The Effect of Characteristics of Individuals, Competence, and Work Environment on Lecturer Performance in Management Study Programs at University X

[1]**R. Achmad Drajat Aji**

Abstract---This study aims to analyze the influence of individual characteristics, competencies, and work environment on the performance of lecturers. The type of research method used is an explanatory survey. The sampling technique uses saturated samples because all populations are used as samples of 96. The number of questionnaires that can be processed is 90 respondents from 96 questionnaires distributed. Analysis of statistical data used is the validity, reliability, classical assumption test, correlation coefficient, coefficient of determination, multiple regression analysis and hypothesis testing with ANOVA. The results of data processing influence of individual characteristics, competencies, and work environment on the performance of the lecturers of Management Study Program at University X showed a correlation coefficient of 0.588 which means that individual characteristics, competencies, and work environment had a fairly strong relationship with lecturer performance significantly. The coefficient of determination is obtained at 0.346, which means that the contribution of individual characteristics, competencies, and work environment to the lecturer performance is 34.6%, the remaining 65.4% is influenced by other variables not examined in this study. Partial testing showed that there was a significant effect between individual characteristics, competencies, and work environment with the performance of lecturers partially with the direction of a positive relationship.

Keywords---Individual characteristics, Competencies, Work environment, Lecturer performance

I. INTRODUCTION

The success of an organization or institution in achieving its objectives is inseparable from the role of Human Resources that it has. Human Resources are important assets in an organization because HR will carry out its role by regulating and managing other resources within the organization to help achieve established organizational goals. According to Parlinda and Wahyudin (2003), the success or failure of an organization in achieving its objectives depends on its HR. This is because humans are the only resource in the company that has different thoughts, feelings, and personalities. This difference shows that every human being has different individual characteristics. The characteristics of different individuals are caused by age, gender, number of dependents, marital status, and employee work experience (Robbins, 2008).

The characteristics of different individuals in each individual create a different performance contribution to the company. Employees with good characteristics will make the employee easier to do the work so that the resulting performance becomes an optimal and very good influence on the company. Therefore, companies have certain criteria regarding employees that they will employ that are in accordance with the needs of the company.

[1]*Faculty of Business and Management at Widyatama University*

drajat.aji@widyatama.ac.id

The criteria set by the company in recruiting an employee are not only seen from individual characteristics, but also competence as a consideration factor in employee recruitment. Competence has a very important role, because competence concerns a person's basic ability to do a job. Determination of competencies in organizations can clarify work standards and objectives to be achieved and can communicate values and things that must be the focus of the work of employees. Thus the company needs to identify competencies relevant to improving HR performance so that the survival of the company can be maintained.

Differences in individual competencies and characteristics will contribute greatly to the organization especially if the company can provide a conducive work environment. A work environment is a place where employees carry out their daily activities, and everything physical or non-physical that exists around the workers that affect themselves in carrying out their duties is their responsibility. According to Nitisemito (2011), the work environment is the entire tooling that is faced, the surrounding environment in which a person works, the method of work, as well as work arrangements both as individuals and as a group. If the workspace is not comfortable, hot, the air circulation is inadequate, the workspace is too dense, the work environment is not clean, noisy, it certainly has a great influence on the comfort of the work of the employee. To achieve comfort in the work environment, it can be done by maintaining physical infrastructures such as always maintained hygiene, adequate lighting, air vents, sound music, and comfortable office layout. The HR department should also be able to encourage initiative and creativity. This condition further creates enthusiasm to unite in the company's organization to achieve company goals by improving employee performance.

Based on the description above explains how individual characteristics, competencies, and work environment are important in improving employee performance in the company. According to Robbin (2008), performance is an optimal achievement in accordance with the potential possessed by an employee which is always the concern of organizational leaders. This performance describes the extent of one's activities in carrying out tasks and trying to achieve the goals set. Furthermore, according to Sedarmayanti (2009), that performance is a translation of performance which means work performance, work performance, work achievement, performance or work performance. With the high performance that employees have, it is expected that organizational goals can be achieved.

The size of the performance of each job varies depending on the profession in which they work. One profession that demands high performance is the teaching profession. Lecturer profession performance is measured by the implementation of the Tri Dharma of higher education namely teaching, research and community service. Teaching is related to the transfer of knowledge where lecturers and students have teaching and learning interactions between the components of teaching. The measure of teaching success is the achievement of harmonious communication between lecturers and students so that there is a change in the behavior of the students themselves as well as the embedded in students about the need to learn and the benefits of learning. Teaching is a complex process that is influenced by various elements including the quality of teaching, intelligence, talents, and interests of students as well as the influence of motivation, campus environment, home, and parents' encouragement of students.

Lecturer profession requires high competency in science in accordance with its concentration, pedagogic ability, the ability of research methods and readiness in devoting knowledge to the public. Teaching ability requires the least amount of knowledge in accordance with its concentration, pedagogic, communication, and strong individual characteristics because the teaching assignments relate directly to students who are entrusted from parents of students who entrust their children to obtain an education in a college. Therefore this research is focused on the teaching task of the lecturer since teaching has a complex process that is influenced by various elements.

University X is a university that has been established for quite a long time and has 14 study programs from five faculties. Of the 14 existing study programs, the management study program is a faculty that has the highest number of student bodies with a total of ± 6000 students, thus involving a considerable number of lecturers. At present, University X has 96 permanent lecturers with various kinds of disciplines. For the basic and general ability courses taught by extraordinary lecturers, so that the subjects are relatively in line with the competence of the lecturers. Whereas for core management courses that are included in the group of expertise and skills, work skills, and work behavior often experience problems. This is seen from the complaints of the lecturers who felt that the assignments given were sometimes not in accordance with their competencies. For example, competence in the field of management is given the task of accounting courses or development studies, so that teaching is not optimal. The

author made observations of 30 lecturers randomly about the complaints of lecturers on teaching assignments. Based on the results obtained are shown in the following table:

Table 1.1:*Results of the Preliminary Survey of Teaching Qualities with Lecturer Competence*

No	Statement item	Percentage of respondents' answers
1	I am able to communicate with students	100%
2	Assignment of teaching in accordance with the competence	47%
3	The assignment of teaching every semester is relatively the same	65%
4	I am able to motivate students to achieve	85%

Source: Results of data processing

Based on the table above shows that 100% of lecturers are able to communicate with students, while in teaching assignments 47% of lecturers state that the assignment is not in accordance with their competence. This is because there are some lecturers who complain that they have the task of teaching subjects they do not master because the assignments are too sudden so that preparation in teaching is not enough time to understand the material that must be taught. Then the teaching assignments every semester are relatively the same as 65% of the lecturers from 30 people state that each semester assignments are relatively the same but there are lecturers who feel that each semester gets a different assignment from the previous year so that the subjects they have not mastered last year have been assigned different lectures. This was felt by lecturers to be less than optimal in teaching. Finally, the lecturer was able to motivate students to achieve as much as 85%, because the lecturer assumed that he could communicate and could provide direction in learning. Besides that, based on the performance appraisal of lecturers in teaching assessed by students shows that there are still lecturers who have low-performance scores but are still given teaching assignments without follow-up from the institution to improve lecturers' ability to teach, although scientifically the lecturers concerned are sufficient.

Some results of research such as Ferzadiana's research, Soegiarto, Ruliana (2016) show that the work environment has a positive and significant effect on employee performance. Then research Rusdiansyah (2017), Prihantono (2015), Zuriani, Hendrayady & Akhyary (2014), Untari and Wahyuati (2014), Prastowo (2011), and Kusani (2008) that the work environment has a significant influence on employee performance. However, Arianto's research (2013) shows that the work environment does not affect performance. An empirical study of competency and performance shows that the results of Prihantono (2015), Untari and Wahyuati (2014), Zaim, Yaşar, and Unal (2013), and Becker et al (2001) found competency had a significant effect on performance. While the research of Suhaji (2012) shows that competence does not have a significant effect and inversely proportional to performance. Then the research results of Saputri (2016), Primayanti (2013), Juraidah (2012), and Yusdi (2010) show that individual characteristics have a significant effect on employee performance.

Based on the phenomenon and inconsistency of the results of the above research, this study aims to examine the effect of individual characteristics, competencies, and work environment on the performance of lecturers in the Management Study Program at University X.

II. THEORETICAL STUDY

Human resources are very important and have things a very big role in carrying out an activity within the organization whose existence cannot be denied and must exist in order achieving goals. In essence, the management mechanism seems to be more oriented towards the employee factor as a human. This is because humans have competencies, behaviors, and characters that are different from one another. Therefore, the organization must understand its HR to more easily direct its resources in achieving organizational goals. HR that has high competence and good individual characteristics will support high employee performance. Especially if it is supported by a conducive work environment, allowing employees to improve their ability to support and achieve organizational goals.

II.I. Characteristics of Individuals

Individual characteristics of each employee form employee behavior that influences motivating, initiating, performance, and career actualization of employees. According to Robbins (2008) explained that individual characteristics include age, gender, race, marital status, and working period in the organization. According to

Hurriyati (2005) that individual characteristics are a psychological process that affects individuals in acquiring, consuming and receiving goods and services and experiences.

There are several factors from individual characteristics according to Robbins (2008), including:

1. Age

The older the employee the higher his commitment to the organization, this is because the opportunity for individuals to get other jobs becomes more limited as age increases. According to Nitisemito (2011) states that, younger employees tend to have strong physique, so they are expected to work hard and generally they have no family or if they have a relative, they are still relatively few, but younger employees are generally less disciplined, less responsible and often change jobs compared to older employees.

2. Gender

There were no consistent differences between men and women in problem- solving skills, analytical skills, competitive encouragement, motivation, sociability or learning ability. But psychological studies have found that women are more willing to obey authority and men are more aggressive and more likely than women to have hope for success. One problem that seems to distinguish between sexes, especially when employees have pre-school children, mothers who usually work full time may choose to work part-time, more flexible work schedules, and do office work at home so they can take responsibility answer to the family.

3. Marital status

Marriage imposes an increase in responsibility that makes a job that remains more valuable and important. Someone who is married feels more stable with his current job, this is because they see it as a guarantee for his future. Married employees will have fewer absences, lower labor turnover rates, and are more satisfied with their work than their single or single colleagues.

4. The number of dependents

The number of dependents is the number of people or family members borne by an employee. The more dependents an employee has, the greater the level of dependence on the company. A person who has dependents will feel that their work will be very valuable and become very important because the income earned from the work will be used to support the family members they are responsible for. This results in the possibility that employee turnover rates will be reduced and employees will try to maintain or increase their work productivity.

5. Years of service

The longer a person is in a job, the less likely it is to resign. Kreitner and Kinicki (2004) state that, a long working period will tend to make an employee feel more at home in an organization, this is because among them because they have adapted to their environment long enough so that an employee will feel comfortable with his job. Other causes are also due to the policy of agencies or companies regarding the guarantee of life in old age.

6. Work experience

Work experience is the time used by a person to acquire knowledge, skills, and attitudes in accordance with the tasks charged (Mangkunegara, 2009). According to Kreitner and Kinicki (2004) stated that the way that can be implemented to obtain work experience is through education, task implementation, information media, upgrading, association, and observation.

II.II. Competence

Competence is a person's ability to carry out a job. Competence is a set of knowledge, skills, behaviors that must be possessed by a person in carrying out his professional duties (Pramudyo, 2010). According to Grote (in Pramudyo, 2010), competency can be used to predict performance, namely who is performing well and less well depending on the competencies they have, measured by criteria or standards used.

To measure the competency can be observed through knowledge, skills, and attitudes. For more details, the three dimensions are described as follows:

1. Knowledge

According to Hadi (2001) that knowledge is a belief about an object that has been verified. According to Riduwan (2007), knowledge can be measured as follows:

a. Mental agility thinks from all directions, mental agility in all directions, flexible concepts, originality, likes complexity, good background, skills.

b. Creative ideas that have been generated such as working hard, thinking independently, never giving up, being able to communicate, interested in complex things, curiosity about knowledge, love humor, open and receive information or new ideas, steady and independent direction of life.
2. Skill
It is something that is owned that is related to the ability to do work properly and quickly. This skill can be observed through:
a. Carrying out the tasks, the criteria are: knowledge provision, giving more work, arousing employee interest, developing work thinking, giving thought guidance, providing technical instructions
b. Providing reinforcement, the criteria are: increasing employee attention, providing work motivation
c. Holding variations, the criteria are: the increasing passion for work, providing work principles, providing opportunities to seek knowledge, providing a moral understanding of work, directing basic tasks and functions of the leadership, planning work
3. Attitude
Attitude is the readiness to react to an object in a particular environment as an appreciation of the object (Sunarto, 2005). Then according to Winkel (2001) explains attitude is a mental ability that always plays a role in taking action. Attitudes as a form of evaluation or reaction to a person's attitude towards an object is a feeling of supporting or favoring (favorable) and feeling not supporting or unfavorable (unfavorable) on an object more specifically. Attitudes are 3 elements, namely:
a. Attitude is an assessment of objects (cognitive)
b. Attitudes are always accompanied by feelings of support, resistance or neutrality (affective)
c. Attitude is a tendency to react or behave (conative)

II.III. Work Environment
   The work environment is everything that exists around workers who can influence themselves in carrying out tasks that are charged (Nitisemito, 2011). Then Sedarmayati (2011) states that the work environment is the whole tool and material faced, the surrounding environment where a person works, the method of work, and work arrangements both as individuals and as a group.

According to Sunyoto (2013), there are several factors related to the work environment, namely:
1. The relationship between employees and the leadership of the organization, the existence of sufficient attention and direction from the leadership will encourage the creation of a harmonious working relationship between employees and the leadership of the organization.
2. Relations between fellow employees, the existence of intimate, friendly and supportive colleagues will lead to increased job satisfaction, thus motivating employees to be more active.
3. Working conditions, good working conditions such as attractive and clean environment will make it easier for employees to carry out their duties.
4. Office facilities are everything that is occupied and enjoyed by employees both in direct relation to work and for the smooth running of work. Office facilities include (1) work tool facilities, are everything or all objects / goods that function directly in carrying out work, (2) equipment facilities, are all objects or goods used in the work, but are indirect but are aid in work, (3) social facilities, in the form of places of worship, canteens, bathrooms, toilets, and health care facilities.
5. Work regulations, good and clear work rules can have a good influence on employee satisfaction and performance for career development in the company.
6. Security, security intended to be in the work environment is security for employees' personal property.

II.IV. Employee Performance
Performance is the level of success of employees in completing
His job According to Mangkunegara (2013) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Priansa (2014) performance is the level of success of employees to finish the job.
According to Sedarmayanti (2007) indicators for measuring individual employee performance are:
1. Work performance is the result of the work of employees in carrying out their duties, both in quality and quantity of work.
2. Expertise is the level of technical ability possessed by employees in carrying out the tasks assigned to him. This expertise can be in the form of cooperation, communication, initiative, and others.

3. Behavior is the attitude and behavior of employees attached to him in carrying out his duties. Behavior also includes honesty, responsibility, and discipline.
4. Leadership is an aspect of managerial ability and art in influencing others to coordinate work accurately and quickly, including decision making and priority setting.

II.V. Thinking Framework

Employee performance is one of the factors used to see the success of an organization. Good or bad performance of employees will be very effected on agency performance or the success of an organization. Employee performance is determined by many factors including individual characteristics, competencies and work environment.

Based on the results of the study indicate that there is a significant relationship with the direction of a positive relationship between individual characteristics with the performance of employees of PT. Central Jakarta Takaful Insurance (Juraidah, 2012). Then according to Yusdi (2010) states that one of the factors that influence employee performance is the employee characteristic (person characteristic) which consists of 1) knowledge, ability, and skills, 2) attitude and motivation. Furthermore according to Saputri (2016) that the ups and downs of employee performance are determined by how well individual characteristics, and the work environment. The results showed that individual characteristics and each work environment had a significant and positive influence on the performance of BRI (Persero) Tbk Surabaya Cotton Krampung employees. While the results of competency research show that competence refers to the character of the knowledge, skills, and abilities of each individual or personal character that directly affects the job performance of individuals (Becker et al, 2001). Untari and Wahyuati's research (2014) that competence has the most dominant influence on the performance of employees who work at CV Buana Mas Jaya Surabaya. Then the study of Prihantono (2015) shows that competence has a significant influence on employee performance. Furthermore, research on the influence of the environment on employee performance shows that the work environment has a significant and positive influence on the performance of employees working at CV Buana Mas Jaya Surabaya. This condition shows that the better the condition of the work environment of employees the higher the level of their performance (Untari and Wahyuati, 2014). Likewise with the research of Prihantono (2015) shows that the work environment has a significant influence on employee performance. Furthermore, the research of Rusdiansyah (2017) shows that the physical and non-physical work environments significantly influence the performance of the company.

II.VI. Hypothesis

Based on the theoretical foundation and previous research, the hypothesis can be arranged as follows:
H1: There is an influence of individual characteristics on employee performance
H2: There is an influence of competence on employee performance
H3: There is an influence of the work environment on employee performance.

III. RESEARCH METHOD

This type of research is explanatory research, namely research that explains between variables through hypothesis testing or explanatory research (Singarimbun and Effendi, 2008). The type of data in this study is quantitative data because the information obtained is based on the results of distributing questionnaires to lecturers of Management Study Programs as respondents. So this study uses primary data. The population in this study were all lecturers at the management study program as many as 96 people, so that from the existing population used as respondents in conducting research. Thus, sampling in this study uses a saturated sample method because all populations are sampled. The research instrument uses a Likert scale for each variable dimension with the scale of values as follows:
a. Strongly Agree (SS) weight value   = 5
b. Agree (S) weight value   = 4
c. No opinion (TB) of weight value   = 3
d. Disagree (TS) weight value   = 2
e. Strongly Disagree (STS) weight value   = 1

The instrument of this research will then be tested for validity and reliability. Validity testing uses a correlation coefficient value, while the reliability test using Cronbach Alpha with a reliability measure of less than 0.6 is considered bad, reliability in the range of 0.7 is acceptable, and more than 0.8 is good (Sekaran, 2006). The analysis tool used is Product Moment Correlation analysis (r) which is used to determine the degree of the relationship between the independent variable (independent) and the dependent variable (dependent). The Spearman correlation test includes nonparametric statistics, namely not requiring data to be normally distributed. While to test the

magnitude of the influence or contribution of independent vari on the dependent variables using the coefficient of determination analysis. The magnitude of the coefficient of determination ($r2$) lies between 0 to 1 or between 0% to 100%. The limit of the coefficient of determination is $0 \leq r2 \leq 1$. The model of the influence of independent variables on the dependent model uses multiple regression tests with hypothesis testing using ANOVA.

IV. RESULTS AND DISCUSSION

Before the questionnaire was given to the lecturers of Management Study Program, the questionnaire was given to as many as 30 respondents to be tested for validity and reliability. This is done to maximize the quality of measuring instruments and minimize the occurrence of errors in measuring the variables examined in this study. The formula used in measuring the validity of the instrument of this study the author uses formula product-moment correlation coefficient from Karl Pearson, and for measuring the reliability of the instrument used the formula Alpha Coefficient (α) from Cronbach. Based on the results of the validity and reliability test results obtained that all items meet both tests. For this reason, the next step is to distribute questionnaires according to the number of samples to be analyzed.

The results of processing data from questionnaires distributed to as many as 96 respondents showed that respondents who responded to the questionnaire as many as 96 people with details of 6 respondents did not complete filling out the answers to the questionnaire, while 90 respondents filled out all items of the statement submitted, so that questionnaires that could be processed were 90 respondent. Based on the results of data processing that all items statement about individual characteristics, competencies, work environment and employee performance as many as 49 items, have a value of r count> r table (0.207), so it can be concluded that all statement items are all valid and can be used as measuring instruments in research. Whereas reliability testing using Cronbach alpha obtained individual characteristic values of 0.694 with 16 items, competencies with a value of 0.722 with items as much as 6 items, work environment with a value of 0.685 with items as much as 16, and lecturer performance with a value of 0.637 with items as many as 11 items. Based on the results of reliability testing, it can be concluded that all items of individual characteristics, competence, work environment, and employee performance are reliable because Cronbach alphas are greater than 0.6.

Data processing is done by testing the classic assumptions first. The results of data processing show that based on the normality test of the data with Kolmogorov-Smirnov, the results of the asymp value are obtained. Sig for individual characteristics is 0.657> 0.05, competency 0.555> 0.05, work environment 0.531> 0.05, and lecturer performance 0.653> 0.05 means that the asymp value of significance (2-tailed) is above 0.05 (Asymp. Sig $\geq$ 0.050) so it can it was concluded that the level of significance in individual characteristics, competencies, work environment, and process performance variables was normally distributed. Furthermore, the multicollinearity test shows that the value of the variance inflation factor (VIF) of the three variables is the individual characteristics of 1.702 <10, and the tolerance value is 0.588> 0.10. Competence is 1.696 <10, and tolerance value is 0.590> 0.10. The work environment is 1,245 <10, and the tolerance value is 0.804> 0.10. So it can be concluded that there is no multicollinearity problem between independent variables. While the autocorrelation test shows that the value of Durbin-Weston (DW) is 2,070> 1.6499, meaning that there is no autocorrelation between the variables studied. Furthermore, the heteroscedasticity test shows that the scatterplot diagram shows that the points spread randomly above and below the zero on the Y axis and do not form a particular pattern. This shows that there is no heterocedasticity in this research model.

Based on the results of the correlation test the magnitude of the correlation coefficient obtained is 0.588 between (0.40-0.599) which means that individual characteristics, competencies, and work environment have a fairly strong relationship with the lecturers' performance significantly. The coefficient of determination is obtained at 0.346, which means that the contribution of individual characteristics, competencies, and work environment to the lecturer performance is 34.6%, the remaining 65.4% is influenced by other variables not examined in this study. While the results of multiple regression testing can form the following model:

$$KK = 8.708 + 0.378\ KI + 0.565\ KP + 0.435\ LK$$

From the above equation can be interpreted if the variable characteristics of individuals, competencies, and work environment are equal to 0, the variable performance of lecturers of Management University study program X is 8,708. The regression coefficient of individual characteristics shows the direction of a positive relationship with the performance of the lecturers of Management Study Program, which means that the better the individual characteristics possessed by each lecturer of the management study program the more the performance of the lecturer increases. Likewise, competence and work environment shows the direction of a positive relationship with the performance of Management Study Program lecturers, meaning that the higher the competence of Management Study Program lecturers, the higher the performance of lecturers, while the better the work environment in Management X

study program increases the performance of lecturers in Management study programs. Then the model fit test results with the F test obtained a significant value of 0.011 smaller than 0.05 so that the resulting regression model is feasible and can be used for further analysis. Thus it can be concluded that there is an influence of individual characteristics (KI), competence (KP), and work environment (LK) on lecturer performance (KK) significantly. The results of this study are in line with the research of Saputri (2016) and Prihantono (2015), that individual characteristics, competencies and work environments have a significant and positive influence on employee performance.

The test results partially show that by using a significance level of 0.05, the results obtained that the individual characteristics (KI) significantly influence the performance of the lecturers of the Management Study Program of University X, because the significance value is 0.039 smaller than 0.05. The results of this study are in line with the research of Saputri (2016), Primayanti (2013), and Juraidah (2012) that the ups and downs of employee performance are determined by how well individual characteristics, meaning that individual characteristics influence the performance of lecturers. This condition indicates that humans are the driving force of the resources owned by the organization in order to carry out the activities of an organization. As an organization, the university consists of lecturers as the driving force in the teaching and learning process which certainly has a variety of differences both in terms of education, functional positions, experience, gender, marital status, level of expenditure and age, which will certainly determine motivation and different quality, so that it will affect the performance of the lecturer. Therefore, individual characteristics must be the concern of the management in order to be able to improve work standards determined by the organization based on individual characteristics that vary.

Then the test results of the influence of competency on the performance of the lecturer indicate that competence (KP) has a partial effect on the performance of lecturers (KK) of the Management study program because the significance value is 0.006 less than 0.05. The results of this study are in line with the research of Prihantono (2015), Untari and Wahyuati (2014), Zaim, Yaşar, and Unal (2013), and Becker et al (2001) that competence has a significant influence on employee performance. The competence of a lecturer refers to the character of the knowledge, skills, and abilities of each individual that will affect one's performance. Everyone's competency is determined by knowledge, skills, and attitudes. These three aspects will show someone's competence in working on tasks that can be measured by thinking, creative ideas to solve complex problems, being independent, being able to communicate, and always looking for information in order to improve their knowledge. Besides that, competence is also shown by one's skills in carrying out their tasks with effective and efficient work principles so as to improve the performance of lecturers. Another aspect is related to the attitude of an individual who shows someone's reaction in supporting the organization's progress. Lecturer competency is needed by the organization to increase the credibility of the institution because the success of the teaching and learning process will be seen from the user's trust in using graduates of the University of Management X study program.

Finally, the results of testing the influence of the work environment on the performance of lecturers indicate that the work environment (LK) has a partial effect on the performance of lecturers (KK) of the Management study program because the significance value of 0.004 is smaller than 0.05. The results of this study are in line with the research Ferzadiana, Soegiarto, Ruliana (2016) that the work environment has a positive and significant effect on employee performance. Then research Rusdiansyah (2017), Prihantono (2015), Zuriani, Hendrayady & Akhyary (2014), Untari and Wahyuati (2014), Prastowo (2011), and Kusani (2008) which show that the better the condition of the work environment the higher the level their performance. Thus it can be concluded that the work environment has a significant influence on employee performance. A work environment is a place where lecturers carry out teaching activities every day. A bad work environment is one of the causes of ineffective use of time. Whereas a comfortable work environment will create a sense of pleasure that will affect the lecturers more actively and eagerly at work so that the lecturers' work morale is high so the design of an efficient work system can increase. Therefore, the work environment needs the attention of the management not only in a physical environment but also in a non-physical environment such as a relationship between a supervisor and subordinates and a harmonious relationship between fellow co-workers. For this reason, it is necessary to establish two-way communication effectively between superiors and subordinates, so that organizational goals can be achieved.

V. CONCLUSIONS AND SUGGESTIONS

Based on the results of the study, it can be concluded that there are significant influences of individual characteristics, competencies, and environment on lecturer performance. The influence of the three independent variables on the dependent variable occurs because the ups and downs of employee performance are determined by how well the individual characteristics, competencies and work environment of the University Management X study program.

The test results of individual characteristics, competencies, and work environment variables on lecturer performance partially have a significant influence on the direction of positive relationships. The ups and downs of employee performance are determined by how good individual characteristics are, meaning that individual characteristics influence the performance of the lecturer. This is because each lecturer has different characteristics whether it is seen from the aspect of age, sex, education, functional position, experience, marital status, and level of expenditure, which of course will determine the motivation and quality of different so that it will affect the lecturer performance.

Then the results of testing the influence of competencies on the performance of lecturers indicate that competency (KP) has a partial effect on the performance of lecturers (KK) of the study program management. This is because the competence of a lecturer refers to the character of the knowledge, skills, and abilities of each individual that will affect one's performance. A person's competency in working on a task can be measured by thinking, creative ideas to solve complex problems, being independent, being able to communicate, and always seeking information in order to increase his knowledge. Whereas the competencies shown by one's skills will illustrate the person's ability to carry out their tasks with effective and efficient work principles so as to improve the performance of the lecturer.

Furthermore, the results of testing the influence of the work environment on the performance of lecturers indicate that the work environment (LK) has a partial effect on the performance of lecturers (KK) of Management Study Program because the work environment is a place where lecturers carry out teaching activities every day. A bad work environment is one of the causes of ineffective use of time. Whereas a comfortable work environment will create a sense of pleasure that will affect the lecturers more actively and eagerly at work, so that the lecturers' work morale is high so the design of an efficient work system can increase.

Based on the conclusions described above, several suggestions can be made relating to the results of the study. The suggestions that can be submitted are as follows:
a. The work environment is an aspect that can affect the performance of lecturers. For this reason, the management should not only provide adequate physical facilities but also must be considered in connection with the relationship between superiors and subordinates, between lecturers and lecturers or other supporting personnel. The relationship between superiors and subordinates is done by two-way communication with a leadership style that is collaborative because the relationship between superiors and subordinates in the world of education especially the teaching profession is collegial so that the lead should not be authoritarian which can reduce the motivation of the lecturer at work. Through a collaborative leadership style that will motivate lecturers to work better. For this reason, it is necessary to provide motivation so that the study program and university programs run smoothly.
b. To improve the performance of lecturers, study programs and universities can increase the competence of lecturers by paying attention to the individual characteristics of lecturers, so that the work program of study programs and universities can be carried out in accordance with a predetermined work plan.
c. For further researchers, they can expand their research studies by adding leadership style variables because leadership styles can motivate or reduce employee motivation at work so they can determine individual characteristics or one's competencies so that they can affect employee performance.

REFERENCE

[1] Arianto, D.A.N. 2013. Pengaruh Kedisiplinan, Lingkungan Kerja, dan Budaya Kerja terhadap Kinerja Tenaga Pengajar. Jurnal Economia, Vol. 9 No. 2, Oktober 2013, Hal 191-200
[2] Becker, B.E. et.al. 2001. *The Human Resource Scorecard : Lingking, People, Strategy and Performance.* Boston : Harvard Business School Press
[3] dan Lingkungan Kerja terhadap Kinerja Karyawan. Jurnal Ilmu dan Riset Manajemen : Volume 5, Nomor 8, Agustus 2016 ISSN : 2461-0593
[4] dengan Kinerja Karyawan. Jurna Ekonomi Bisnis dan Manajemen Volume I
[5] Fezadiana, Novida Pazri. Soegiarto, Eddy K. Ruliana, Titin. Pengaruh Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Pegawai pada Kantor Badan Kepegawaian Daerah Kabupaten Kutai Barat. https://media.neliti.com/media/publications /30564-ID
[6] Hadi. 2001. Jati Diri Manusia Berdasarkan Filsafat Oganisme Whitehead. Jakarta. Kanisius
[7] Handayani. 2015. PengaruhMotivasiKerjadanLingkunganKerjaterhadapKinerjaKaryawanPerpustakaanInstitutTeknologiSepuluh November (ITS) Surabaya. http://repository.unair.ac.id/17697/

[8]   Hurriyati, Ratih. 2005. Bauran Pemasaran dan Loyalitas Konsumen. Alfabeta. Bandung
[9]   Juraidah, Nur Ida. 2012. Hubungan Antara Karakteristik Individu dan Iklim Kerja
[10]   Kinerja Karyawan Kantor pada PT PLN (Persero) Wilayah Kalimantan Timur dan Kalimantan Utara Sektor Pembangkit Mahakam di Samarinda. E-Journal Administrasi Bisnis 5(3) 521-535 ISSN 2355-5408. Ejournal.adbisnis.fisip-unmul.ac.id
[11]   Kreitner, Robert. Kinicki, Angelo. 2004. *Organizational Behavior*. McGraw Hill. New York
[12]   Kusani, Al. 2008. Analisis Pengaruh Lingkungan Kerja Fisik dan Komunikasi Organisasi terhadap Kinerja pada PD. Bank Perkreditan Rakyat Kabupaten Gresik. Jurnal BETA, Vol. 6 no. 2, Maret 2008
[13]   Mangkunegara, Anwar Prabu. 2007. Manajemen Sumber Daya Manusia Perusahaan . Remaja Rosdakarya. Bandung
[14]   Mangkunegara, Anwar Prabu. 2009. Evaluasi Kinerja Sumber Daya Manusia Perusahaan. PT. Rineka Aditama. Bandung
[15]   Mangkunegara, Anwar Prabu. 2013. Perencanaan dan Pengembangan Sumber Daya Manusia. PT. Refika Aditama. Bandung
[16]   Nitisemito, Alex S. 2011. Manajemen Personalia (Manajemen Sumber Daya Manusia). Edisi kelima. Cetakan keempat. Jakarta. Ghalia Indonesia
[17]   No. 4, September 2012. ISSN : 2088-219X, hal 240-254
[18]   Parlinda, Vera. Wahyudin, M. 2003. Pengaruh Kepemimpinan, Motivasi, Pelatihan, dan Lingkungan Kerja terhadap Kinerja Karyawan pada Persahaan Daerah Air Minum Kota Surakarta. Jurnal Daya Saing, Vol. 4, 2 Desember 2003
[19]   Pramudyo, Anung. 2010. Analisis Faktor-Faktor yang Mempengaruhi Kinerja Dosen Negeri pada Kopertis Wilayah V Yogyakarta. Tidak Diterbitkan. Jurnal Bisnis: Teori dan Implementasi Vol. 1 No. 1 Februari 2010 [Online] http://mm.umy.ac.id/jurnal
[20]   Priansa, Donni Juni. Garnida, Agus. 2014. Manajemen Perkantoran. Cetakan kedua. Bandung. Alfabeta
[21]   Prihantono, Mursidi. 2015. PengaruhKompetensi, LingkunganKerja, danKomitmenOrganisasiterhadapKinerjaKaryawan. JurnalBisnisdanAkuntansi Vol. 17 No. 1a, November 2015. ISSN: 1410 – 987, http: //www.tsm.ac.id/JBA
[22]   Primayanti, Atika. 2013. PengaruhFaktorIndividudanLingkunganKerjaterhadapKinerjaKaryawanBagianAkuntansidanKeuangan Bank BPR di Tanjung Pinang. http://jurnal.umrah.ac.id/wp-content/uploads/2013/08/ Atika-Primayanti-090462201048.pdf
[23]   PT.Gramedia
[24]   Riduwan. 2007. Skala Pengukuran Variabel-Variabel Penelitian. Cetakan Keempat. Bandung. Alfabeta
[25]   Robbins, P Stephen. Judge. 2007. Perilaku Organisasi, Alih Bahasa Benyamin Molan. Jakarta. Salemba Empat
[26]   Rusdiansyah. 2017. Pengaruh Lingkungan Kerja Fisik dan Non Fisik terhadap
[27]   Saputri, Tisyantari Dwi Dityar. 2016. Pengaruh Karakteristik Individu, Pekerjaan,
[28]   Sedarmayati. 2009. Sumber Daya Manusia dan Produktivitas Kerja. Bandung. Mandar Maju
[29]   Sedarmayati. 2011. Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil. Cetakan kelima. Bandung. PT Refika Aditama
[30]   Sekaran, Uma. 2006. *Research Methods for Business.*Edisi 4. Jakarta. Salemba Empat.
[31]   Singarimbun, M. Effendi, S. 2008. Metode Penelitian Survai. Jakarta. LP3ES
[32]   Suhaji, dkk. 2012. Pengaruh Motivasi, Kompetensi, Kepemimpinan, dan Lingkungan Kerja terhadap Kinerja Karyawan (Studi Pada PT Herculon Carpet Semarang). Jurnal Kajian Akuntansi dan Bisnis , Vol. 1 no. 1, hal 1-14.
[33]   Sunarto. 2005. Manajemen Sumber Daya Manusia Stategik. Yogyakarta. Amus
[34]   Sunyoto, Danang. 2013. Teori, Kuesioner, dan Analisis Data untuk Pemasaran dan Perilaku Konsumen. Yogyakarta. Graha Ilmu.
[35]   terhadap Kinerja Karyawan. Jurnal Ilmu & Riset Manajemen Vol. 3 No. 10
[36]   Untari, Siti. Wahyuati, Aniek. 2014. Pengaruh Kompetensi dan Lingkungan Kerja
[37]   Winkel, W.S. 2001. Psikologi Pendidikan dan Evaluasi Belajar. Jakarta.
[38]   Yusdi, Milman. 2010. Penilaian Prestasi Kerja. Jakarta. Balai Pustaka.
[39]   Zaim, Halil. Yasar, Mehmet Fatih, dan Unal, Omer Feruk. 2013. *Analyzing The Effects Of Individual Competencies On Performance: A Field Study In Services Industries In Turkey*. *Journal of Global Strategic Management*, Vol. 7, No. 2, pp 67-77.
[40]   Zuriani, Hendrayady, Agus. Akhyary, Edy. 2014. PengaruhLingkunganKerjaterhadapKinerjaPegawai (Studi di DinasPEndidikandanKEbudayaan Kota Tanjung Pinang). http://jurnal.umrah.ac.id/wp-content/uploads /gravity_forms/1-ec61c9cb232a03a96d0947c6478e525e/ 2014/09/Naskah-Publikasi-Silfina.pdf