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The Influence of Self Development and Individual Competence on the Performance of Private Higher Education Managers (By Intervening Organizational Climate and Controlled Behavioral Tendencies)

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Abstract: Private universities in the Kopertis IV area of West Java and Banten for the Cirebon area face complex challenges and responsibilities, especially when it is associated with the national development expectations imposed on PTS towards a new Indonesian society. This study aims to determine the effect of self-development and individual competence on the performance of private university managers with organizational climate interventions and behavioral tendencies controlled. The type of research used in this research is the explanatory survey method. The population in this study were all managers of private higher education institutions Kopertis IV West Java and Banten for the Cirebon area, namely (1) Majalengka University, (2) Gunung Jati Swadaya University (UNSWAGATI), (3) Kuningan University and (4) Wiralodra University. The sample used in this study was obtained by census from the population of this study which amounted to 159 people. An overview of the management practice of higher education in private universities in the Kopertis area IV West Java and Banten for the Cirebon area can be concluded that: (a) In general, the managers of private universities in the Kopertis area IV West Java and Banten for the Cirebon area are managed by people who have a tendency to STEJ behavior. (b) Self-development in four private universities in the Kopertis area IV West Java and Banten for the Cirebon area is classified as 'adequate' with a mean value of 3.92. Where most of the respondents view self-development as important. (c) Individual Competencies in four Private Universities in the Kopertis IV area of West Java and Banten for the Cirebon area are classified as 'very adequate' with a mean value of 4.02. Where most of the respondents view individual competence as very important. (d) Organizational climate in four private universities in the Kopertis area IV, West Java and Banten for the Cirebon area is classified as 'conductive' with a mean value of 3.43. Where most of the respondents view organizational climate as important. (e) The performance of individual managers at four private universities in the Kopertis area IV, West Java and Banten for the Cirebon area is classified as 'adequate' with a mean value of 3.96. Where most of the individual performance of PTS managers is adequate.

Keywords: Higher Education, Individual Competence, Manager Performance, Self Development.

1. Introduction

The direction of the long-term development of the Indonesian nation in 2005-2025 in the field of education is stated in the Republic of Indonesia Law no. 17 of 2007, namely improving the quality of human resources to support the realization of a society that is dignified, dignified, has noble character, and respects diversity so that it is able to compete in the global era while still based on the norms of life of the Indonesian people and without discrimination. To emphasize the role of universities in the development of the education sector in Indonesia, it is regulated in Government Regulation of the Republic of Indonesia Number 60 of 1999 which states that universities are centers for the maintenance, development and development of science, a place for fostering scientific communities who love science and have lofty ideals. Fostering community service activities, as well as developing the implementation of research to improve the quality of community life.

In the implementation of private universities (PTS), it indicates that management is not yet optimal, which is marked by the low performance of individual PTS managers, one of which is due to the lack of professionalism of the PTS managers. The basic weaknesses include: First, there are weaknesses that come from the difficulty of determining or measuring the quality and management of PTS. Second, the PTS manager, no matter how bad his performance, does not recognize the term being fired. Third, its management is still shown by a centralized work pattern. Managers of private universities are often still fixated on the higher education management system where their activities have a very large dependence on their superiors. Fourth, Managers tend to use management with a work approach using a bureaucratic-feudalistic culture that can ignore aspects of professionalism. Meanwhile, the characteristics of PTS managers are mostly monopoly, so they do not face competition problems, and make PTS managers weak attention towards quality.

The conditions mentioned above are no exception for private universities in the Kopertis IV area of West Java and Banten for the Cirebon area, indicating an indication that the quality of PTS management is still weak, this can be seen from the description of the four universities in the three Cirebon areas, namely: (1) Universitas Swadaya Gunung Jati Cirebon consists of four faculties, consisting of 12 study programs with four study programs accredited B, and four study programs accredited C, and four other study programs not yet accredited. (2) Universitas Kuningan consists of four faculties consisting of 13 study programs with three study programs accredited B, the rest accredited C. (3) Wiralodra Indramayu University consists of and five faculties consisting of 11 study programs with four study programs with operating permits, and seven registered. (4) Majalengka University consists of six faculties consisting of 17 study programs, with two B-accredited study programs, six C-accredited study programs and nine unaccredited study programs. With the condition that there is no study program that is accredited with A, conditions like this appear that PTS Managers have difficulty in developing their respective universities and also have difficulty in serving the needs of the community which leads to their lack of ability to manage the University.

Observing such conditions, private universities in the Kopertis IV area of West Java and Banten for the Cirebon region face complex challenges and responsibilities, especially when it is associated with the national development expectations imposed on private universities towards a new Indonesian society. To realize this role, a transformation and strategy of PTS institutions is needed, one of which is the transformation at the PTS institutional level. Institutional transformation is focused on efforts to improve the ability of PTS managers, so that the relevance, academic atmosphere, quality, accountability, and efficiency of private universities reach the expected standards.

Referring to the description above, this research will try to examine the strategic factors that determine the performance of study program managers in universities in an effort to improve the quality of their services to students.

Problem Question

In connection with the problems studied, the authors put forward the main problem questions, namely: "How much is the positive influence of self-development and individual competence intervening by organizational

climate on the performance of PTS Kopertis managers in West Java and Banten for the Cirebon and control by behavioral tendencies.

From the main problem questions, they are further broken down into sub-questions as follows:

1. How big is the influence of Self-Development on the performance of the individual managers of Private Higher Education Kopertis Region IV West Java and Banten for the Cirebon area with organizational climate intervening and controlled by behavioral tendencies?
2. How big is the influence of Individual Competence on the performance of the manager of Private Higher Education Kopertis Region IV West Java and Banten for the Cirebon area with organizational climate intervening and controlled by behavioral tendencies?
3. How big is the influence of Self Development and Individual Competence together, on the performance of the managers of Kopertis Private Higher Education Region IV West Java and Banten for the Cirebon area with organizational climate intervening and controlled by behavioral tendencies?
4. How big is the positive relationship between self-development, individual competence of managers, organizational climate, and individual performance of managers of Private Higher Education Kopertis Region IV West Java and Banten for the Cirebon area which is controlled by behavioral tendencies?

2. Methodology

Types of Research

The type of research used in this research is the explanatory survey method. The purpose of this research method is to obtain an overview of an object of study under study. The object of study in this research is self-development (X1), individual competence (X2), organizational climate (Z) and the performance of PTS managers (Y) and behavioral tendencies as control variables.

Population and Sample

The population in this study were all managers of private higher education institutions Kopertis IV West Java and Banten for the Cirebon area, namely (1) Majalengka University, (2) Gunung Jati Swadaya University (UNSWAGATI), (3) Kuningan University and (4) Wiralodra University. . The sample used in this study was obtained by census from the population of this study which amounted to 159 people. Details of sampling in this study are shown in detail in table 1.

Tabel 1. Population and Sample

PTS MANAGEMENT POSITION	UNMA (person)		UNSWAGATI (person)		UNIKU (person)		UNWIR (Person)	
	P	S	P	S	P	S	P	S
Head of the study program	17	12	12	9	13	9	11	8
Secretary of Study Program	17	12	12	9	13	9	11	8
Head of administration	17	12	12	8	13	10	11	8
Quantity	51	36	36	26	39	28	33	24

Description: P = Population; S = Sample

Research Model

To further clarify the relationship between the variables of this study is shown in the following figure.

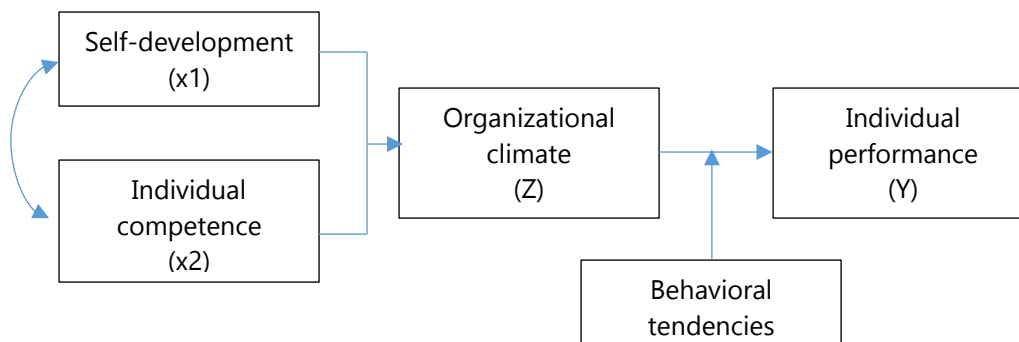


Fig. 1 – Research Model

Hypothesis

The hypothesis in this study is set as follows:

1. Self development of PTS managers, has a significant effect on the individual performance of managers of Private Higher Education Kopertis Region IV, West Java and Banten for the Cirebon region, by intervening organizational climate. controlled by Behavioral Tendencies.
2. Individual competencies (individual competencies) of PTS managers, have a significant effect on the performance of individual managers of Kopertis Private Higher Education Region IV West Java and Banten for the Cirebon area, with intervening organizational climate controlled by Behavioral Tendencies.
3. The ability to develop themselves (self development), individual competencies (individual competencies) of PTS managers together, have a significant effect on the performance of individual managers of Kopertis Private Higher Education Region IV West Java and Banten for the Cirebon area, with organizational climate intervening. controlled by Behavioral Tendencies.
4. There is a significant relationship between self-development, individual competence, organizational climate, and individual performance of the manager of the Kopertis Private Higher Education Region IV West Java and Banten for the Cirebon area which is controlled by behavioral tendencies.

3. Result and Discussion

Based on the results of the research that has been done, the following will present some research results, namely::

1. An overview of the management practice of higher education in the PTS environment in the Kopertis area IV, West Java and Banten for the Cirebon area, it can be concluded that:
 - a. In general, managers of private universities in the Kopertis area IV West Java and Banten for the Cirebon area are managed by people who have a tendency to STEJ behavior,
 - b. Self-development in four private universities in the Kopertis area IV, West Java and Banten for the Cirebon area is classified as 'adequate' with a mean value of 3.92. Where most of the respondents view self-development as important.
Individual Competencies in four Private Universities in the Kopertis area IV West Java and Banten for the Cirebon area are classified as 'very adequate' with a mean value of 4.02. Where most of the respondents view individual competence as very important.
 - c. The organizational climate in the four private universities in the Kopertis area IV, West Java and Banten for the Cirebon area is classified as 'conductive' with a mean value of 3.43. Where most of the respondents view organizational climate as important.
 - d. The performance of individual managers in four private universities in the Kopertis area IV, West Java and Banten for the Cirebon area is classified as 'adequate' with a mean value of 3.96. Where most of the individual performance of PTS managers is adequate.

2. The conclusion of the functional relationship between strategic factors that affect the performance of PTS managers in Kopertis IV West Java Region and Banten for Cirebon Region is:

a. The Relationship between Self Development (X1) and Individual Competence (X2) With Individual Performance Without Intervention of Other Variables, obtained the regression formulation:

$$\hat{Y} = 7,655 + 0,314 X_1 + 0,533 X_2 + 0,607 \quad (1)$$

The relationship that occurs between the variables is:

- The relationship between self-development variables and individual performance variables of PTS managers in Kopertis IV West Java and Banten for the Cirebon area is 0.718 or has an effect of 51.60%.
 - The relationship between individual competence variables and individual performance variables of PTS managers in Kopertis IV West Java and Banten for the Cirebon area is 0.769 or has an effect of 59.1%.
 - The relationship between the variables of self-development and individual competence is 0.766 or an effect of 58.7%.
- b. The relationship between Self Development (X1) and Individual Competence (X2) with Individual Performance (Y) through the Organizational Climate Variable (Z) intervention obtained the formulation:

$$\hat{Y} = 8,020 + 0,314 X_1 + 0,544 X_2 - 0,018 z + 0,607 \quad (2)$$

The relationship that occurs between variables is:

- The relationship between the Personal Development variable and the Organizational climate variable is 0.442 or an effect of 19.5%.
 - The relationship between individual competency variables and organizational climate variables is 0.597 or an effect of 35.6%.
 - The relationship between the organizational climate variable and the manager's performance variable is 0.443 or influential or influential 19.6%.
- c. The relationship between Self-Development (X1) and Individual Competence (X2) with the Performance of Individual PTS Managers (Y), which is controlled by behavioral tendencies, obtained a regression formulation:

$$\hat{Y} = 6,200 + 0,333 X_1 + 0,556 X_2 + 0,559 \quad (3)$$

The relationship that occurs between variables is:

- The relationship between self-development and individual performance controlled by behavioral tendencies, a decrease in the correlation coefficient from 0.718 to 0.710.
- The relationship between individual competence and individual performance controlled by behavioral tendencies, an increase in the correlation coefficient from 0.769 to 0.772.

Based on this, the conclusion that can be drawn as a common thread is, the tendency of ESTJ behavior has a very strong influence in providing opportunities for PTS employees to improve their individual competencies.

d. The relationship between Self-Development (X1) and Individual Competence (X2) with the Performance of Individual PTS Managers (Y) through intervening organizational climate and controlled by individual behavior tendencies, obtained a regression formulation:

$$\hat{Y} = 9,751 + 0,328 X_1 + 0,637 X_2 - 0,1443 z + 0,549 \quad (4)$$

The relationship that occurs between variables is:

- The relationship between self-development and organizational climate which is controlled by behavioral tendencies, namely, a decrease in the correlation coefficient from 0.442 to 0.440.
- The relationship between Individual Competence and organizational climate which is controlled by the behavioral tendency of a change, namely, a decrease in the correlation coefficient from 0.597 to 0.596
- The relationship between organizational climate and individual performance of PTS managers controlled for behavioral tendencies, namely, a decrease in the correlation coefficient from 0.443 to 0.442.

Based on this, the conclusion that can be drawn as a common thread is, although the tendency of ESTJ

behavior is very strong among PTS managers in Kopertis Region IV West Java and Banten for Cirebon Region, but with the unfavorable influence of the PTS organizational climate it has less impact. beneficial for self-development and individual competence in the sense that it is still necessary to pay attention to creating a conducive organizational climate for private universities in Kopertis IV West Java and Banten for Cirebon Region.

4. Conclusion and Implication

Conclusion

Based on the results of the research that has been done, the following will be put forward some conclusions, namely:

1. An overview of the management practice of higher education in the PTS environment in the Kopertis area IV, West Java and Banten for the Cirebon area, it can be concluded that:
 - a. In general, the managers of private universities in the Kopertis IV area of West Java and Banten for the Cirebon area are managed by people who have STEJ behavior tendencies, meaning that the PTS managers have a tendency to behave as extroverted thinkers with the ability to use their senses. At the managerial level, managers who have a tendency to STEJ behavior have the ability to organize human resources and the ability to give instructions. Weaknesses do not have the ability to intuitive, or visionary thinking
 - b. Self-development in four private universities in the Kopertis area IV, West Java and Banten for the Cirebon area is classified as 'adequate' with a mean value of 3.92. Where most of the respondents view self-development as important. Of all the indicators used in self-development, the aspect of rationality development efforts has the highest achievement and organizational capability development efforts have the lowest achievement. This indicator is an effectiveness criterion that refers to the ability to increase responsiveness to future environmental demands.
 - c. Individual Competencies in four Private Universities in the Kopertis area IV West Java and Banten for the Cirebon area are classified as 'very adequate' with a mean value of 4.02. Where most of the respondents view individual competence as very important. The individual competence of PTS managers in the aspect of competence influencing others gets the highest achievement and service competence gets the lowest achievement. Managers are still less responsive to understand other people and care for others (empathy).
 - d. The organizational climate in the four private universities in the Kopertis area IV, West Java and Banten for the Cirebon area is classified as 'conductive' with a mean value of 3.43. Where most of the respondents view organizational climate as important. The aspects that are not conducive to the organizational climate in PTS in the Kopertis area IV, West Java and Banten for the Cirebon area are recognition and feedback and aspects of competence and organizational flexibility. This means that there are managers who do not have the ability to "read" the competencies possessed by their subordinates for sure or superiors cannot properly assess the performance of their subordinates.
 - e. The performance of individual managers in four private universities in the Kopertis area IV, West Java and Banten for the Cirebon area is classified as 'adequate' with a mean value of 3.96. Where most of the individual performance of PTS managers is adequate. The most adequate indicator is the ability to relate to other people. The aspects that are considered inadequate are aspects of quantity and quality as well as initiative/commitment. In this case the PTS Manager is less responsive to his work, in the sense that the PTS Manager lacks the ability to act that exceeds what is required or required by his job. PTS managers must improve their abilities in their work in a better direction, without waiting for orders from their superiors.
2. The conclusion of the functional relationship between the strategic factors that affect the performance of PTS managers in the Kopertis area IV West Java and Banten for the Cirebon area is:
 - a. Self-development and individual competence, either partially or simultaneously, have a significant influence on the individual performance of PTS Managers in the Kopertis area IV West Java and Banten for the Cirebon area. So the individual performance of PTS Managers can be improved again by increasing self-development and individual competencies of PTS Managers.

- b. The influence of self-development and individual competence has decreased on performance, when intervened by the organizational climate. The performance of PTS Managers can be improved again by building a more conditional organizational climate.
- c. The effect of self-development on performance decreased when distinguished by behavioral tendencies. But the influence of competence on performance which is distinguished by behavioral tendencies has increased. So behavioral tendencies contribute positively to the improvement of individual competence and negatively contribute to self-development. The behavioral tendency has a very strong influence in providing opportunities for PTS managers to improve their individual competencies.
- d. The Influence of Self-Development on Organizational Climate as distinguished by Behavioral tendencies has decreased. The Influence of Individual Competence on Differentiated Organizational Climate Behavioral tendencies have decreased. The Influence of Organizational Climate on Individual Performance of PTS Managers which are differentiated Behavioral tendencies have decreased. The individual performance of PTS managers can be improved by adjusting the suitability of their personality with their work.

Implication

The implications for several aspects that are considered weak in the self-development of PTS personnel in Cirebon such as: Harmonious Personality development, Self-esteem development, Knowledge development, Self-confidence development, Harmonious Culture development and organizational capacity development, need to get attention by taking various approaches.

One approach used in self-development is that they explore their abilities by being developed by themselves, reflecting the principles of participation and independence. The self-development approach implicitly incorporates the important characteristics of learning autonomy contained in the creation of independence, responsibility, and the courage to take risks.

Referring to the results of research where service competence is still in the lowest position from other aspects, then in facing competition and the quality of education it is necessary to pay attention to several aspects that are directed to further develop the attitude of managers in growing seriousness in understanding the wishes of employees, the interests and needs of students and the academic community, including the needs of the stakeholders they will serve, such as:

- 1) Improving the attitude of managers in higher education institutions to have more concern for the needs of students, especially in academic services, learning, guidance and soon.
- 2) Have a work orientation that focuses on student satisfaction, because they will be the strength in facing competition, quality assurance and the existence of the university concerned.

The results of this study indicate that, the influence of the organizational climate of higher education is still not good, causing a decrease in individual competence. For this reason, in the development of higher education institutions, several things that need to be developed and fostered in relation to the individual competencies of higher education managers are 1) Fostering healthy competition within higher education institutions, 2) Creating space for employees to participate in decision making; 3) Provide opportunities for employees of higher education institutions to carry out their work creatively in carrying out their activities; and 4) Establish organizational values in higher education institutions in terms of quality and quantity.

Based on the results of research and discussion on the influence of self-development and individual competence on the performance of individual managers of private universities in Region 3 Cirebon, with intervening organizational climate variables controlled by behavioral tendencies, it shows that organizational climate is still a condition that does not support self-development and individual competence to improve the performance of higher education managers in Cirebon. This condition has implications for universities in treating and fostering positive behavior of their employees by taking into account: Flexibility conformity, Responsibility, Standards, Reward, Clarity, and Commitment.

On this basis, higher education managers need to develop employee performance in creating a conducive organizational climate by developing creativity, loyalty, commitment and dedication to work. At the university management level, a conducive organizational climate will be created when it is supported by at least: 1) the leadership quality of the university; 2) Communication, to university administrators, staff, employees and

lecturers; 3) College employees have a feeling of doing useful work, 4) College employee responsibilities, 5) Rational control, structure and bureaucracy of colleges, and 6) College employee involvement and participation.

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