

The Impact of Recruitment, Learning Organization, Self Development towards the Performance of Lecturer of Polytechnic “X” Jakarta

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Abstract: The study aims at determining the impact of Recruitment, Learning Organization, Self development toward the the Performance of the Lecturer of Polytechnic “X” Jakarta. The previous research usually focus in the big enterprise and the sample used is the employee of the companies. This research use the object is a higher education, with the sample used is the lecturer, that’s why this research differ of the previous researchs. The research was conducted at the Polytechnic “X” Jakarta. The research used quantitative approach , using correlation of multiple design approaches, to test the hypothesis that explains the relationship of each independent variable and dependent variable, individually and using path analysis to test the hypothesis that explains the relationship of each independent variable and dependent variable simultantly . The number of samples in this research comprized 133 lecturer and techniques of data analysis using simple regression and correlation analysis and multiple regression analysis and correlation. The results showed (1) recruitment has direct positive impact on the performance, (2) learning organization has positive direct impact on the performance , (3) recruitment has positive direct impact on self development, (4) learning organization has positive direct impact on the self development , (5) self development has positive direct impact on the performance . The research prove that good quality of recruitmen, learning organization, self development can inrease the performance of the lecturer of Politeknik “X” Jakarta.

Keywords: performance, recruitment, learning organization, self development, lecturer.

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I. Introduction

Education become a most important thing for a developed country like Indonesia. Based on the national constitution, education for Indonesian citizen borne by the state. But, since the limited finance budget of the Indonesia government, so it can’t cover the education for the citizen. This condition rise the opportunity for private sector to own and operate education institution started from elementary school up to higher education. While this is an era of globalization that is full of competition and global dynamics, demanding all parties both individuals and institutions to be able to anticipate the globalization challenges and competition. Revamping on aspects of human resources management are appropriate and effective for the success of a program is a must in order to anticipate the strategic challenges faced and in addition also prepare the quality of human resources in order to survive and win in the competition. Then the qualified human resources is one measure to reposition the nation of Indonesia to align with the developed nations in ASEAN and in the world. It is necessary to increase efforts and development of quality human resources with high competitiveness, it needs to be continuously carried out long-term planned and organized. As well as the higher education institution, which is organizes a college education in generating reliable human resources. Higher education providers have a duty to create quality human competencies, through a process of education effectively.

Changes occurring in the global business environment presents to trigger a rise in the intensity of competition between providers of higher education. So each provider of higher education will try to offer a service of high-performing higher education. More rigorous competition that an impact on the more difficult it is for College can maintain the number of students enrolled, as well as the acquisition of new students for the following year.

At private colleges or polytechnics, where private agencies in funding his survival is very dependent on funds from the students, then the competition to acquire as many students are getting increasingly tight, so

that each institution should devise college strategic planning in the field of human resources who can win the competition or at least can still earn enough students for operational continuity is better or more could increase the acceptance of students each year.. The performance of college reflected in obtaining accreditation from the accreditation Agency's ranking of national Universities (BAN-PT) Pay attention to general policy BAN-PT, that accreditation given to a program of study, among others, are intended to provide assurance to the public that the course in question meets quality. Polytechnic "X" Jakarta is an institution of higher education, which hosts three diplomas of education. Polytechnic "X" has a surface of some courses, i.e., computerized accounting, business administration, computer science, Engineering, public relations. Polytechnic "X" has 15 branches in Jakarta, Bogor, Depok, Tangerang, Bekasi and Cilegon, with the number of students is around 5,000 peoples and professors as much as 200 people. In the ratio of lecturers by students, 1 lecturer in relation to 25 students, meaning that it is still very comparable, if referring to the regulation of the higher education department, say that the ratio of lecturers by students is 1:45 for social sciences and for exact sciences department, the ratio of lecturers by students 1:30. Seen from a few courses at the polytechnic "X" environment, most accreditation is "B", this shows the performance of the individual and the institution still in conditions less conducive to accelerating the achievement of the vision and mission (Tri Darma College) Polytechnic "X". . The low performance of lecturers shown by the number of student complaints against lectures, teaching performance assessment of lecturers that are result is still low, the large number of complaints about the performance of the lecturers in terms of answering the question of students, the number of student complaints about systematic explanation done by the lectures, there is still much complaints about mastery of the material. Likewise with low discipline of the lecturer and other things that show the low performance of the Polytechnic "X's lecturer.

The low performance of the Polytechnic "X" lecturers alleged to be caused by several factors such as recruitment of lecturers who are less good, self improvement of the lecturers who did not go well, and Polytechnic "X" has not yet to transform into learner organization. The low performance of the Polytechnic "X" lecturers teaching from the standpoint of recruitment can be outlined as follows: (1)There are still recruitments lecturer with Diploma education level three; (2)There are still many lecturer recruitments with the level of undergraduate education; (3) There are still recruitments of the lecturer who does not comply with the educational background; (4) The recruitment process is not optimal; (5)The process of recruitment of lecturers who are not selective.

Preliminary data obtained by researcher, from 200 lecturers, comprising 55% of the educational background of bachelor degree, 44% against the backdrop of the education Master degree and 1% against the backdrop of the education Doctor degree. To be able to obtain good quality professors, then needed an effective and efficient recruitment methods with good planning is based. Answering the challenge of business competition in the era of globalization and liberalization, and the implementation of the ASEAN Economic community, each agency is required to have a competitive advantage that supported organizational intelligence for managing knowledge through ongoing learning process. First, organizational changes to conform with the changing environment is the principle of the learning organization. In line with the movement of the information society, then the organization needs to master the information concerning the environment in consideration. Economic development is more based on knowledge with a knowledgeable work force as most major asset. Therefore, learning organization is important in increasing the competitiveness of a given institution, through its human resources with the learning organization there is good knowledge transfer process in the institutions, so that the performance of the lecturer is expected to be increased. Weak Learning Organization in Polytechnic "X" allegedly is one of the causes of the low performance of lecturers caused by several things, including: (1) lack of activity of the acquisition and mastery of science pengetahuan by Polytechnic "X" lecturer; (2) lack of activity dissemination of Sciences among lecturers Polytechnic "X"; (3) lack of efforts of "X" to facilitate the Polytechnic lecturers in the activity for control or increase mastery against the science; and (4) lack of effort to find out new information among lecturers of Polytechnic "X".

Another factor thought to further affect the performance of the Polytechnic "X" lecturer is self-development. Self development is a process that is conducted manifests herself into the best based on potential (capability) in all areas so that the impact of the benefits made many people. Everyone has a strength that comes from him self, the force that makes unique, which makes it different, and high creativity. Many people do not recognize what potential there is in him; the process of self development lecturer is the "starting point" where the organization or institution would like to improve the knowledge, skills and ability lecturer according to the needs of the present to increase performance in an effort to improve competitive advantage. Weak self development lecturer Polytechnic "X" allegedly causing low performance lecturer, is caused by several things, including: (1) old age factor, causing some Polytechnic lecturer less interested to develop themselves; (2) the expensive cost of self development through formal education to improve the educational level of the Diploma level three become bachelor degree, bachelor degree became Master, Master of being Doctor; (3) lack of supplying cost continuing education for polytechnic "X" lecturers , so very little is continuing education to a higher level; (4) lack of training process to improve skills away from the polytechnic "X" lecturer;(5) lack of

books which are the source of Science for lecturer of polytechnic “X” in it’s library; (6) lack of motivation of lecturers for self development, because despite gaining a higher education level, but no significant influence in awarding compensation; and (7) lack of job satisfaction because of the lack of awards so that not motivated to develop themselves. Because of the breadth of the variables that affect the performance of a lecturer, then this study is restricted to four (4) variables according to the consideration of researcher was dominant in Polytechnic “X”, covering : (1) recruitment; (2) learning organization; (3) self development and (4) performance teaching of the lecturer Thus researcher formulated the title of "the effect of recruitment, learning organization, self development against Polytechnic “X” lecturer teaching performance .

Some sense of performance, among other things, according to Armstrong (201, 321), *Performance is concerned with how well something is done and reward is with how should people recognized for doing it*. This opinion concerned the performance of how good something is implemented and appreciated how someone is known for doing that. While according to Sabine Sonnentag in Zulhawati (1995:12) , *performance is defined as behavior or actions relevant to the objectives of the Organization and can be measured especially on the level of expertise with specific action presented or a set of activities*. From this definition, then the performance is relevant to the purpose of the action and can be measured. Similar with it on another occasion Armstrong (2012a: 149) found that, *all organization are under an obligation to their stakeholders to performe well. To do this, they depend on the quality, dedication, enthusiasm, expertise and skill of the people working in the at all level*. The above definition, then the performance concerning quality, *enthusiasm*, dedication, expertise and skills of the people who work at the organization. Meanwhile Colquit, *et al* (2009) interpret performance as a set of employee’s behavior which is contributed either positive or negative on organization’s goal achievement. This sense view performance from the effort conducted by employee to achive organizational goal. Noe, et al (2020) said that the companies that want competitive advantage through their employee should manage behavior and result of the whole employee. This definition focus on the effort should do to gain competitive advantage through employee. Meanwhile Benardin and Russel (2014) said performance as the record of outcome produced on specified job fuction or activity during a specified period. It seems that performance refer to result that produced of a certain function within a period.

Recruitment often describes a first contact between organizations with prospective employees. Therefore, it must be considered to create an interest in the job applicants, so they accept the job offered of the company. An effective recruitment process looks at both internal and external candidates (Anand, V, V, 2018). Recruitment which is the securing a supply of possible candidates for the jobs in an organisation is the first stage in the process of employment which involves determining the required number of personnel required, the kind and type of personnel needed, what kind of employment to offer (contractual or pensionable employment), determine where such personnel are available and find the means of attracting them towards the organisation before starting the process of selection. This is the most common process of recruiting in organisations but nowadays things are not done this way (Sule, 2013).

Because organizations are continuously changing they must learn from the past, competitors and experts to remain competitive (Gibson *et. al.*, 2009:505). It is the provision of the company in order to remain competitive in the market place. Learning organization is one that proactively, creates, acquires, transfer knowledge and that changes its behavior on the basis of new knowledge and insights (Kiniki and Fugate, 2012:439). This opinion places emphasis on proactive organizations that generate, capture and knowledge transformation and organizations change their behaviour on the basis of new knowledge and insight. The comparative advantages and competitive an organization largely determined by the willingness and ability to learn faster (Drucker in Sudaryono, 2014:125). It’s mean the organization not only do the learning process, but the learning process should be done faster. In a learning organization people must continually expand their capacity in order to create the result they trully desire (Senge, 199:3). Every change on behavior relatively permanent that occurred as a result of experience Robbins (2006: 56) .Looking closely at the meaning of the learning organization which have expressed above, then it can be synteziied that the learning organization is an organization that facilitates learners member of organizations to develop them selves proactively, creates, acquires, transfer knowledge and that changes its behavior on the basis of new knowledge and insights on an ongoing basis in an effort to increase the capabilities of the organization in order to excel against competitors.

Self development is done keeping the mind as open to new concepts or new aspects, so that it can increase competitive advantage, which ultimately improves the performance of the organization. Everyone is basically different and therefore self development is not necessarily effective for everyone. Self development is a long process that encourages someone to stay motivated increase traffic himself. Self-development is the completion of the self through the learning process as well as training to enhance the capabilities and skills of self to maintain competitiveness in the job market. According to Roberts (2016), self development as an action to keep our mind was opened to the new aspects and concepts. George and Jones (2002) said that self development is the learning that results relatively permanent change in knowledge or behavior that results from practice or experience. This sense said the self development results permanent change on knowledge or behavior.

Antonacopoulou (2009) find the impact of employee development initiatives on individual's willingness to learn and take personal responsibility for development. This finding highlights the nature of the interaction between individual and organizational priorities within development and draw attention to some of the challenges to underpin employee development initiatives.

II. Statement of the Problem

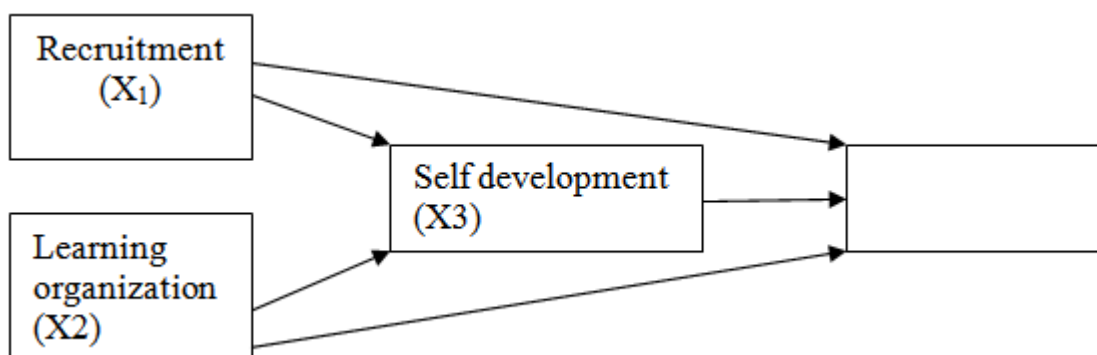
Statement of the Problem in this research are: (1) How is the dynamic of recruitment toward Performance; (2) How is the dynamic of learning organization toward performance; (3) How is the dynamic of self development toward performance; (4) How is the dynamic of recruitment toward self development; (5) How is the dynamic of learning organization toward self development. toward self-development of the lecturers of Polytechnic "X", Jakarta.

III. Method

The research uses descriptive and quantitative methods, that is by describing the state of the object of the research at the time the research conducted. This study examines the relationship of four variables, namely recruitment (X_1), learning organization (X_2), self development (X_3), and performance (Y).

Previous researchs indicate that there is a significant influence of recruitment toward performance, there is a significant influence of learning organization toward performance, there is a significant influence of self development toward performance, there is a significant influence of recruitment toward self development, there is a significant influence of learning organization toward self development.

In general, this research is aim to analyze the clarity of the variables that can affect the performance of the lecturer of polytechnic "X", Jakarta, as shown at the matrix correlation between variables as shown at figure 2.1.



This study uses 3 (three) independent variables and 1 (one) dependent variable. The independent variables consist of: (1) recruitment, which is a description of how the recruitment process done, include the organization need, recruitment process itself, a proper selection criteria; (2) learning organization, which is a description of organization where people continually expand their capacity to create the result they truly desire. The learning organization is an organization to which learners in it people are continuously developing their capacity to produce the results they really want; (3) self development, which is a description of the completion of the self through the learning process as well as training to enhance the capabilities and skills of self to maintain competitiveness in the job market. While the dependent variable is performance of the lecturer, which is describing of quality, enthusiasm, dedication, expertise and skills of the people who work at the organization. The population in this research is all the lecturers of Polytechnic "X", Jakarta, totaling 200 lectures. And the sample by using slovin formulation found 133 lecturers. And this research was conducted at Polytechnic "X", Jakarta, started from December 2015 up to July 2016.

Hypothesis used in this research are: (1) Suspected, recruitment has a positive and significant influence on the lecturer's performance; (2) Suspected learning organization has a positive and significant influence on the lecturer's performance; (3) Suspected recruitment has a positive and significant influence on the self-development; (4) Suspected learning organization has a positive and significant influence on the self-development; (5) Suspected self-development has positive and a significant influence on the lecturer's performance. The hypothesis above reflected in the statistical as follows: (1) H_0 : there is no positive and significant influence of recruitment on the lecturer's performance, H_1 : there is a positive and significant influence of recruitment on the lecturer's performance; (2) H_0 : there is no positive and significant influence of learning organization on the lecturer's performance, H_1 : there is a positive and significant influence of learning organization on the lecturer's performance; (3) H_0 : there is no positive and significant influence of self

development on the lecturer’s performance, H_1 : there is a positive and significant influence of self development on the lecturer’s performance; (4) H_0 : there is no positive and significant influence of recruitment on self development, H_1 : there is a positive and significant influence of recruitment on self development; (5) H_0 : there is no positive and significant influence of learning organization on self development, H_1 ; there is a positive and significant influence of learning organization on self development.

In this study the authors use multiple linear regression analysis to determine the dynamic of more than one independent variables to the dependent variable and path analysis . Data processing using Statistical Package for Social Sciences (SPSS 2.4)

4.Problem Solving

Based on the result of the research conducted on 133 respondent as main test, it can be known the lecturers profile based on on (1) Gender; (2) Education Back Ground ; (4) Age; (4) Work experience at Polytechnic “ X”, Jakarta. The profile of lecturers was mentioned on the tabel 3.1. Respondent Characteristics, below :

Tabel 1. Respondent Characteristic

Category	Information	Total	Frequency (%)
Gender	Male	53	40
	Female	80	60
Total			100
Age	24 – 30 years	53	40
	31 – 40 years	47	35
	>40 years	33	20
Total		133	100
Education	Bachelor	73	55
	Master	59	44
	Doctor	1	1
Total		133	100
Working Experience	0 – 1 years	20	15
	2 – 5 years	40	30
	>5 years	73	50
Total		133	100

Source : Data processing of questionnaire

Based on the result of the for gender, respondent of this study the majority or 80 respondent (60%) female sex, while the rest 53 lecturer (40%) are male sex. The several age categories, most (40%) are lecturer at the age 24-30 years, in term of the education back ground mostly bachelor, and from the side of working experience with the most work experience > 5 years is 50 %. Based on the results of the normality test, it can be concluded that the pathway of relation is normal pathway, so it is eligible to be used by the research hypothesis testing with path analysis model, as presented in the following table 3.2, Summary of estimated error calculation result normality.

Table 2. Summary of Estimated Error Calculation Results Normality

No	Variable	p-value	α	Conclusion
1	Recruitment (X1)	0.091	0.05	Normal
2	Learning Organization (X2)	0.418	0.05	Normal
3	Self-development (X3)	0.117	0.05	Normal
4	Lecturer’s performance (Y)	0.246	0.05	Normal

Source : Data processing using SPSS 2.4.

To find out the significant and linear correlation and the respective variables of the research, the researcher conducts significance and linearity test. Based on the results of significance and linearity test with F test technique, as outlined in the following table 3.3, Summary of test result significance regression equation.

Table 3.3. Summary of Test Results Significance Regression Equations

Variable	Significance Test				Linearity test		
	F _{count}	F _{table}		Status	F _{count}	F _{table} (0.05)	Status
		$\alpha=0.05$	$\alpha=0.01$				
Y on X ₁	26,762**	3,94	6,90	Significance	1,568 ^{ns}	1,61	Linear
Y on X ₂	48,148**	3,94	6,90	Significance	1,099 ^{ns}	1,61	Linear
Y on X ₃	46,492**	3,94	6,90	Significance	1,252 ^{ns}	1,61	Linear
X ₃ on X ₁	55,561**	3,94	6,90	Significance	1,403 ^{ns}	1,61	Linear
X ₂ on X ₁	151,386**	3,94	6,90	Significance	1,227 ^{ns}	1,61	Linear

** = very significance; ns = not significance

Source : Data procesing using SPSS 2.4.

Based on the results of significance test and linearity regression equation on the pathway of that relationship can be concluded that the pathway is very significant and linear, thus eligible to be used by the research hypothesis testing with path analysis model as shown on the tabel 3.4. Summary of result of the hypothesis testing on the effect of recruitment, learning organization, self development on the lecturer's performance of Polytechnic "X" Jakarta,

Table 3.4. Summary of the Hypothesis Testing Result of The Effect of Recruitment, Learning Organization, Self Development on The Lecturer's Performance of Polytechnic "X" Jakarta.

No.	Hypothesis	Path Coefficient	T _{count}	t _{table}		Conclusion
				0.05	0.01	
1	X ₁ on Y	0,265	2,738	1,979	2,356	Significance
2	X ₂ on Y	0,242	2,478	1,979	2,356	Significance
3	X ₃ on Y	0,278	2,363	1,979	2,356	Significance
4	X ₁ on X ₃	0,253	3,059	1,979	2,356	Significance
5	X ₂ on X ₃	0,247	2,630	1,979	2,356	Significance

IV. Discussion

From the the result of calculation , it is known that there is a significant influence of recruitment on the lecturer's performance of Polytechnic "X" Jakarta. Based on path analysis between variables showed a significant influence. Therefore, it can be said that the variance of the lecturer's performance of Polytechnic "X" Jakarta can be affected by the variance of recruitment. It's shown by the value of path coefficient is 0.265, with t_{count} of 2.7381 is greater than the value of t_{table} using $\alpha = 0.05$ is 1.979. The finding in this research is in line with previous theoretical study that is stated that a well-organized recruitment is able to demonstrate the achievement of good performance anyway. This finding is in line with the relevant research which is carried out by Omolo (2012) entitled "The Impact of Recruitment and Selection of Employee on The Performance of Small and Medium Entreprice in Kisumu, Kenya. The research that is conducted to determine the influence of recruitment and selection of the employee to the performance, by using survey research method, it is found that the recruitment and selection process impacts significantly the performance of employee. This finding also in line with relevant research conducted by Oaya, *et al* (2017), in their research entitled "The Impact of Recruitment And Selection Strategy On Employee's Performance. The research is carried out to determine the impact of recruitment and selection strategy on Employee performance, it's found that recruitment strategy impacts significantly on employe performance. Thus, it can be said that the lecturer's performance of Polytechnic X can increase when recruitment strategy is done to improve lecturer performance. The finding in tjis research also strengthened by the previous research conducted by Yuliant and Ellyta in their research entitled "Recruitment and Selection Process Analysis on Performance Officer" & " Business and Bureaucracy ", that carried out to determine the influence of recruitment on the performance, it is found that the recruitment process influences on the performance of employee significantly..

Learning organization has a significant impact on the performance of the Polytechnic "X" Jakarta lecturer, Therefore, it can be said that the variance of the performance of the Polytechnic "X" Jakarta lecturer can be affected by the variance of learning organization. It's shown by the value of path coefficient is 0.242, with t_{count} amounted to 2.478 greater than the value t_{table} using $\alpha = 0.05$ at 1.979. The finding in this research is in line with previous theoretical study that is stated that a learning organization will support the teaching performance That finding strengthened by the research conducted by Hussein, *et al*, (2013), *Learning Organization and it's Effect on Organizational Performance And Organizational Innovativeness : A Frame Work For Malaysian Public Institution of Higher Education*. The research aim to determine the impact of learning organization on the performance, by using quantitative approach , it is found that there is a significant impact of the learning organization to improve performance. Ans also the finding of this research strengthened by the privious research conducted by Qauliyah from North Sumatra University, entitled "The Influence of Learning Organization on Employee's Performance of PT. Plantations", which was the aim to determine the influence of learning organization on the performance, by using quantitative associative methods, it is found that there is a significant role of the learning organization to improve performance.

Self-development has a significant influence on the performance of the Polytechnic "X" 's lecturer. It's shown by the value of path coefficient is 0.278, with t_{count} of 2.363 which is greater than the value t_{table} using $\alpha = 0.05$ at 1.979. The finding in this research is in line with previous theoretical study that is proposed that self-development will support teaching performance. It is reinforced by a research conducted by Alnidawi A, A, B, *et al* (2016), entitled "*Learning Organization Impact on Intelctual Capital Risks : An Empirical Study in the Jordanian Phamaceutical Industri Company*". The research shown that learning organization has a positive and significant impact on internal creative. Thus it can be said that the performance of Polytechnic "X" 's lecturer can be increased when it is supported with a good self-development. Another previous relevant research conducted by Hameed, A, Waheed, A, (2011), *Employee Development and It's Effect on Employee*

Performance A Conceptual Framework, The result of this research shown the significant impact of employee development on employee performance.

Recruitment has a significant impact on the self-development of Polytechnic "X" 's lecturer. It's shown by the value of the path coefficient value is 0,253, with a value t_{count} 3, 059 is greater than the value t_{table} using $\alpha = 0.05$ at 1.979. The finding in this research is in line with previous theoretical study that is stated before that a good recruitment will support the self-development. This finding is reinforced by a research conducted by Dwi Rahayuningsih with the title "the influence of recruitment on the self-development of human resources at PT ZODIAC", with aim to determine the influence of recruitment towards self-development using quantitative associative method. It is found a very close relation between recruitment and self-development. The finding also strengthened by the research conducted by Ahsan (2018), entitled *Effective Recruitment and Selection along with Succession Planning towards Leadership Development, Employee Retention and Talent Management in Pakistan*. The research provide a clear guidance that it can comprehend in a way that when any organization will exercise Effective Recruitment and Selection and will recommend the carry out of Succession planning inside their organizations will eventually take an increase in the organizations performance in broader perspective. Thus it can be said that a good recruitment will well improve the self-development.

Learning organization has a significant impact towards self-development of Polytechnic "X"'s lecturer, it's shown by the value of path coefficient is 0.247, with t_{count} by 3, 630 is greater than the value t_{table} using $\alpha = 0.05$ amounted to 1,979. The finding in this research is in line with previous theoretical study proposed that a good learning organization will support self-development. That finding is supported by research conducted by Muhammad Farrukh (Institute of Graduate Research, Segi University, Malaysia), Abdul Waheed (School Of Busines and Economics, Management and Technology, Lahore, Pakistan) entitled "Learning Organization and Competitive Advantage", with the aim to determine the influence of learning organization to competitive advantage. Where one of the factor is self-development, using quantitative research method with multiple regression analysis, it is found a significant impact of learning organization towards self-development. Thus it can be said that the self-development can be enhanced when it is supported by good learning organization.

V. CONCLUSION

Based on the hypothesis testing that is discussed the research results as described above, it can be concluded as follows: 1) there is a direct positive influence of recruitment on teaching performance; it means that improves the quality of recruitment will lead to increase the performance of teaching. 2) there is a direct positive influence of the learning organization on the teaching performance; it means that improves learning organization will lead to the improvement of teaching performance. 3) there is a direct positive influence of the self-development on the teaching performance; it means that improves in self-development will affect in increased of teaching performance. 4) there is a direct positive influence of recruitment towards self-development; it means that improves good recruitment will lead to increase self-development, 5) there is a direct positive influence of learning organization on self-development; it means that improves learning organization will lead to increase self-development.

After having investigation to the research, it is found that elements of the recruitment of highly influential on performance improvement of Polytechnic "X" 's lecturer is the compatibility needs of the organization, while for the learning organization, which greatly affect the performance improvement Polytechnic "X" 's lecturer is a shared vision. Likewise, the element of self-development which is really influenced on the performance improvement of Polytechnic "X"'s lecturer is the improvement activity which is done by Polytechnic "X" 's lecturer itself.

To improve the teaching performance of the Polytechnic "X" 's lecturer, some suggestions that can be used as solutions are given as follows: (1)Improving the quality of recruitment of Polytechnic "x" 's lecturer should be done by adjusting the quantity and quality of the lecturer that is recruited by the organization's need; (2)Improving the quality of the Polytechnic "X" lecturer can be done by building a common vision in terms of learning organization activity; (3)Improving the quality of teaching performance of Polytechnic "X"'s lecturer is suggested by assisting financially to undertake self-development; (4)Improving the quality of the Polytechnic "X" 's lecturer that is suggested by recruiting lecturer relatively open to self-development, so that when the assignment of the lecturers still have a strong desire to develop their skills and knowledge; (5)Improving the quality of teaching performance of Polytechnic "X"'s lecturers suggested done by facilitating the remedy does perform continuous learning, thereby improving the knowledge and skills of the lecturers, so the lecturers will be ready for the task in the future and ready to compete in the job market.

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The Impact of Recruitment, Learning Organization, Self Development Towards The Performance Of Lecturer Of Polytechnic “X” Jakarta”

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The Impact of Recruitment, Learning Organization, Self Development Towards The Performance Of Lecturer Of Polytechnic “X” Jakarta

ABSTRACT

The study aims at determining the impact of Recruitment, Learning Organization, Self development toward the the Performance of the Lecturer of Polytechnic “X” Jakarta. The previous research usually focus in the big enterprise and the sample used is the employee of the companies. This research use the object is a higher education, with the sample used is the lecturer, that’s why this research differ of the previous researchs. The research was conducted at the Polytechnic “X” Jakarta. The research used quantitative approach , using correlation of multiple design approaches, to test the hypothesis that explains the relationship of each independent variable and dependent variable, individually and using path analysis to test the hypothesis that explains the relationship of each independent variable and dependent variable simultantly . The number of samples in this research comprized 133 lecturer and techniques of data analysis using simple regression and correlation analysis and multiple regression analysis and correlation. The results showed (1) recruitment has direct positive impact on the performance, (2) learning organization has positive direct impact on the performance , (3) recruitment has positive direct impact on self development, (4) learning organization has positive direct impact on the self development , (5) self development has positive direct impact on the performance . The research prove that good quality of recruitmen, learning organization, self development can inrease the performance of the lecturer of Politeknik “X” Jakarta.

Keywords: *performance, recruitment, learning organization, self development.*

I. Introduction

1.1. Background

While this is an era of globalization that is full of competition and global dynamics, demanding all parties both individuals and institutions to be able to anticipate the globalization challenges and competition. Revamping on aspects of human resources management are appropriate and effective for the success of a program is a must in order to anticipate the strategic challenges faced 59 in addition also prepare the quality of human resources in order to survive and win in the competition. Then the qualified human resources is one measure to reposition the nation of Indonesia to align with the developed nations in ASEAN and in the world. It is necessary to increase efforts and development of quality human resources with high competitiveness, it needs to be continuously carried out long-term planned and organized. As well as the higher education institution, which organizes a college education in generating reliable human resources. Higher education providers have a duty to create quality human competencies, through a process of education effectively.

Changes occurring in the global business environment presents to trigger a rise in the intensity of competition between providers of higher education. So each provider of higher education will try to offer a service of high-performing higher education. More rigorous competition that an impact on the more difficult it is for College can maintain the number of students enrolled, as well as the

acquisition of new students for the following year.

At private colleges or polytechnics, where private agencies in funding his survival is very dependent on funds from the students, then the competition to acquire as many students are getting increasingly tight, so that each institution should devise College strategic planning in the field of human resources who can win the competition or at least can still earn enough students for operational continuity is better or more could increase the acceptance of students each year.

One of the most important elements in increasing competitiveness through human resources in private colleges, especially polytechnic "X" is the improved performance of teaching professors as educational personnel. The performance of College reflected in obtaining accreditation from the accreditation Agency's ranking of national Universities (BAN-PT) Pay attention to general policy BAN-PT, that accreditation given to a program of study, among others, are intended to provide assurance to the public that the course in question meets quality. Polytechnic "X" Jakarta is an institution of higher education , which hosts three diplomas of education. Polytechnic "X" has a surface of some courses, i.e., computerized accounting, business administration, computer science, Engineering, public relations. Polytechnic "X" has 15 branches in Jakarta, Bogor, Depok, Tangerang, Bekasi and Cilegon, with the number of students is around 5,000 people and professors as much as

200 people. In the ratio of lecturers by students, 1 lecturer in relation to 25 students, meaning that it is still very comparable, if referring to the regulation of the higher education department, say that the ratio of lecturers by students is 1:45 for social sciences and for exact sciences department, the ratio of lecturers by students 1:30

Seen from a few courses at the polytechnic "X" environment, most accreditation is "B", this shows the performance of the individual and the institution still in conditions less conducive to accelerating the achievement of the vision and mission (Tri Darma College) Polytechnic "X". One element of the Tri Dharma Universities are

teaching performance lecturer. The low performance of teaching professors shown by the number of student complaints against professors, teaching performance assessment of lecturers that are result is still low, the large number of complaints about low performance of the lecturer in terms of answering the question of students, the number of student complaints about systematic explanation of the lectures, there is still much complaints about mastery of the material of lectures . Likewise with low discipline of the lecturer and other things that show the low performance of the polytechnic "X" 's lecturer, as seen in table 1.1 below, The Indicators of low performance.

40

Table 1.1. The Indicators of the low performance of the Polytechnic "X" Jakarta

Nu mber	the name of the activity	Student complaints	note
1	Discipline (timeliness)	Frequently late or absent without previous notice	Preliminary research results
2	The ability to answer questions students	sometimes	Preliminary research results
3	The competence acquired students attended lectures	Never explained	Preliminary research results
4	The use of technology in delivering the lecture material	There is still a lecturer who used a lecture material in the form of handwritten photocopy	Preliminary research results
5	The ability of students ' learning interest evoked	Rarely there are professors who can evoke the interest of student learning	Preliminary research results
6	The assessment tasks	Rarely there are professors who delivered the judgment task in a transparent	Preliminary research results

7	The utilization of technology in pemeberian College is still weak	There is still some professors give lectures with material handwritten copy	Preliminary research results
8	There are still many lecturers with a background of undergraduate education	Students questioned the legality of the lecturers	Preliminary research results
9	This shows the weakness of self development lecturer	This is particularly complained of students	Preliminary research results
10	the writing of the final Task, it still happens misunderstanding among fellow lecturer and final project supervisor	Students questioning the ketidaksamaan standards in the writing of Thesis students	Preliminary research results

Source: data processing of questioner presented at the Polytechnic "X" of Jakarta

The low performance of the Polytechnic "X" lecturers teaching alleged to be caused by several factors such as recruitment of lecturers who are less good, self improvement professors who did not go well, and Polytechnic "X" has yet to transform into learner organization. The low performance of the Polytechnic "X" lecturers teaching from the standpoint of recruitment can be outlined as follows: There are still recruitment lecturers with Diploma education level three,

There are still many recruitment of professors with the level of undergraduate education There are still recruitment lecturer who does not comply with the educational background.

The recruitment process is not optimal

The process of recruitment of lecturers who are not selective

Preliminary data obtained by researcher, from 200 lecturers, comprising 55% of the educational background of

Strata 1, 44% against the backdrop of the education Strata 2 and 1% against the backdrop of the education Strata 3.

In improving the performance of teaching professors as a competitive advantage, then some way that can be done, among others, by making sufficient planning and implementation of improvements to recruitment. To be able to obtain good quality professors, then needed a recruitment methods are effective and efficient with good planning is based.

The next process is the selection of prospective lecturers have been hired by holding the application selection, and held a variety of stages and types of tests. Answering the challenge of business competition in the era of globalization and liberalization, and the implementation of the ASEAN Economic community, each agency is required to have a competitive advantage that supported organizational

intelligence for managing knowledge through ongoing learning process. For executives and managers are aware of the importance of learning organization surely needs clear guidelines and practical measures for the realization of organizational learning in the management process. First, organizational changes to conform with the changing environment is the principle of the learning organization. Second, the development of the organization that are more oriented to the internal environment is considered not appropriate anymore. In line with the movement of the information society, then the organization needs to master the information concerning the environment in consideration. Organizations need more workforce knowledgeable (knowledge worker), economic development is more based on knowledge with a knowledgeable workforce as most major asset. From the explanation above then, Learning Organization is important in increasing the competitiveness of a given institution, through its human resources with the learning organization there is good knowledge transfer process in the institutions, so that the performance of the lecturer is expected to be increased.

Weak Learning Organization in Polytechnic "X" allegedly is one of the causes of the low performance of lecturers caused by several things, including: (1) lack of activity of the acquisition and mastery of science pengetahuan by Polytechnic "X" lecturer; (2) lack of activity dissemination of Sciences among lecturers Polytechnic "X"; (3) lack of efforts of "X" to facilitate the Polytechnic

lecturers in the activity for control or increase mastery against the science; and (4) lack of effort to find out new information among lecturers of Polytechnic "X".

Another factor thought to further affect the performance of the Polytechnic "X" lecturer is self-development. Self development is a process that is conducted manifests herself into the best based on potential (capability) in all areas so that the impact of the benefits made many people.

Everyone has a strength that comes from him self, the force that makes unique, which makes it different, and high creativity. Many people do not recognize what potential there is in him; the process of self development lecturer is the "starting point" where the organization or institution would like to improve the knowledge, skills and ability lecturer according to the needs of the present to increase performance in an effort to improve competitive advantage.

Weak self development lecturer Polytechnic "X" allegedly causing low performance lecturer, is caused by several things, including: (1) old age factor, causing some Polytechnic lecturer less interested to develop themselves; (2) the expensive cost of self development through formal education to improve the educational level of the Diploma level three become bachelor degree, bachelor degree became Master, Master of being Doctor; (3) lack of supplying cost continuing education for polytechnic "X" lecturers, so very little is continuing education to a higher level; (4) lack of

training process to improve skills away from the polytechnic "X" lecturer; (5) lack of books which are the source of Science for lecturer of polytechnic "X" in it's library; (6) lack of motivation of lecturers for self development, because despite gaining a higher education level, but no significant influence in awarding compensation; and (7) lack of job satisfaction because of the lack of awards so that not motivated to develop themselves. Because of the breadth of the variables that affect the performance of a lecturer, then this study is restricted to four (4) variables according to the consideration of researcher was dominant in Polytechnic "X", namely : (1) recruitment; (2) learning organization; (3) self development and (4) performance teaching of the lecturer Thus researcher formulated the title of "the effect of recruitment, learning organization, self development against Polytechnic "X" lecturer teaching performance .

1.2.Literature Review

Some sense of performance, among other things, according to Michael Armstrong (2012:321), *Performance is concerned with how well something is done and reward is with how should people recoqnized for doing it* . This opinion concerned the performance of how good something is implemented and appreciated how someone is known for doing that. While according to Sabine Sonnentag in Zulhawati (1995:12) "performance is defined as behavior or actions relevant to the objectives of the

Organization and can be measured especially on the level of expertise with specific action presented or a set of activities". From this definition, then the performance is relevant to the purpose of the action and can be measured. Similar with it on another occasion Michael Armstrong (11 12: 149) said, "*all organization are under an obligation to their stake holder to perform well. To do this they depend on the quality, dedication, enthusiasm, expertise and skill of the people working in the at all level.*". From the above definition, then the performance concerning quality, enthusiasm dedication, expertise and skills of the people who work at the organiza²³... Sometimes the value of a positive effect on the achievement of the objectives of ²³he company and sometimes a negative effect on the achievement of the objectives of the company.

Recruitment is an important factor in the improvement of the performance of an institution. This is due to the quality of the output of the recruitment process, in this case greatly affect performance of the lecturer. Recruitment is directly related to the planning and selection of human resources. Recruitment often describes a first contact between organizations with prospective employees. Therefore it must be considered to create an interest in the job applicants, so they accept the job offer of the company. An effective recruitment process, should be based on the organization need, should has a standard recruitment process, which is include a proper selection criteria.

The variables that affect the performance of the Polytechnic "X" lecturers teaching, among others, can be identified as follows: ineffective recruitment, recruitment did not match the needs of the Organization, the activities of organizations that learners do not exist, the lack of support the leadership against the efforts of self development lecturer, lack of help with the cost of education at the faculty are continuing studies to a higher level, low interest to develop themselves lecturers.

¹⁶Gibson et. Al., (2009:505) said, "because organizations are continuously changing they must learn from the past, competitors and experts to remain competitive". This was stated because organizations continuously change, then they should learn from the past, competitors and experts in order to remain competitive

Were thus ²⁰niki and Fugate (2012:439) States, a learning organization is one that proactively, creates, acquires, transfer knowledge and that changes its behavior on the basis of new knowledge and insights. This opinion places emphasis on proactive organizations that generate, capture and knowledge transformation and organizations change their behaviour on the basis of new knowledge and insight. Relevant to that Drucker in Sudaryono (2014:125) says the comparative advantages and competitive an organization largely determined by the willingness and ability to learn faster.

Peter Senge (199:3), which ¹³nes learnig organization, "organization where people continually expand their capacity

to create the result they truly desire." The learning organization is an organization to which learners in it people are continuously developing their capacity to produce the results they really want. Stephen Robbins (2006: 56) said, "learning as everychange on behavior relatively permanent that occurred as a result of experience".

Looking closely at the meaning of learning organization who have expressed above, then it can be synteized the organization is an organization that facilitates learners member of organizations to develop them selves on an ongoing basis in an effort to increase the capabilities of the Organization in order to excel against competitors.

Self development is done keeping the mind as open to new concepts or new aspects, so that it can increase competitive advantage, which ultimately improves the performance of the organization. Everyone is basically different and therefore self development is not necessarily effective for everyone. Self development is a long process that encourages someone to stay motivated increase traffic himself.

Self-development is the completion of the self through the learning process as well as training to enhance the capabilities and skills of self to maintain competitiveness in the job market.

1.3.Problem Formulation

Problem formulation in this research are: (1) How is the dynamic of recruitment toward Performance; (2) How s the dynamic of learning organization toward performance; (3) How is the dynamic of

self development toward performance; (4) How is the dynamic of recruitment toward self development; (5) How is the dynamic of learning organization toward self development.

1.4. Research Purpose

This research is conducted based on the interest of researcher on the effect of recruitment, learning organization, self-development on performance of the Polytechnic X's lecturer, Jakarta. In detail, the research objectives are as follows: (1) Aim to determine the dynamic of recruitment toward performance of the lecturers at the Polytechnic X Jakarta; (2) Aim to determine the dynamic of learning organization toward performance of the lecturers of Polytechnic X, Jakarta; (3) Aim to determine the dynamic of self development toward the performance of the lecturers of polytechnic "X", Jakarta; (4) Aim to determine the dynamic of recruitment toward self-velopment of the lecturers of Polytechnic X, Jakarta; (5) Aim to determine the dynamic of learning organization toward self-development of the lecturers of Polytechnic X, Jakarta; and (Analyzing the direct influence of self-development on the performance of the lecturer of the Polytechnic X, Jakarta'

II. Research Method.

2.1. Design and Research Frame Work

The research uses descriptive and quantitative methods, that is by describing the state of the object of the research at the time the research conducted. This study examines the relationship of four variables, namely recruitment (X1),

learning organization (X2), self development (X3), and performance (Y). Previous researchs indicate that there is a significant influence of recruitment toward performance, there is a significant influence of learning organization toward performance, there is a significant influence of self development toward performance, there is a d significant influence of recruitment toward self development, there is a significant influence of learning organization toward self development.

In general, this research is aimed to analyze the clarity of the variables that can affect the performance of the lecturer of polytechnic "X", Jakarta, as shown at the matrix correlation between variables as shown at figure 2.1.

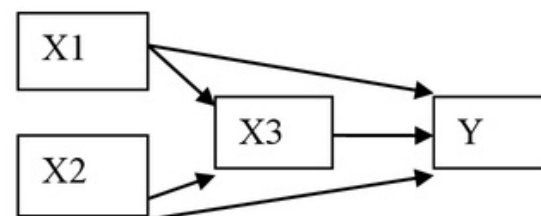


Figure 2.1: Matrix Correlation

This study uses 3 (Three) independent variables and 1 (one) dependend variable : (1) recruitment, which is a description of whow the recruitment process done, include the organization need, recruitment process itself, a proper selection criteria ; (2) learning organization, which is a description of organization where people continually expand their capacity to create

the result they truly desire. The learning organization is an organization to which learners in it people are continuously developing their capacity to produce the results they really want; (3) self development, which is a description of the completion of the self through the learning process as well as training to enhance the capabilities and skills of self to maintain competitiveness in the job market. The dependent variable is performance of the lecturer, which is describing of quality, *enthusiasm* dedication, expertise and skills of the people who work at the organization.. Sometimes the value of a positive effect on the achievement of the objectives of the company and sometimes negative effect on the achievement

2.2. Population and Sample

The population in this research is all the lecturers, totaling 200 lecturer. And the sample by using slovin formulation and 133 lecturers.

2.3. Hypothesis

Hypothesis used in this research are : (1) Suspected, recruitment has a positive and significant influence on the lecturer's performance; (2) Suspected learning organization has a positive and significant influence on the lecturer's performance; (3) Suspected recruitment has a positive and significant influence on the self-development; (4) Suspected learning organization has a positive and significant influence on the self-development; (5) Suspected self-development has positive and a significant influence on the lecturer's performance , The hypothesis above reflected in the statistical as follows : (1) Ho : there is no

positive and significant influence of recruitment on the lecturer's performance, H1; there is a positive and significant influence of recruitment on the lecturer's performance; (2) Ho : there is no positive and significant influence of learning organization on the lecturer's performance, H1 : there is a positive and significant influence of learning organization on the lecturer's performance; (3) Ho : there is no positive and significant influence of self development on the lecturer's performance, H1 : there is a positive and significant influence of self development on the lecturer's performance; (4) Ho : there is no positive and significant influence of recruitment on self development, H1 : there is a positive and significant influence of recruitment on self development; (5) there is no positive and significant influence of learning organization on self development, H1 ; there is a positive and significant influence of learning organization on self development.

In this study the authors use multiple linear regression analysis to determine the dynamic of more than one independent variables to the dependent variable. Data processing using SPSS (Statistical Package for Social Sciences)

2.4. Place and Time of Research

The research was conducted at Polytechnic "X", Jakarta. This study was conducted from December 2015 until February 2016.

III. Discussion

3.1. Respondent Characteristics

Based on the result of research conducted on 133 respondent as main test,

can be known the lecturers profile based on (1) Gender; (2) Education Back Ground ; (4) Age; (4) Work experience at Polytechnic

“ X”, Jakarta. The profile of lecturers was mentioned on the tabel 3.1. Respondent Characteristics, below :

Tabel 3.1. Respondent Characteristic

Category	Information	Total	Frequency (%)
Gender	Male	53	40
	Female	80	60
Total			100
Age	24 – 30 years	53	40
	31 – 40 years	47	35
	>40 years	33	20
Total		133	100
Education	Bachelor	73	55
	Master	59	44
	Doctor	1	1
Total		133	100
Working Experience	0 – 1 years	20	15
	2 – 5 years	40	30
	>5 years	73	50
		133	100

Based on the result of the for gender, respondent of this study the majority or 80 respondent (60%) female sex, while the rest 53 lecturer (40%) are male sex. The several age categories, most (40%) are lecturer at the age 24-30 years, in term of the education back ground mostly bachelor, and from the side of working experience with the most work experience > 5 years is 50 %.

3.2.DISCUSSION

Based on the results of the normality test, it can be concluded that the pathway of relation is normal pathway, so it is eligible to be used by the research hypothesis testing with path analysis model, as presented in the

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following table 3.2, Summary of estimated error calculation result normality,

Table 3.2. Summary of Estimated Error Calculation Results Normality

No	Variable	p-value	α	Conclusion
1	Recruitment (X1)	0.091	0.05	Normal
2	Learning Organization (X2)	0.418	0.05	Normal
3	Self-development (X3)	0.117	0.05	Normal
4	Lecturer's performance (Y)	0.246	0.05	Normal

To find out the significant and linear correlation and the respective variables of the research, the researcher conducts significance and linearity test. Based on the results of

significance and linearity test with F test technique, as outlined in the following table 3.3, Summary of test result significance regression equation ,

Table 3.3. Summary of Test Results Significance Regression Equations

Variable	Significance Test				Linearity test		
	F _{count}	F _{table}		Status	F _{count}	F _{table} (0,05)	Status
		$\alpha=0,05$	$\alpha=0,01$				
Y on X ₁	26,762**	3,94	6,90	Significance	1,568 ^{ns}	1,61	Linear
Y on X ₂	48,148**	3,94	6,90	Significance	1,099 ^{ns}	1,61	Linear
Y on X ₃	46,492**	3,94	6,90	Significance	1,252 ^{ns}	1,61	Linear
X ₃ on X ₁	55,561**	3,94	6,90	Significance	1,403 ^{ns}	1,61	Linear
X ₂ on X ₁	151,386**	3,94	6,90	Significance	1,227 ^{ns}	1,61	Linear

** = very significance; ns = not significance

Based on the results of significance test and linearity regression equation on the pathway of that relationship can be concluded that the pathway is very significant and linear, thus eligible to be used by the research hypothesis testing with path analysis model..

as shown by the tabel 3.9 Summary of result of the hypothesis testing effect of recruitment, learning organization, self development on the lecturer's performance of Polytechnic "X" Jakarta,

Table 3.4. Summary of result of the hypothesis testing effect of Recruitment, Learning Organization, self-development on the lecturer's performance of Polytechnic "X" Jakarta.

No.	Hypothesis	Path Coefficient	T _{count}	t _{table}		Conclusion
				0.05	0.01	
1	X ₁ on Y	0,265	2,738	1,979	2,356	Significance
2	X ₂ on Y	0,242	2,478	1,979	2,356	Significance
3	X ₃ on Y	0,278	2,363	1,979	2,356	Significance
4	X ₁ on X ₃	0,253	3,059	1,979	2,356	Significance
5	X ₂ on X ₃	0,247	2,630	1,979	2,356	Significance

Hypothesis testing is done after the various tests required on the data obtained, then the next stage is testing the hypothesis.

The hypothesis that will be tested is the influence of the independent variable on the dependent variable. The model influence of the dependent variable is analyzed based on the understanding of theoretical concept.

From the calculation, it is known that there is a direct positive influence on the recruitment with the lecturer's performance of Polytechnic "X" Jakarta based on path analysis between variables showed a significant influence. Therefore, it can be said that the variance of the lecturer's performance of Polytechnic "X" Jakarta can be affected by the variance of recruitment. After calculating the path coefficient between recruitment with lecturer's performance of Polytechnic "X" Jakarta, it is found that the value of path coefficient is 0.265, with t_{count} of 2.7381 is greater than the value of t_{table} using $\alpha = 0.05$ is 1.979

Firstly, The result of the analysis hypothesis provides finding that the recruitment influences on the lecturer's

performance of Polytechnic "X" Jakarta directly. This finding makes sense that if you want to improve the performance of lecturer at Polytechnic "X" Jakarta, it can be done by improving the quality of recruitment.

The finding in this research is in line with previous theoretical study that is stated that a well-organized recruitment is able to demonstrate the achievement of good performance anyway. This finding is in line with the relevant research which is conducted by Yuliant and Ellyta in their research entitled "Recruitment and Selection Process Analysis on Performance Officer" & "Business and Bureaucracy ". The research that is conducted is carried out to determine the influence of recruitment to the performance, by using survey research method, it is found that the recruitment process influences on the selection significantly, the selection influences significantly on the performance of employee. And then, the recruitment influences on performance positively through selection.

Thus, it can be said that the lecturer's performance of Polytechnic "X" Jakarta can increase when recruitment is done to improve teaching performance.

Secondly, The results of the analysis hypothesis provides a finding that learning organization has a positive direct impact on the performance of the Polytechnic "X" Jakarta lecturer, so the increased performance of teaching can be done through increasing learning organization. From the calculation it is known that there is a direct positive influence between learning organization with the performance of the Polytechnic "X" Jakarta lecturer based on path analysis between variable that shows a significant effect. Therefore, it can be said that the variance of the performance of the Polytechnic "X" Jakarta lecturer can be affected by the variance of learning organization. After calculating the path coefficient between learning organization with the performance of the Polytechnic "X" 's lecturer, it is found that the value of path coefficient is 0.242, with t_{count} amounted to 2.478 greater than the value t_{table} using $\alpha = 0.05$ at 1.979.

The finding in this research is in line with previous theoretical study that is stated that a learning organization will support the teaching performance. That finding has been stronger by the research that is conducted by Asta qauliyah from North Sumatra University, entitled "The Influence of Learning Organization on Employee's Performance of PT. Plantations" with the aim to determine the influence of learning organization on the performance, by using quantitative associative methods, it is found that there is a significant role of the learning

organization to improve performance. Thus it can be said that the performance of Polytechnic "X" 's lecturer can be increased when it is supported by a good learning organization.

Thirdly, the results of the analysis hypothesis provides the finding that self-development has a positive influence on the performance of the Polytechnic "X" 's lecturer, so to increase the performance of teaching can be done through an increase in self-development. From the result of the calculations, it is known that there is a direct positive influence between the self-development with the performance of Polytechnic "X" 's lecturer based on path analysis between variables that shows a significant impact. Therefore, it can be said that the variance of the performance of Polytechnic "X" 's lecturer can be affected by the variance of learning organization. After calculating the path coefficient between self-development with the performance of Polytechnic "X" 's performance, the value of path coefficient is 0.278, with t_{count} of 2.363 which is greater than the value t_{table} using $\alpha = 0.05$ at 1.979.

The finding in this research is in line with previous theoretical study that is proposed that self-development will support teaching performance. It is reinforced by a research conducted by . Thus it can be said that the performance of Polytechnic "X" 's lecturer can be increased when it is supported with a good self-development.

Fourthly, the results of the analysis hypothesis provides finding that the recruitment has a positive direct impact on the self-development of Polytechnic "X" 's lecturer, so the improvement in self-

development can be done by improving the quality of recruitment. From the calculation, it is known that there is a direct positive influence between recruitment with self-development based on the path analysis between variables that show a significant influence. Therefore, it can be said that the variance of self-development can be affected by the variance of recruitment. After calculating the path coefficient between recruitment with self-development path, the coefficient value is obtained amounted to 0,253, with a value t_{count} 3, 059 is greater than the value t_{table} using $\alpha = 0.05$ at 1.979.

The finding in this research is in line with previous theoretical study that is stated before that a good recruitment will support the self-development. This finding is reinforced by a research conducted by Dwi Rahayuningsih with the title "the influence of recruitment on the self-development of human resources at PT ZODIAC", with the aim to determine the influence of recruitment towards self-development using quantitative associative method. It is found a very close relation between recruitment and self-development.

Thus it can be said that a good recruitment will well improve the self-development.

Fifthly, The results of the hypothesis analysis provides finding that learning organization has a positive direct impact towards self-development of Polytechnic "X"'s lecturer, so the improvement in self-development can be done through improving learning organization. From the calculation, it is known that there is a direct positive influence between learning

organization with self-development based on the analysis of pathways between variables that show a significant influence. Therefore, it can be said that the variance of self-development can be affected by the variance of learning organization. After calculating the path coefficient between recruitment with self-development, it is found the value of path coefficient is 0.247, with t_{count} by 3, 630 is greater than the value t_{table} using $\alpha = 0.05$ amounted to 1,979.

The finding in this research is in line with previous theoretical study proposed that a good learning organization will support self-development. That finding is supported by research conducted by Muhammad Farrukh (Institute of Graduate Research, Segi University, Malaysia), Abdul Waheed (School Of Business and Economics, Management and Technology, Lahore, Pakistan) entitled "Learning Organization and Competitive Advantage", with the aim to determine the influence of learning organization to competitive advantage. Where one of the factor is self-development using quantitative research method with multiple regression analysis, it is found a significant relationship between learning organization towards self-development.

Thus it can be said that the self-development can be enhanced when it is supported by good learning organization.

IV.CONCLUSION

Based on the hypothesis testing that is discussed the research results as described above, it can be concluded as follows: 1) there is a direct positive influence of

recruitment on teaching performance; it means that improves the quality of recruitment will lead to increase the performance of teaching. 2) there is a direct positive influence of the learning organization on the teaching performance; it means that improves learning organization will lead to the improvement of teaching performance. 3) there is a direct positive influence of the self-development on the teaching performance; it means that improves in self-development will affect in increased of teaching performance. 4) there is a direct positive influence of recruitment towards self-development; it means that improves good recruitment will lead to increase self-development, 5) there is a direct positive influence of learning organization on self-development; it means that improves learning organization will lead to increase self-development.

After having investigation to the research, it is found that elements of the recruitment of highly influential on performance improvement of Polytechnic “X” ‘s lecturer is the compatibility needs of the organization, while for the learning organization, which greatly affect the performance improvement Polytechnic “X” ‘s lecturer is a shared vision.

Likewise, the element of self-development which is really influenced on the performance improvement of

Polytechnic “X”‘s lecturer is the improvement activity which is done by Polytechnic “X” ‘s lecturer itself.

To improve the teaching performance of the Polytechnic “X” ‘s lecturer, some suggestions that can be used as solutions are given as follows: (1)Improving the quality of recruitment of Polytechnic “x” ‘s lecturer should be done by adjusting the quantity and quality of the lecturer that is recruited by the organization's need; (2)Improving the quality of the Polytechnic “X” lecturer can be done by building a common vision in terms of learning organization activity; (3)Improving the quality of teaching performance of Polytechnic “X”‘s lecturer is suggested by assisting financially to undertake self-development; (4)Improving the quality of the Polytechnic “X” ‘s lecturer that is suggested by recruiting lecturer relatively open to self-development, so that when the assignment⁵⁶ of the lecturers still have a strong desire to develop their skills and knowledge; (5)Improving the quality of teaching performance of Polytechnic “X”‘s lecturers suggested done by facilitating the remedy does perform continuous learning, thereby improving the knowledge and skills of the lecturers, so the lecturers will be ready for the task in the future and ready to compete in the job market.

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