

Relationship individual characteristics, group characteristics, organizations structure, organizational culture and organizational climate with organizational effectiveness colleges in Malang

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Abstract:

This research was an ex post facto research which did not provide any control or manipulation of variables directly by the researchers. Embodiments of the independent variables have occurred naturally or cannot be manipulated, researchers tried to explain the facts that have occurred. The research design used in this research was descriptive-correlational design to obtain information regarding the observed phenomena and to describe the presence or absence of a relationship between the characteristics of individuals and groups, structure, culture and organizational climate of the effectiveness of the organization internally by large-small correlation coefficient. This was a quantitative approach using Structural Equation Modeling (SEM) based variants method. The independent variables (exogenous) were individual characteristics (X1), and the characteristics of the group (X2), organizational structure (X3), organizational culture (X4) and organizational climate (X5). The effectiveness of the organization was the dependent variable or endogenous variables in this study. The results of modeling the relationship among six variables studied were generated in this study including: (1) the individual characteristics of the lecturers which were not directly related to the effectiveness of the college, (2) characteristics of the group has a direct relationship with effectiveness, and organizational structure, as well as having no relationship directly to the effectiveness of organizations through the organizational structure, (3) organizational structure directly affected the effectiveness of the organization, but did not have any direct contact with the culture and climate of the organization, (4) a direct relationship was significant relationship between culture and organizational climate to organizational effectiveness, as well as the subsequent results the findings in this study were (5) the existence of a significant direct relationship between organizational climate with the culture of the organization.

Keywords:

individual characteristics, group characteristics, organizational structure, organizational culture, organizational climate, organizational effectiveness

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INTRODUCTION

Private Higher Education (PTS) as a partner State Universities (PTN) has an equal footing, after the issuance of PP 30 of 1990 on Higher Education. The alignment is shown with the enactment of the regulation without distinguishing state and private universities. The element that most distinguishes it is the PTS Organizing Body (BP-PTS) in the form of foundations, social associations, or bodies waq (BM-PTSI Kopertis Region VII, 1997-1998). PTS itself for a more independent institution in the provision of funds, facilities, personnel training, and admissions compared with PTN. The existence of the Foundation in PTS played a role in achieving efficiency and effectiveness of the management of private universities. private universities (PTS) has certain characteristics that differentiate among one another or with public universities (PTN). Based on the observations of researchers to PTS, there are situations that distinguish between PTN with PTS, among others in PTS there is unity of the mission, the employee with salary limitations still have high morale, family ties are very strong, and some private universities are not too cling to the bureaucratic aspects of the organization, as well as attention to the aspects of leadership that a high figure (these observations still need to be tested for truth).

The number and capacity of public universities are limited is one of the factors which a private college established. Another thing that underlies the establishment of a private university is as a form of public participation in the field of higher education as mandated in Law No. 20 of 2003 on the education system in Indonesia. Private colleges as part of the higher education system indirectly coloring a wide range of higher education policy in Indonesia.

Review the organization is basically aimed to understand and study the effectiveness of an organization. Studies on the effectiveness of the organization has been much in demand by experts from various disciplines. Experts sociology, social psychology, and economics has reviewed the effectiveness of the organization from the perspective view (Miller, 1979). The viewpoint was different studies. There are reviewing the terms of the system, the bureaucracy, and cognition (Gordon et al, 1990), there were reviewing the terms of the achievement of objectives, the availability of resources, internal processes, and member satisfaction (Kreitner and Kinicki, 1992).

Organizational dynamics that exist in the private colleges will affect the effectiveness and success in achieving organizational goals, it is when the private universities is seen as an organization with all the elements that form and build sustainability of the organization. Robbin (2003), in studying an organization there are several steps that must be learned, namely: (1) the individual level, (2) Level group / groups, (3) Level the organizational system. Organizational dynamics can also be viewed from a number of approaches. Daft da Steers (1986) looked at the organization of the two approaches, namely micro approach in this regard include: (1) analysis at the individual level, and (2) analysis at the level of the group / groups, as well as the approach to macro that includes the analysis at the organizational level.

Lecturer as a major pillar in higher education very important role in developing Tridarma universities and the creation of academic feel that konduksif for the implementation *Tridarma Perguruan Tinggi*. The existence of the law on teachers and lecturers to enable teachers earn the most attention from the government as the spearhead of improving the quality of human resources in Indonesia in the future. The existence of foreign professors

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seconded to private colleges also provide its own color to the formation of organizational culture and climate at private colleges. The emergence of a group of lecturers country seconded to the private universities and a group of tenured faculty foundation also creates its own dynamics in the private colleges, from which not infrequently raised social jealousy amongst the group of lecturers of the facilities, and the rewards that may be felt not give a fair sense between the two groups. The gap between domestic lecturer seconded to the private college with a permanent lecturer foundations can lead to conflict which can reduce the effectiveness of the private universities. Many of the factors causing the gap between the two groups. Factors that often arises among others, with respect to the certification of teachers, lecturers discipline, as well as the perceived performance of lecturers in favor of certain parties. The emergence of conflicts in the organization will affect the climate and culture of the organization that will lead to more controversy and divisions within the organization. Conflict within an organization can be minimized if the figure founder and head of the organization to accommodate and facilitate and be a mediator in addressing and resolving conflicts and disputes groups within the organization.

This research is expected to contribute in the development of science and technology-Sosbud through discoveries that will be obtained as a result of direct observation. The purpose of this study is to provide an overview of the relationship between individual and group characteristics, structure, culture and organizational climate of the effectiveness of internal organization at the private university. This research is also expected to enrich science education administration (management level). The target to be achieved in this study can describe picture of the dynamics of the groups within the organization, the conflicts that occur and how the solution in improving organizational effectiveness.

RESEARCH METHODOLOGY

This research belonged to the category of ex post facto study which was a form of research that did not need to be in control or manipulation of variables directly by research. Embodiments of the independent variables have occurred naturally or cannot be manipulated or researchers trying to give an explanation of the facts that have occurred. Differences independent variables obtained not by manipulating the independent variables directly, but by choosing specific individuals to serve as the independent variable by using a descriptive-correlational research design. This was a descriptive type to obtain information regarding the phenomena observed today. This was a correlational study to explain whether or not the relationship between the various variables based on large-size of the correlation coefficient (Ardhana, 1987; Ary et al., 1985; Kachigan, 1982). In this research, there were several exogenous variables and some endogenous variables. Exogenous variables are those that are not influenced by other variables in the model; whereas, an endogenous variable was a variable which was influenced by other variables in the model (Asher, 1993; Cohen and Cohen, 1983).

The purpose of this study was to determine the direct and indirect relationship between individual characteristics, group characteristics, organizational structure, organizational culture and organizational climate to organizational effectiveness. This study uses a quantitative approach to the ex post facto research category and is a non-experimental research. The hypothesis of this study aims to prove the relationship between variables. Location of the study was conducted in Malang, East Java that includes a population of as

many as 1,164 people lecturers in 55 private colleges which are spread throughout the city of Malang.

Research Instruments in this study in the form of the inquiry. The questionnaire used to collect data for the information to be obtained relating to the individual characteristics, the characteristics of the group, its organizational structure, organizational culture, organizational climate, and organizational effectiveness as perceived by the lecturers. Development of instruments includes two phases: the preparation phase ie the stage develop instruments based on the study of theory and test phase, that is to try out on the field with the goal of permanent lecturers who are not being sampled.

Relationships that exist in the path analysis is a causal relationship, ie the relationship because they exogenous affect the endogenous variables. Model relationships between variables can be shaped recursive (one way) and non-recursive (two-way or reciprocal). Path analysis is the beginning of a structural model analysis, or better known as SEM (Structural Equation Modeling). PLS method are the analysis tools to prove the hypothesis of the research undertaken. research hypothesis as follows:

1. There is a significant relationship directly between individual characteristics and the characteristics of the group / groups with an organization's effectiveness at private colleges in the city of Malang.
2. There is a significant relationship directly between individual characteristics and the characteristics of the group / group with the organizational culture in private colleges in the city of Malang.
3. There is a significant relationship directly between individual characteristics and the characteristics of the group / group with the organizational climate at private colleges in the city of Malang.
4. There is a direct significant relationship between individual characteristics and the characteristics of the group / group with the organizational structure of private colleges in the city of Malang.
5. There is a significant relationship directly between the organizational structure of the organizational culture in private colleges in the city of Malang.
6. There is a significant relationship between direct and indirect organizational culture with organizational climate at private colleges in the city of Malang.
7. There is a significant relationship between direct and indirect organizational structure, organizational culture, organizational climate and organizational effectiveness at private colleges in the city of Malang.

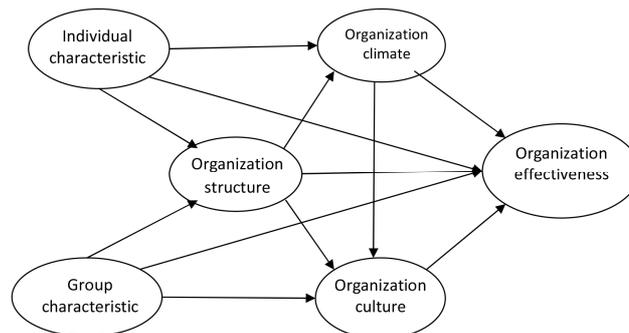


Figure 1. Research Model

Data Collection and Analysis

The unit of analysis in this study was that individuals who were already certified permanent lecturers at private universities. As for the reason of permanent lecturers used in this study population that remained private university lecturers directly involved in the process of formation of organizational culture and climate on campus. The existence of a permanent lecturer at a private university almost every day so as to perceive the efficacy of college each, in which it is different from the part-time lecturers (outstanding faculty). The determination of the number of samples using tables compiled by Krejcie and Morgan in (Sekaran, 2003). According to (Sugiyono, 2003) tables were developed by Isaac and Michael.

Based on the table if the total population of about 1000 - 1200, the total sample of about 258-270 or about 25% to 30% of the total population. Researchers took 30% of the total random population, which is 349.2 or rounded up to 349 people.

Table 1. Samples Distribution

No	College Level	Tenured faculty foundation	Lecturer Civil Servants	Lecturers Sample
1.	University	173	80	253
2.	Institute	27	15	42
3.	College	28	11	39
4.	Polytechnic	6	3	9
5.	Academy	4	2	6
	Total	238	111	349

Data tenured faculty lecturer foundations and data lecturer civil servants researchers obtained through analysis studies certification file and faculty workload that was on the personnel and staffing Kopertis Area VII East Java in Surabaya for 3 months intensive. Questionnaire research as a tool to explore the data in this study disseminated by sending by registered mail to the address or email respondents by first ensuring that the email address of the respondent and is valid. To do this the researchers conducted observations to campuses where potential respondents were randomly selected and assisted by officers and a letter of introduction from the Coordinator Kopertis Region VII East Java or authorized personnel.

Analysis of the data used in this research was the analysis of structural models, or more commonly known as SEM (Structural Equation Modeling), the PLS analysis tools to build and validate the structure of the conceptual framework. Structural equation modeling (Structural Equation Modeling) was a second generation multivariate analysis technique that allows researchers to examine the relationship between complex variables both recursive and non-recursive to obtain an overall picture of the overall models.

SEM analysis techniques with PLS analysis tool used to test the hypothesis. PLS has been assuming SEM which has been able to consider issues that could not be done by other programs. PLS could provide information that was more innovative in the presentation of statistical results. So the modification of models and causes no or poor fit a model can be easily known, through the use of a moderating variable and non-linearity could be finished (Ghozali, 2011).

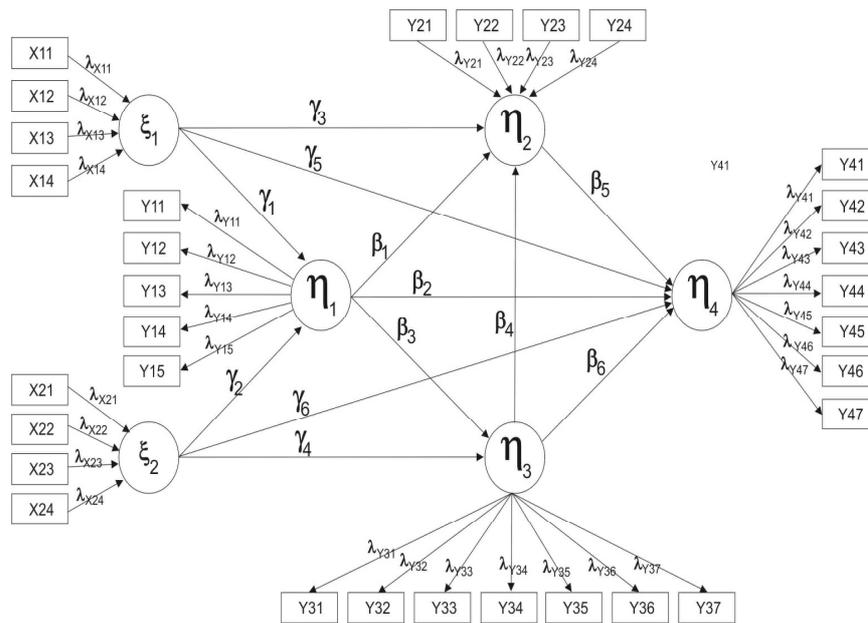


Figure 2. Line Diagram Interpersonal Research Variables

RESULTS

Descriptive Research Variables

Descriptive analysis of the study variables aimed at providing an overview of the responses or answers to the questionnaire that was given to the respondents as a tool to dig and collect data. The variables in this study, including individual characteristics, group characteristics, structure, culture, climate and organizational effectiveness of existing private universities in Malang, East Java. The parameters of the descriptive analysis of the variables used include the minimum score, score the maximum, average and standard deviation of variables and indicators in this study. Based on the results of descriptive analysis with SPSS software known that the average response of survey respondents showed a good attitude and supported this research.

Inferential Analysis

Inferential analysis was aimed at proving and testing the hypothesis of a study with previous theories and provided conclusions on the state of the population through the use of samples as a measurement parameter. Constructs in this study consisted of two kinds, among others constructs with reflective indicators, namely the organizational structure, organizational climate and organizational effectiveness. While constructs with formative indicators included individual characteristics, group characteristics and culture of the organization. For that reason the researchers chose PLS method as an approach in analyzing the structure and models in the SEM. The results of the analysis of the relationship between constructs in this study can be seen in the following figure.

Relationship individual characteristics, group characteristics

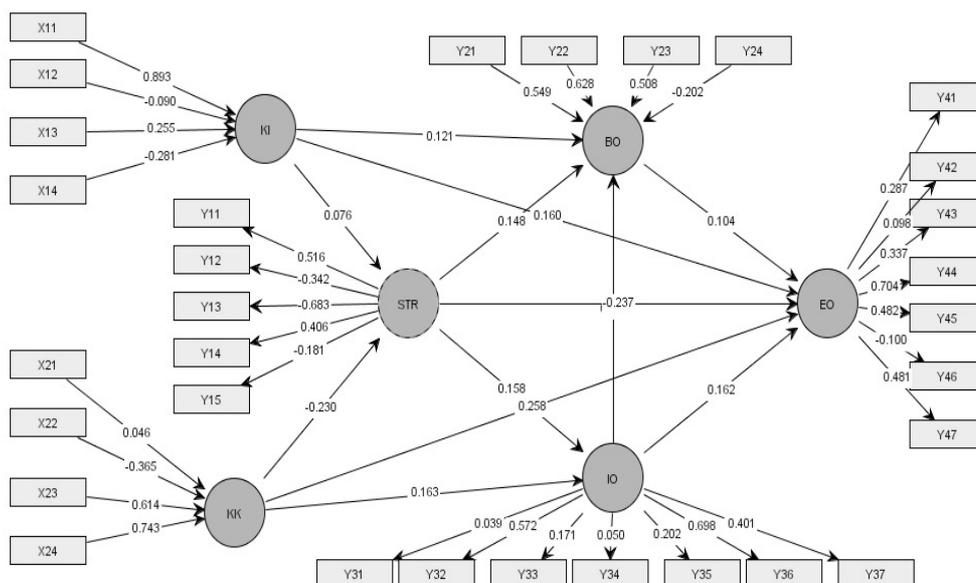


Figure 3. Result Analysis of Interpersonal Constructs Research

Based on the picture above shows that construct the structure, culture and organizational climate as moderating variable that can strengthen or weaken the relationship between individual characteristics, group characteristics and effectiveness of the organization.

Researchers found there are five (5) significant direct engagement occurs between the characteristics of the group with the organizational structure, organization climate to the culture of the organization, group characteristics with the effectiveness of the organization, the organizational structure of the effectiveness of the organization and the organizational climate of the effectiveness of the organization of which indicated that the value of T-counted more of the T-table of 0.674 with significant level of 5%.

The coefficient value for each parameter constructs also clearly showed a significant direct relationship between the characteristics of the group with the organizational structure, organizational climate to organizational culture, characteristics of the group with an organization's effectiveness, the organizational structure of the effectiveness of the organization and organizational climate to organizational effectiveness. Relationship characteristics of the group with the organizational structure has a coefficient of -0.230 parameters of this case shows that the characteristics of the group with the organizational structure have a significant direct relationship of opposites. A significant direct relationship between organizational climate to organizational culture, which had a coefficient parameter value of 0.218.

Coefficient parameter value between the characteristics of the groups with an organization's effectiveness 0.258 showed a significant direct relationship between them. The next significant direct relationship between the structure of the organization with the effectiveness of the organization of which both have coefficient parameter of -0.237, but direct contact is conflicting. Organizational climate with an organization's effectiveness also showed a significant direct relationship between the two in which the value of

coefficient parameters between the two amounted to 0.162. Relations between the constructs in this study can be seen on the inner table following model.

Table 2. Parth Coefficients (Mean, STDEV, T-Values)

	original sample estimate	mean of subsamples	Standard deviation	T-Statistic
KI -> STR	0.076	-0.144	0.253	0.301
KK -> STR	-0.230	0.109	0.305	0.757
KI -> BO	0.121	0.083	0.286	0.423
STR -> BO	0.148	-0.027	0.272	0.544
IO -> BO	0.218	0.184	0.265	0.820
KK -> IO	0.163	0.085	0.323	0.505
STR -> IO	0.158	0.032	0.341	0.463
KI -> EO	0.160	0.063	0.256	0.624
KK -> EO	0.258	0.159	0.237	1.088
STR -> EO	-0.237	-0.007	0.286	0.827
BO -> EO	0.104	0.095	0.222	0.470
IO -> EO	0.162	0.159	0.224	0.721

Besides seeing the value of coefficient parameters obtained from the calculation of the inner weights above through table 4.8, other ratings in the analysis of the position or the position of the structure, culture and organizational climate seen also on the value of the correlation between each latent variable in this study. Relations between research constructs correlation can be seen from the table below of the latent variables.

Table 3. Correlation Between Latent Variables

	KI	KK	STR	BO	IO	EO
KI	1.000					
KK	-0.055	1.000				
STR	0.089	-0.235	1.000			
BO	0.164	-0.058	0.185	1.000		
IO	0.137	-0.126	0.120	0.252	1.000	
EO	0,164	0.319	-0.245	0.112	0.214	1.000

correlations between variables indicate that the characteristics of the group to contribute negatively to the individual characteristics of 5.5%. The individual characteristics accounted for 8.9% and negative characteristics of the group contributed 23.5% to the organization structure. Characteristics of individuals accounted for 16.4%, the

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characteristics of the group contributed negatively by 5.8% and the organizational structure contributed 18.5% to the culture of the organization.

The contribution of the individual characteristics of 13.7%, group-specific characteristics contributed negatively by 12.6%, amounting to 12% struktur organization of organizational climate, yet organizational climate contributed 25.2% to the culture of the organization. Characteristics of individuals accounted for 16.4%, 31.9% of group characteristics, organizational structure contribute to a negative 24.5%, contributing 11.2% of organizational culture and organizational climate accounted for 21.4% of the effectiveness of the organization. In the analysis with PLS method correlation results obtained through techniques bootstrapping for each constructs and indicators of latent variables in this study. R-square value in PLS method used to measure the model constructs between latent variables and measure the model constructs also between latent variables with the indicator. Image measurement analysis model can be as follows.

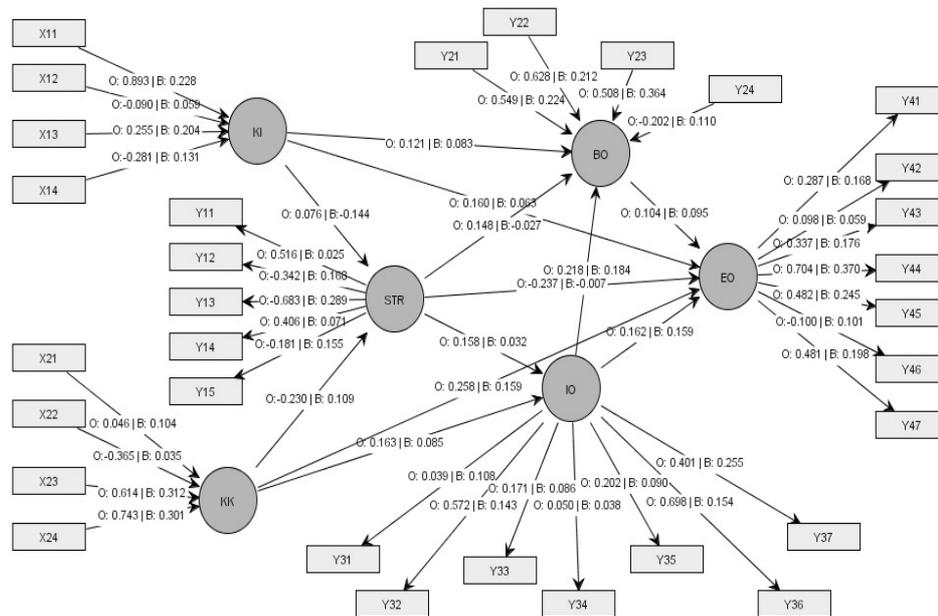


Figure 4. Model Inter Construct Research

The result of the path coefficients in the initial model, statistically there are 7 (seven) relationships that are not proven to have a significant influence (T-count <T-table) is a direct relationship between individual characteristics to the organizational structure, the individual characteristics of the organizational culture, organizational structure with organizational culture, a direct relationship between the characteristics of the group with the organizational climate, a direct relationship between the organizational structure with organizational climate, a direct relationship between individual characteristics with the effectiveness of the organization, as well as a direct link between organizational culture with organizational effectiveness.

Table 4. Hypothesis Testing Results Summary

Hypothesis	Hypothesis statements	Results of hypothesis testing
H1	There was a significant relationship directly between individual characteristics and the characteristics of the group with an organization's effectiveness at private universities in Malang	Accepted
H2	There was a significant relationship directly between the individual characteristics of the organizational culture at private universities in Malang	Rejected
H3	There was a significant relationship directly between the characteristics of the group with the organizational climate at universities in Malang	Rejected
H4	There was a significant relationship directly between individual characteristics and the characteristics of the groups with struktur organization at private universities in Malang	Accepted
H5	There was a significant relationship directly between the organizational structure with organizational culture and climate at private universities in Malang	Rejected
H6	There was a significant relationship directly organizational climate to organizational culture at private universities in Malang	Accepted
H7	There is a significant relationship between direct and indirect structure, culture, organizational climate and organizational effectiveness at private universities in Malang	Accepted

Based on the hypothesis test result above that of 7 there are three hypotheses research hypothesis is rejected and four accepted hypothesis at a significance level of 5%. Furthermore, the research findings can be structured summaries hypothesis testing as presented in the following table.

The results of modeling with PLS analysis with a view to illustrate the relationship six variables studied, there are three paths is not significant and there is a four-lane proved significantly. Four significant proven track is a direct relationship between the characteristics of the groups with the effectiveness of the organization, individual characteristics and the characteristics of the group with the organizational structure, organizational climate to organizational culture and structure, climate and culture of the organization with an organization's effectiveness. End models found in this study are described in the following figure.

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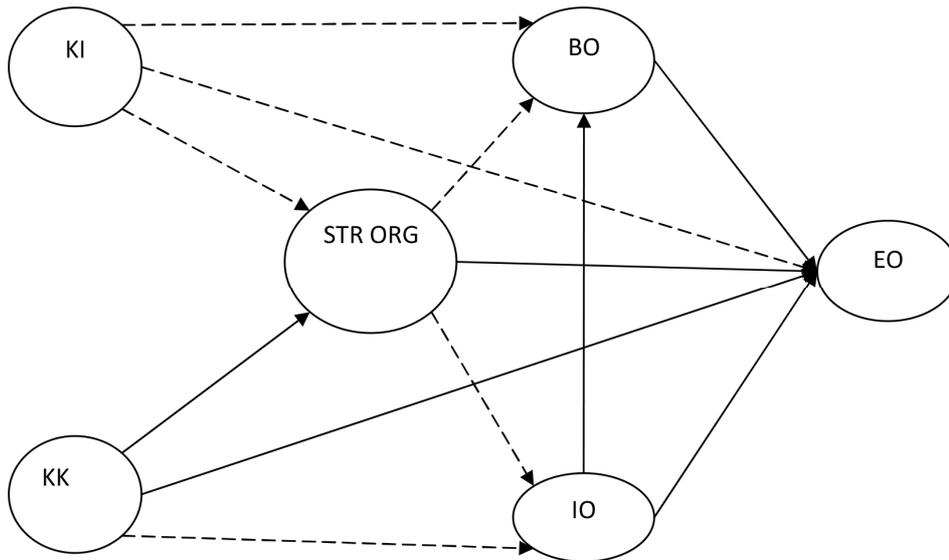


Figure 5. The final model

Information: ----- no significant direct relationship
_____ significant relationships directly

In the final model explained that that the variable characteristics of the group are directly related to the effectiveness of the organization, group characteristics also play a direct role in the existence of the organizational structure. Organizational climate becomes a strategic factor to organizational culture and have a direct relationship. An organization's effectiveness is determined by the structure, climate and culture that flourished in the organization.

DISCUSSIONS

Some things that are important in their group characteristics are common destiny and power because of the position that affects the dynamics and the existence of groups within an organization. That the private college where the composition of the group of lecturers and professors remained fixed foundations lecturer civil servants bit much effect on the effectiveness of the college. Through certification can minimize the occurrence of lecturers perceived groups unproductive professors and minimizes conflicts between groups in private colleges. Expected future all lecturers in Indonesia have rights and obligations as well as the same income among tenured faculty with tenured faculty foundation of civil servants, the difference between them is the performance of each faculty.

The group managed to occupy an important position in the organization will put the interests of their group in each of the various decision-making organizations. The majority would dominate any decisions and activities undertaken in the organization. This is consistent with the dynamics in college one of which is a power struggle and the political process in college.

The organizational structure directly affect the effectiveness of the organization in the structure where there is a division of tasks and roles are divided through the hierarchy and authority. The organizational structure of private colleges formalistic affect acceleration and effectiveness of decision-making that requires spontaneous mechanism. Once again the ability of a leader is very important in running and sustainability of the existence of private universities. Leadership both at the rector or program of study must have qualified managerial skills so that the entire academic community can learn and work comfortably.

Cultural organization was formed by the founder of the organization, so that if the private college organizational culture is transmitted and built by the founders of the college. Each college has a different culture that is reflected in the logo, vision, mission, goals and objectives to be achieved. Quite often also reflected in the form of buildings, the color of the building, as well as the uniform of the lecturers and employees. An organizational culture that is very easy to see at the time of graduation and anniversary kegiaan activities conducted by the university.

Organizational effectiveness can only be achieved if the climate that exists in the organization is open. Where is the openness of each member of the organization can work and carry out their duties with a sense of security and comfort. Confidence in the leadership will encourage employees to voluntarily devote himself to his work and the institution to which he belongs.

Private colleges have an open organizational climate can provide a conducive academic atmosphere for the creation of the implementation of learning for students. Conducive academic atmosphere that will encourage students, faculty and employees to come forward and aspirations, be innovative and creative that enhance the development of science and technology. Creative thinking and innovative indispensable in achieving the targets and goals of private universities as the basic capital in recruiting new students. Private universities are highly dependent on the number of students to achieve the goals and targets set jointly by the founders.

CONCLUSION

Based on the findings and implications of this research, made a conclusion; (1) The effectiveness of private universities is influenced by several factors, both directly and indirectly, a factor directly related to the effectiveness of the organization included group characteristics, organizational structure, culture and organizational climate; (2) The role of individual characteristics were not directly related to the effectiveness of the organization at a private university in the city of Malang; (3) Characteristics of the group were directly related to the effectiveness of the organization at a private university in Malang; (4) Individual characteristics were not directly related to the organizational culture in private colleges in the city of Malang; (5) Characteristics of groups not directly related to the organizational culture in private colleges in the city of Malang; (6) The individual characteristics were not directly related to the organizational climate at private universities in Malang; (7) Characteristics of the group was not directly related to the organizational climate at the university in the city of Malang; (8) Through the organizational structure, the characteristics of the group also had a significant relationship with an organization's effectiveness at universities in Malang; (9) The characteristics of groups were not directly related to the organizational climate towards the private

university in the city of Malang; 10) The organizational structure did not deal directly with the organization's culture and climate of private colleges in the city of Malang; (11) Organizational climate was directly related to the organizational culture of universities in Malang.

It has been suggested that: (1) The description of the effectiveness of the internal organization of private universities in the characteristics of individuals, the power of motivation, communication systems, the interaction process of mutual influence, decision-making process, the formulation of goals and giving orders, and process control should be used as an input the leaders of private universities in Malang, where in determining strategy in establishing and implementing the organizational structure, strengthen the culture of the organization, and creating a conducive climate of organizational for private colleges that led to the creation of private universities are effective and efficient; (2) To evaluate the effectiveness of private universities as a reference or basis for fostering and developing the private universities as well as the basis for making policies with regard to the process of higher education at private colleges; (3) In order to improve the quality of graduates of private colleges, assessment and evaluation of the effectiveness of the college can be used ingredient in making the development of policies relating to the implementation of higher education and its dynamics in the private colleges; (4) Based on observations and interviews with faculty researchers and lecturers still remains the foundation of civil servants in terms of internal factors determining the effectiveness of the college was still variations. There are some colleges that already factors that can be used for analysis in determining an organization's effectiveness. In relation to this, the need for commonality and standardization of the nature and universally applicable in evaluating and assessing the effectiveness of private universities so that there are no gaps are very much amongst private universities.

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