Individual Characteristic, Motivation, and Commitment towards Performance and Impact on the Work Achievement of Lecturers at Hutama Abdi Husada College of Health Sciences, Tulungagung

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ABSTRACT

Background: Lecturer in higher education is expected to educate students to form good quality of characters, culture, and morality; besides knowledge. Characters, motivation, and commitment of the lecturer will affect their performance and job satisfaction. Objective: The objectives of this study were to analyze the influence of individual characteristic, motivation and commitment on the performance of lecturers, analyze the influence of the performance of lecturers on the job achievement, and analyze the influence of individual characteristics, motivation, commitment and performance of lecturers on the work achievement at College of Health Sciences (STIKES) Hutama Abdi Husada. Method: The research was conducted on June 2013 to March 2014 in STIKES Hutama Abdi Husada, Tulungagung, East Java. This study involved eighty-six respondents through structured interviews and questionnaires. The answers from respondents was based on the value of variables which had been determined previously and would be analyzed using path analysis using SPSS 16.00 Program Package. Results: The results showed that this study formed new factors that may affect the performance and job achievement of the employees are: index of employees’ motivation and commitment; index of characteristics of responsibility; index of material and non-material recognition to the employees; which have direct influence on the performance of the lecturers at STIKES Hutama Abdi Husada Tulungagung. The performance of the lecturers directly affects the job performance at STIKES Hutama Abdi Husada Tulungagung. Conversely, these indexes were indirectly influence on the job achievement at STIKES Hutama lecturer Abdi Husada Tulungagung. Conclusion: The performance of the lecturers directly affects on job achievement at STIKES Hutama Abdi Husada Tulungagung.

INTRODUCTION

Higher education has a vital role in shaping the human character. At the higher education such as college or university, lecturer is a figure that is expected to educate the learners about character, culture, and morality. Lecturer is a role model for the learners and has a very big role in the formation of character. The role of educators including lecturers as a character-forming agent to the younger generation is in accordance with Law on Lecturer, Law Number 14 of 2005. The behavior of good teaching faculty in the teaching-learning process in the classroom can be characterized by the ability of mastering the lecture material, the ability of the delivery of course contents, and the ability to engage learners in the learning process. The role of lecturers as agents of character formation is in line with the purpose of higher education to produce character-forming graduates who are educated to form good quality of characters, culture, and morality.
material, classroom management skills, discipline, enthusiasm, concern, and friendliness of lecturers to students (Borich, 1990).

The abilities and skills of a lecturer is a form of focus for higher educational institutions in achieving the desired objectives to improve the performance of the employees through increasing quantity and quality of the products. The improved performance of the employees is not simply enough with the abilities and skills, it may also cover high motivation with various forms and ways so as to encourage and improve morale and motivation, which in turn will create performance and job satisfaction (Jeff Ords et al., 1997).

There are several factors that may caused someone’s motivation whether is high, such as salary or wages (reward), achievement, affiliation, power or career. According to some research, especially whose concerning with human resources, mentioned that motivation has a significant influence on the increase in labor productivity or the productivity of work (Robbins, 2006). It is obvious that the role of motivation in supporting the fulfillment of job achievement is very big. In other words, motivation has a positive relationship to the performance which is in line with the opinion of Armstrong (1998) that the relationship between motivation and work performance is positive. It means that increasing motivation will result in more efforts by the employees and better job performance, and vice versa. It is also assumed that an employee is not always motivated by the salary; Maslow identifies the five levels of human needs that someone will try to meet the needs of a higher level if the lower levels have been met.

Work achievement is very important. As stated by Steers (1985), when organizational problems are analyzed based on the individual point of view, it is apparent how important a good performance of each individual to the organization. With a low performance of all levels at the organization, it is difficult to achieve goals and success of the organization, even it is impossible; with work achievement, however, it allows obtaining awards or other forms for these individuals.

To achieve the organizational objectives requires the commitment of the employees. Besides motivation, Sadler (2004) stated that the commitment is one of the most competitive and powerful weapons in the success of an organization. Employees who have high commitment would have a greater opportunity to achieve the expected goals. Therefore, the organization will be easier to achieve its goals and objectives if employees are committed to the organization. This is in accordance with the premise that the employee’s success in achieving their objectives may reflect the success of the organization as a whole.

Given the strategic role of the lecturers in order to build the character of the nation, it means developing the professionalism of the lecturers should focus on the four core competencies, namely pedagogical competence, personal competence, social competence and professional competence. These competencies should be based on the conception and approaches in the education values. As the results that the lecturer is able to be the best model and perform as a complete person (kaffah, in Arabic) in the process of conducting their professional tasks. Based on the phenomenon, it is already noted that the relationship between individual characteristics, motivation, and commitment to the performance and the impact on the work achievement of the lecturers at the College of Health Sciences (STIKES) Hutama Abdi Husada Tulungagung is very reasonable. The rationale for taking this study at the College of Health Sciences Hutama Abdi Husada Tulungagung was it is the only medical school under a foundation that almost all employees including the administration staffs and lecturers are civil servant. All lecturers STIKES have the latest education of Master’s, only few who are now pursuing their Master’s program. The future plan of STIKES Hutama Abdi Husada Tulungagung will transform into a university, through any efforts to increase the number of enrolling students each year. In addition, STIKES Hutama Abdi Husada becomes the only STIKES in District of Tulungagung. The objectives of this study were to analyze the influence of individual characteristic, motivation and commitment on the performance of lecturers, analyze the influence of the performance of lecturers on the job achievement, and analyze the influence of individual characteristics, motivation, commitment and performance of lecturers on the work achievement at College of Health Sciences (STIKES) Hutama Abdi Husada.

**MATERIALS AND METHOD**

**Study Area:**

This research was conducted at STIKES Hutama Abdi Husada Tulungagung in June 2013 to March 2014. This was descriptive study through hypothesis testing. This descriptive study aimed at obtaining information about the properties of individual characteristics variables, motivation and commitment to performance and the impact on the work performance. Hypothesis testing was done so that the researchers were able to elaborate the causal relationships among the variables through the hypotheses (Kuncoro, 2003). The research design was conducted through survey, which takes a sample of the population and the use of a questionnaire as a data collection tool that principal (Singarimbum and Effendi, 2003).
Data Collection Method:

Data were collected through structured interviews and gave structured questions to the respondents through questionnaires. In terms of data type, there were two types of data collected in this study, namely primary and secondary data. The primary data were collected through direct interviews with the respondents through lists of questions in the questionnaire, while the secondary data, according to Cooper and Emory (1995), were collected through two sources namely internal and external data sources. The internal data source was the data that come from respective institution as research object, while the external data source was obtained from outside STIKES Hutama Abdi Husada Tulungagung, such as the Central Bureau of Statistics Indonesia (BPS), the Ministry of Education and Culture, and other related institutions.

The populations of this study were lecturers and staffs at STIKES Hutama Abdi Husada Tulungagung with the following criteria such as: 1) lecturers and employees who have worked at least three years, 2) lecturers who have academic functional position, 3) employees who do not work at other institutions. In this study, there were 27 parameters which were estimated respectively: there were 5 for individual characteristics, 7 for motivation, 6 for academic functional position, 3) employees who do not work at other institutions. In this study, there were 86 samples in this study (total sampling) because the number of lecturers at STIKES Hutama Abdi Husada Tuluangagung, consisting of 62 lecturers and 24 administration staffs.

Research Variables:

This study was designed to address problems that have been formulated and to achieve generalization to get an overview of the population. According to the problems, this was causal research of three independent variables (predictors), namely: individual characteristics, motivation and commitment to the dependent variable of job performance. In terms of the research analysis, it was both parametric and non-parametric research.

Data Analysis:

The answers obtained from the respondents based on the predefined values of variables would be analyzed using path analyze using SPSS 16.00 Program Package, of which the calculation was according to quantitative method through analysis techniques. As one of the techniques of multivariate analysis, path analysis allows the analysis to a series of relationships simultaneously so as to provide statistical efficiency (Hair et al., 1992). Path analysis enables to estimate different regression equation number, but it is related each other simultaneously with making structural model. According to Ghozali and Fuad (2005), path analysis aims to explain the direct and indirect result of a set of variables as the causes, against a set of other variables as the results.

Results:

Descriptive Analysis of Motivation (X2):

All variables of motivation were averaged comprising on each respondents’ answer which had been given with questionnaires and interviews. The independent variables of motivation (X2) which consist of the recognition (X2.1), responsibility (X2.2), challenges (X2.3), increase (X2.4), involvement (X2.5), opportunity to self-actualization (X2.6) and needs (X2.7) of which were obtained an average score of the respondents’ answers of 4.00. It means that all questions related to variables of motivation were agreed by the respondents.

Descriptive Analysis of Commitment (X3):

All variables of commitment were averaged comprising on each respondents’ answer is whom had been interviewed and given with questionnaires. The independent variables of commitment (X3) which consist of the personal characteristics of employees (X3.1), job characteristics (X3.2), work experience (X3.3), willingness to be assigned (X3.4), the challenge of the job (X3.5), and the realization of hope (X3.6). The answers from the respondents were obtained through Likert’s scale chosen by the lecturers at STIKES Hutama Abdi Husada, and the answer scores from the questionnaire averaged of 3.86, which mean that the respondents agreed and tended to be closer to agree on the questions related to the commitment.

Descriptive Analysis of Performance (Y):

All variables of performance were averaged comprising on each respondents’ answer which had been interviewed and given with questionnaires. The independent variables for performance (Y) consisted of ability (Y1), the effectiveness and efficiency (Y2), authority and responsibility (Y3) and initiatives (Y4). The answers were obtained from the assessment through a Likert’s scale chosen by the lecturers at STIKES Hutama Abdi Husada as respondents. The answer scores from the respondents obtained from the questionnaire were averaged of 4.30, which mean all whole questions related to the performance variable of lecturers, respondents agreed and strongly agreed about the performance of the lecturers.
Descriptive Analysis of Job Achievements (Z):

Based on the results of data obtained through respondents’ assessment on the job performance, the results obtained was an average of 4.10. This means means the job performance in various questions presented in the questionnaire about the quality of work, the respondents tended to agreed and strongly agreed with the questions in the questionnaire.

The Results of Path Analysis:

The purpose of path analysis is to determine the effect within independent variables which consisted of respondents’ characteristics, motivation and commitment of the lecturers who had been previously tested through factorial to find out the highest value of factor loading to represent each latent name formed on the analysis of the factors. These would be analyzed using Regression analysis system to track the performance and work performance of the lecturers at STIKES Hutama Abdi Husada Tulungagung. The results of the analysis of the factors that would be regressed on the performance and achievements of the lecturers were: index of employees’ motivation and commitment; index of characteristics to responsibility; index of material and non-material recognition to the employees; and index of employees’ motivation. The employment of multiple regression analysis using path analysis to determine how much the path influence between the characteristics of the respondents, the motivation and commitment to job performance and achievements of the faculty in the form of a percentage of R square and R adjusted square.

Table 1: Results of Path Analysis of X to Y

<table>
<thead>
<tr>
<th>Variables</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>4.207</td>
</tr>
<tr>
<td>indexes of motivation and work commitment of the employees</td>
<td>0.669***</td>
</tr>
<tr>
<td>indexes of characteristics of responsibility</td>
<td>0.253***</td>
</tr>
<tr>
<td>indexes of material and non-material recognition to the employees</td>
<td>0.123*</td>
</tr>
<tr>
<td>motivation of the employees</td>
<td>-0.029</td>
</tr>
</tbody>
</table>

Information:

R square = 52.7% *** : p ≤ 0.000
R adjusted = 50.7% * : p ≤ 0.05
N = 86
F-statistic = 25.937

According to the results of calculation of the determining coefficient, the independent variables as the result of the factorial analysis were such as index of employee’s motivation and commitment, index characteristics of responsibility, index of material and non-material recognition to the employees and index of employees’ motivation influence on the performance of the lecturers (Y) amounted to 52.7%. While the remaining 47.3% was influenced by other variables outside the research. Based on the results of multiple regression analyses presented in Table 1 was obtained from the results of statistical data processing using SPSS version 16.00 and the regression equation is as follows:

\[ Y = 4.207 + 0.669 F_1 + 0.253 F_2 + 0.123 F_3 \]

Index of Employees’ Motivation and Commitment:

Index of employees’ motivation and commitment influenced positively and significantly to the performance of the lecturers amounted to 0.669. It means that the influence of the index of employees’ motivation and commitment on the performance of the lecturers at 0.669. The higher the value of “index of employees’ motivation and commitment” which consists of a variable X_2.3 (challenge), X_2.4 (increase), X_3.1 (personal characteristics of the employee), X_3.2 (characteristic of employees), X_3.3 (work experience), X_3.4 (willingness to be assigned), X_3.5 (work challenges) and X_3.6 (the realization of hope).

Index of Characteristic to Responsibility:

The results of the path analysis on index of motivation and commitment to employee, index characteristics of responsibility, index material and non-material recognition to the employees influence on the performance of lecturers at STIKES Hutama Abdi Husada Tulungagung presented in Table 1. It was obtained that the result of index of characteristics of responsibility influences positively and significantly to the performance of lecturers by 0.253. It means the influence of the index characteristics of responsibility on the performance of lecturers amounted to 0.253. The higher the value of index of characteristics of responsibility which consists of variables X_1.1 (education), X_1.2 (age), X_1.3 (tenure) and X_2.2 (responsibility) will improve the performance of the lecturers.

Index of material and non-material recognition to the employees:

Index of material and non-material recognition to the employees influences positively and significantly to the performance of the lecturers amounted to 0.123, which means that the effect of material and non-material
recognition to the employees on the performance of the lecturers at 0.123. The higher the value of index of material and non-material recognition to the employees consisting of variables $X_{1.4}$ (the number of loads), $X_{1.5}$ (functional rank) and $X_{2.1}$ (recognition) will improve the performance of the lecturers.

Table 2: Path Analysis of Individual Characteristics, Motivation, Commitment, and Performance of the Lecturers on the Job Achievement

<table>
<thead>
<tr>
<th>Variables</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>3.528</td>
</tr>
<tr>
<td>Index of employees’ motivation</td>
<td>0.616***</td>
</tr>
<tr>
<td>Index of characteristics of responsibility</td>
<td>0.345***</td>
</tr>
<tr>
<td>Index of material and non-material recognition to the employees</td>
<td>0.214***</td>
</tr>
<tr>
<td>Employees’ motivation</td>
<td>-0.113**</td>
</tr>
<tr>
<td>Performance of Lecturers</td>
<td>0.148</td>
</tr>
</tbody>
</table>

Information:
- R square = 73.67% *** : $p \leq 0.001$
- R adjusted = 72.2% ** : $p \leq 0.05$
- N = 86
- F-statistic = 51.276

According to the results of calculation of the determining coefficient, the independent variables as the result of the factorial analysis were such as index of employees’ motivation and commitment, index of characteristics of responsibility, index of material and non-material recognition and index of employees’ motivation and the performance of lecturers affect the work performance of 73.6%. Otherwise, the remaining 26.4% was influenced by other variables outside the research. Based on the results of multiple regression analysis presented in Table 2 was obtained from the processing of statistical data using SPSS version 16.00 and the regression equation is as follows:

$$Z = 3.528 + 0.616 F_1 + 0.345 F_2 + 0.214 F_3 - 0.113 F_4 + 0.148 Y$$

Research Implication:
The performance appraisal to the lecturers should consider any aspects of being faced and what targets to be achieved in particular period. Through performance appraisal, which is one way through load performance of the lecturers, the lecturers may arrange the plans, strategies and determine the measures that need to be taken regarding the achievement of the desired career goals. For the organizational management, it is important to consider the performance of the lecturers as it is very helpful in making decisions such as promotion and career development, transfer, compensation adjustments, training needs and maintaining the status of organizations that have been obtained. If the performance appraisal is done inappropriately, it would be very detrimental to the lecturers as well as the foundations or institutions. The motivation of the lecturers may decrease due to inappropriate performance appraisal to their works. The impact of the decreased motivation of the lecturers is on the job dissatisfaction that will ultimately affect the performance of the lecturer. The impact is also applied to the organizations due to inappropriate performance appraisal. Working conditions which do not support the performance may also decrease the quality of the organization. The decreased quality will ultimately affect the results of the performance of the foundation or the institution, and the objective of the foundation is not optimal.

Suggestions:
Scientific Suggestion:
The motivation of professor of STIKES Hutama Abdi Husada Tulungagung should be improved as the motivation has significant influence on the performance and job achievements of lecturers by modifying the relatedness needs as well as emphasizing the importance of interpersonal and social relationships within the institution. The ways include considering the employees as partners, building strong emotional bond between the lecturers and the owners, management and employees, involving the employees into the committee of certain activity so that the employees periodically every year so that all employees have the skills in running the committee and in the strategies in decision-making, with respect to the organizational objectives.

Suggestions for policy:
To improve the performance of the lecturers, there should be encouragement to improve their motivation particularly motivation in terms of job achievement. To this policy, there should be awards in the form of both financial and non-financial for job achievements of the lecturers. The institutions are expected to provide a performance appraisal as well. There should be also motivation for the lecturers to attend training or workshop and periodic professional development through academic activities, to write textbooks, conduct research and relevant community services to their field by providing stimulant funding by the Foundation or making a grant proposal to the Directorate General of Higher Education.

There should be further consideration towards the provision of incentives for scientific research and community service. It is expected that the lecturers will conduct more scientific research and community services as...
a means of advancement of the body of science and contribution to the government and public in terms of social development.

**Conclusions:**

Index of employees’ motivation and commitment, index of characteristics of responsibility, index of material and non-material recognition to the employees directly affect the performance of the lecturers at STIKES Hutama Abdi Husada Tulungagung. The performance of the lecturers directly affects on job achievement at STIKES Hutama Abdi Husada Tulungagung. Index of employees’ motivation and commitment, index of characteristics of responsibility, material and non-material recognition to the employees, and index of employees’ motivation have indirect effect on the job achievement of the lecturers at STIKES Hutama Abdi Husada Tulungagung.

**REFERENCES**