of discipline, can affect the effectiveness and efficiency of organizational objectives. According to Gomes (2001), absence or attendance rate is a measure of discipline the employee in performing the task. The frequency of absence demonstrated high propensity of employees to not perform the task. This situation will affect the organization’s overall productivity levels, as more and more employees are absent, then the process of work within a company or organization will be disrupted. Byars and Rue (1995) stated that there are some things that can be used as an indication of the level of employee discipline, such as: punctuality, obedience to superiors and regulation of illicit behavior, order of the regulations that are directly related to work productivity.

**Performance**

Every employee is given the task and expected to show a good performance and give a maximum contribution to the achievement of organizational goals. Foster and Seeker (2001) stated that the performance is a result that been achieved by a person according to the size who applies for the job. Mangkunegara (2000) suggests that the 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. While the opinion cited Sedarmayanti Larsen (1995), a good job performance can either be influenced by the skills and motivation. Skill without motivation or motivation without skill is difficult to obtain a high output. Therefore, to achieve high performance, organizations must ensure it chooses the right person with the right job and think about their working conditions optimal. According to Walker (1992), performance is determined by the effort and ability of individual employees themselves as well as how to complete a job objectively. Therefore, the employees as the company’s assets are expected by management is a mental attitude of employees who have high
achievement motivation, how the quality and quantity of work, reliable or unreliable level of diligence, attitudes toward the company and toward fellow employees is reflected in the ability to foster good cooperation.

**RESEARCH METHOD**

**Population and Sample**

The population in this research is all lecturers at the STMIK Dipanegara Makassar, the number of population is 131 people. Determination of the number of samples can be used solving formula, obtained the number of samples taken accomplished 100 people. Sampling technique used is simple random sampling as many as 100 people. This volume also considered aspects with the support of structural equation modeling (SEM). According Boomsma (1987 in Aritonang, 2005) to estimate structural models requires at least 100 samples. The samples size with the support of simple random technique is based on the consideration that the respondents of this research are lecturers who are assumed to have similarity in terms of the type of work, that perform within the organization.

**Data Analysis**

This research aimed to analyze the influence of exogenous variables on endogenous variables. These variables are latent variable formed by observed variable. Therefore, to analyze the data in this research used a technical analysis of Structural Equation Modeling (SEM). The use of SEM allows researchers to test the validity and reliability of research instrument, confirm the accuracy of the model and test the influence of a variable against another. SEM can examine together (Solimun, 2000). In this research, the measurement model specifications are:

1. Latent Variables : Organization Characteristics (OC), Competence (COMP), Discipline (DIS), and Lecturer Performance (LP)
2. Observed Variables: Resources, Organizational Structure, Organizational Culture, Knowledge, skills, self-concept,
accuracy, compliance, achievement of targets, quality of work, quantity of result.

3. The relationship between the latent variables with unobserved variables: resources (X1), organizational structure (X2) and organizational culture (X3) is an observed variable of organizational characteristics (OC); knowledge (X4), skills (X5), self-concept (X6), a variable observed of competence (COMP), accuracy (X7) and compliance (X8) is a variable observed on discipline (DIS), as well as the achievement of targets (Y1), quality of work (Y2), and the quantity of (Y3) is an observed variable of Lecturer Performance (LP).

\[
\eta_1 = \gamma_1 \xi_1 + \gamma_2 \xi_2 + \gamma_3 \xi_3 + \zeta_1
\]

or

\[
LP = \gamma_0 OC + \gamma_2 COMP + \gamma_3 DIS + \zeta_1
\]

\(\gamma\) : effect coefficient variable of exogenous to endogenous variables

H : Endogenous variable

\(\Xi\) : Exogenous variable

Z : Measurement error

RESULT

Characteristics of Respondents

Age of respondent

Age is a crucial factor in the productivity or the ability for doing a job in the work. A person’s ability to work is affected by age, where age greatly affects the physical, ability of work and way of thinking. The results showed that the average respondent had a range of age are in the productive age of 25-40 years belonging to as many as 48%, for ages 41-55 years by 42 %, which is expected from the young age of the respondents have a strong physical and tend to have the
mindset that it is easier to adopt new ideas and new innovations in their duties.

**Education of Respondent**

The education level greatly affects the way or their mindset towards living a more dynamic and profitable. Level of education, especially the employees greatly affect its performance, because education is a factor that can change their mindset and help determine the success of the work, especially in accepting new innovations and new technologies that he wants to develop. Education can be obtained from two sources, such as formal and non-formal education. Most lecturers STMIK Dipanegara educated Masters (S2) is 95% and educated Doctoral (S3) is 5%. This indicates that the level of education of lecturers is moderately high enough, however, the level of education does not influence the desire of lecturers to continue to receive a new innovation, and because education is not only derived from formal education but also non formal training sessions were held in STMIK Dipanegara and The Directorate General of Higher Education.

**Experience**

The experience is also one of the elements that support improved employee productivity with adequate education and training. If that is supported by enough experience, then the person will be more creative in carrying out its duties. Most lecturers at STMIK Dipanegara have sufficient experience which is 11-15 years is 42% and 6-10 years’ experience is 39 %. The experience can be seen from the length of a person's conduct teaching activities. The longer a person is working on these activities gained more experience and can affect their perception to do the job so that it can improve its performance.

**Gender**

The results showed that most of the lecturers STMIK Dipanegaraare is a 69 % of men and 31 % of women which mean this jobs are more dominated by men.
The results of SEM analysis and Hypothesis

Goodness-of-fit Test

Testing the model in SEM aims to look at the suitability of the model. The results of testing the suitability of the model in this research are as shown in Table 1:

Table 1. Suitability Index Model

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Cut-Off Value</th>
<th>The Calculation of Result</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>Expected to be small</td>
<td>38,39</td>
<td>X² with df = 31, as big as 86,39</td>
</tr>
<tr>
<td>Significance Probability</td>
<td>≤ 0,05</td>
<td>0,001</td>
<td>Good</td>
</tr>
<tr>
<td>RMSEA</td>
<td>≤ 0,08</td>
<td>0,032</td>
<td>Good</td>
</tr>
<tr>
<td>GFI</td>
<td>≥ 0,90</td>
<td>0,97</td>
<td>Good</td>
</tr>
<tr>
<td>AGFI</td>
<td>≥ 0,90</td>
<td>0,94</td>
<td>Good</td>
</tr>
<tr>
<td>NFI</td>
<td>≥ 0,95</td>
<td>0,96</td>
<td>Good</td>
</tr>
<tr>
<td>CFI</td>
<td>≥ 0,95</td>
<td>0,99</td>
<td>Good</td>
</tr>
</tbody>
</table>

The above table shows that the seven criteria used to assess a decent presence/absence of a model and which turns out that all the criteria are fulfilled, thus does not need to be modified. It can be said that the model is acceptable, which means there is a conformity among the model with the data.

Structural Test Model

This section relates to the evaluation of the coefficients or parameters that indicate a causal relationship or influence among the latent variables to other latent variables.
This is the hypothesized causal relationships in a research. Based on a review of theory, conceptual framework and previous research has been stated previously, this research has three hypotheses are:

1. Characteristics of organizational significant direct and indirect influence to the performance of lecturers
2. Competence significant direct and indirect influence to the performance of lecturers
3. Discipline significant influence the performance of lecturers. The estimation results of structural models can be seen in the diagram path image of basic T–Values model as indicated above:

T-value of each path of the lecturers’ performance to organizational characteristics, competence and discipline to lecturer performance demonstrates the value of > 1.96 indicating that the effect of exogenous variables on endogenous variables is significant.
Diagram path of basic models - standardized solution can be seen in the following figure:

**Figure 2. Structural Model Influence of Organizational Characteristics, Competence and Discipline to Lecturer Performance.**

Based on the structural model above, then the structural form equation is as follows:

\[ P = 0.37OC + 0.60COMP + 0.47 DIS + \zeta_1 \]
Based on the above equation, the path coefficient between the variables of organizational characteristics to the variable performance is 0.37; competence variable to variable performance is 0.60 and discipline variables to the variable performance is 0.47 indicates the influence of exogenous variables on endogenous variables. This shows that the dimension that most influence on performance is competence. The greatest load value factor for the variable characteristics of the organization is a resource that indicates that the resource is the most basic dimensions and characteristics associated with the main function of the organization.

While the greatest load value factor for variable of the concept self-competence is 0.65 that indicates the self-concept is the most basic dimensions and associated with the main function of competence variables. Similarly, the other observed variables, also has the value of each load factor is 0.63 to 0.59 for the skill and knowledge. This suggests that these three variables give contribution to the formation of competence variable or, in other words, all of these three variables have influence on the creation of competence or ability of employees.

The value for variable load factor of compliance discipline is 0.67 shows that compliance is the most basic dimensions and variables associated with the main function of discipline. While the greatest value for load factor variable is the quality of the job performance is 0.65 indicates the quality of the work is the most basic dimensions and variables associated with the main function of performance. Similarly, the other observed variable also has a load factor value 0.64 each for quantities of 0.58 for the achievement of results and objectives.

This suggests that these three variables give contribution to the establishment of performance variables or in other words, all of three variables have influence on the creation of employee performance. Based on the three models above, it can be interpreted in each path coefficient. Presentation of detailed path coefficients is presented in the following table:
Table 2. Results of Analysis Structural Model

<table>
<thead>
<tr>
<th>Variable</th>
<th>Direct Influence</th>
<th>Indirect Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>coefficient</td>
<td>T value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; 1.96</td>
</tr>
<tr>
<td>Direct Influence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Characteristic</td>
<td>0.37</td>
<td>2.25</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competence</td>
<td>0.60</td>
<td>2.32</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discipline</td>
<td>0.47</td>
<td>2.44</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Indirect Influence

- Characteristic → Competence → Performance 0.5365
- Characteristic → Discipline → Performance 0.3725
- Competence → Discipline → Performance 0.3675

R² Value 0.62

The interpretation for each path coefficient is as follows:

Direct Influence

Influence of Organizational Characteristics on Performance

The results of calculations are presented in Table 2 indicates that the organizational characteristics (ξ1) direct influence positively and significantly to the performance (Y). This is evident from the path marked positive coefficient is 0.37 with a value of 2.25 t values > 1.96. Thus the research hypothesis which states that the organizational characteristics significantly influence the performance of lecturers. It can be seen from the human resources and financial resources that are owned by STMIK Dipanegara providing support in growth and development with the support of their organizational structure, clear lines of authority and responsibility and cultural support organizations such as working environment, infrastructure support, employee welfares, and relationship with supervisor, fellow worker and subordinates. The results of the above calculations also show that the characteristics of the organization (ξ1) indirectly influence the performance (Y). This is evident from the characteristic lines of competence to the organization through employee performance with a track marked
positive coefficient is 0.11 with a value of 2.31 t values > 1.96. Thus the research hypothesis which states that the organizational characteristics indirectly influence the employee performance is accepted.

This is in step with Haryanto (1999) which states that the characteristics of the organization are the internal conditions within an organization. The definition of the characteristics of the organization here is the extent to which the individual perceived. If there are conformity with individuals or employees, they will feel as a member of the organization. By being part of the organization, they will try to improve its performance. Rehman, Asad-ur-, Imdad Ullah and Abrar-ul-haq (2015) research show a direct links and significantly influence by the quality of the relationship the individual characteristics that would help to increase job satisfaction and organizational performance. Then Gomes (2001) also provides limitation that organization is nothing more than a group of people who gather together around a technology that is used to change the inputs from the environment into goods or services that can be marketed. Thus it appears that an organization cannot be separated from the influence of the environment in the surrounding areas. The environment is a source of input for the organization as well as the recipient of the output of the organization itself. From the environment the organization gain materials required, both physical and non-physical, and also from the environment the organizations also captures the ideals, goals, needs and expectations. Environment is also a point of throwing the outputs of goods or services resulting from the processing of the organization.

**Influence of Competence on Performance**

Table 2 also shows that Competence (ξ2) positively and significantly influence on performance (Y). This is evident from the path marked positive coefficient of 0.60 with a value of 2.32 t value > 1.96. Descriptive analysis also showed that most of the lecturers at the high category for the knowledge, skills and self-concept. These results also provide support for the second hypothesis in this research stating that the competence of a significant effect on the performance of lecturers.
This is in step with the theory put by Wibowo (2007) which states that every organization set up to achieve certain goals and if achieved then said to be a success. To achieve success, we need a strong foundation in the form of leadership competencies, organizational competencies and cultural workers were able to strengthen and maximize competence. Baheshtifar, Malikeh and ElhamZare (2013) research showed a significant relationship between career competence and organizational success. It is also supported by Palan (2007) argued about the importance of competence. The question is: is it enough competence to create a superior job performance? Some experts argued that the competence of a person would generate job performance. Competence is essential factor for the achievement work, but competence alone is not sufficient to establish an effective job performance. Empirical research Zaim, Halil, Yasar & Unal (2013) refers to the influence of an individual's competence in the performance of the organization where managerial competence is the most significant factor of influence. Hutapea and Thoha (2008) also suggests that if the organization has decided to implement a competency-based system work, performance appraisal should be conducted in line with the development of competencies in order to use the system competency integrated with the overall process and organizational development. Proper competences are the factors that determine the achievement of excellence can be owned by the organization if it has a strong foundation. This means that organizations must have strong core competencies and in accordance with the objectives of the organization.

Influence of Discipline on Performance

Table 2 also shows that discipline (ξ3) positive and significant influence on performance (Y). This is evident from the path marked positive coefficient is 0.47 with a value of 2.25 t values> 1.96. Descriptive analysis also shows that most of the lecturers is quite timely in conducting teaching and adhere to the rules and the orders of superiors. These results also provide support for the third hypothesis in this research that states that disciplinary significant influence on the performance of lecturers. This is consistent with the theory of Handoko (2000) which states that discipline is an activity management to run the organizational standards. For that according to Gomes (2001), absence or attendance rate is a measure
of discipline the employee in performing the task. The frequency of absence demonstrated high propensity of employees who not perform the task. This situation will affect the level of lecturer performance and overall organizational performance, the more of lecturer who are not present, then the work of the organization will be disrupted. Chirasha (2013) shows a harmonious working environment will help create trust between management and employees in improving organizational effectiveness. This is where the organization has effective discipline management system so that unnecessary costs such as labor costs can be eliminated and enables organizations to focus on the productive aspect and improve the competitive advantage. Good discipline reflects a person’s sense of responsibility towards the tasks assigned to him. This encourages morale, spirit, and support the realization of organizational goals, employees and the community.

**Indirect Influence**

**Indirect Influence Organizational Characteristics on Performance**

Indirect influence on the performance characteristics of the organization through two pathways. First, through the competence (0.5365) and it indicates that the lecturer's performance is indirectly influence by the characteristics of the organization through competence, meaning that the increase in lecturer performance should be supported by the establishment of the characteristics of the organization and employees who have high competence. This is in line with the theory put by Palan (2007) that there are two issues that drive the organization to focus on the issue of competence, such as the organization and employee issues. Organizational issues with a common understanding of the competencies within the organization, allowing organizations have a common language in carrying out its activities. With a common understanding of the notion of competence and effectiveness in organizations, organizations gain the advantage of a high consistency in assessing employee performance, because the assessment is based on their competence and understanding. Finally, the quality movement demanding organizations to ensure that their employees are competent. Competence supports the achievement of organization’s strategic objectives.
Second through the discipline (0.3725), and it indicates that the performance of lecturers also be indirect influence by the characteristics of the organization through discipline, which means improved performance, should also be supported by lecturers who have high discipline, good adherence to superiors and compliance with regulations. This is in line with the theory put by Handoko (2000) who argued that the discipline is to carry out management activities organizational standards. With preventive discipline it will encourage employees to participate in various standards and rules, so that abuses can be prevented. Goal essence is to encourage self-discipline among employees. With the characteristics of the organization will establish the level of discipline that will improve the performance of lecturers STMIK Dipanegara.

**Indirect Influence Competence on Performance**

The indirect influence of competence on performance through a single path discipline that is variable at 0.3675. This suggests that the increase in lecturer performance is influence by the competences of the lecturers is supported by high discipline. This is in line with the theory put by Wirawan (2009) which suggests that the performance of employees is the result of the synergy of a number of factors, such as the organization’s internal environmental factors, environmental external factor and internal employees. Compensation is one of the internal factors of employees who will be supported by the behavior of employees as labor discipline will improve employee performance.

Discipline must be enforced within a business organization. Without the support of good discipline, hard company to realize its goals. So discipline is key to the success of a company in achieving its objectives as it will ultimately influence the performance of individuals in an organization. This is also consistent with empirical studies conducted by Ramli (2009) that the work discipline variables influence the performance of employees. This implies that if the increase in employee competencies by level of discipline, it will improve its performance. Performance is influenced by competence. The better the competence it will improves the performance. One of the competence assessments is a level of discipline lecturer. Based on the above, it is seen that the largest performance improvement is an indirect influence by the variable characteristics of the
organization with competence, then by the variable characteristics of the organization through the discipline and the last by the variable competence through discipline. This shows that to improve the performance of lecturers, the improvement and understanding of the characteristics of the organization and competence of lecturers should be considered. Structural model in Figure 2 also show that the characteristics of the organization, competence and discipline correlated positively and significantly. This is evident from the path marked positive coefficient of 0.35 with a value of 2.58 t values > 1.96. Similarly, the results of the calculation of total coefficient of determination (R2) of 0.62; which indicates that the characteristics of the organization, competence and discipline together affect the performance of lecturers by 62.0% and the balance of 38% influenced by other factors outside the model, such as leadership, communication and motivation.

CONCLUSION

From this research it can be concluded that characteristics of organizational positive and significant influence direct and indirect on the performance of lecturers STMIK Dipanegara. Competence have positive and significant as well as direct and indirect influence on the performance of lecturers STMIK Dipanegara and discipline have positive and significant influence on the performance of lecturers STMIK Dipanegara.

REFERENCE


