

The Effect of Job Characteristics, Work Facilities and Motivation on Lecturer Performance at Universitas Nahdlatul Ulama Sumatera Utara

Fatimah Pohan

Faculty of Economics, Universitas Nahdlatul Ulama Sumatera Utara, Medan, Indonesia

Article Information

Article History

Received, October 23, 2025

Revised, November 11, 2025

Accepted, November 12, 2025

Published, November 12, 2025

Corresponding Author:

Fatimah Pohan, Faculty of Economics, Universitas Nahdlatul Ulama Sumatera Utara, Medan, Indonesia

Email:

fatimahpohan1976@gmail.com

ABSTRACT

This study aims to analyze the influence of job characteristics, work facilities, and work motivation on lecturer performance at Universitas Nahdlatul Ulama Sumatera Utara. The research employed a quantitative associative approach with a total sampling technique involving 60 lecturers as respondents. Data were collected using questionnaires and analyzed using multiple linear regression with SPSS version 20. The results show that job characteristics, work facilities, and motivation have a positive and significant effect on lecturer performance both partially and simultaneously. Job characteristics influence performance by improving task clarity, autonomy, and responsibility. Work facilities, although not yet fully adequate, still support lecturers in performing their duties effectively. Meanwhile, motivation driven by religious values and sincerity enhances creativity and dedication in developing the university. The coefficient of determination (R^2) of 0.446 indicates that 44.6% of the variation in lecturer performance is explained by these three variables. The findings suggest that effective management of job design, facility improvement, and motivation enhancement can strengthen overall performance. The study recommends that future research include other organizational and individual factors to provide a deeper understanding of performance determinants in higher education institutions.

Keywords: Job Characteristics, Work Facilities, Work Motivation, Lecturer Performance, Universitas Nahdlatul Ulama Sumatera Utara.

1. INTRODUCTION

Human resources (HR) are the main factor in achieving organizational goals. It cannot be denied that no matter how good the technology used, without good human resource management, the technology will not function optimally. HR must be managed through effective systems and methods so that the potential, talents, and abilities of each individual can be maximally utilized and on target. According to Hariandja (in M.T.E. Hariandja, 2002), human resources are one of the important factors in organizations other than capital factors, because good human resource management plays an important role in improving the quality of organizations and companies. HR also has a major function in the development of knowledge that can be utilized for the advancement

of oneself, the environment, and the organization. Knowledge development cannot be separated from education. Education is the process of learning knowledge, skills, and habits that are passed from one generation to the next through teaching, training, and research. In the context of higher education, universities act as centers for the implementation and development of science and technology. Universities function to form a scientific society that contributes to the intellectual life of the nation, as mandated in the Preamble of the 1945 Constitution.

In the world of education, job characteristics are an important aspect related to individual performance in the organization. Robbins and Judge (2007) explain that job characteristics include five core dimensions: skill diversity, task identity, task meaning, autonomy, and feedback. Good job design will determine how work is done, the extent to which decisions can be made by employees, and how they feel about their work. Each job has its own characteristics that affect individual performance and motivation. At the University of Nahdlatul Ulama North Sumatra (UNU-SUMUT), there are still phenomena related to the implementation of tasks that are not optimal. Some work is completed, but the results are not maximized, which indicates that job responsibilities and characteristics have not gone well.

In addition to job characteristics, work facilities also play an important role in supporting employee performance. Work facilities are facilities and infrastructure used in carrying out daily work. Adequate facilities can increase employee comfort, enthusiasm, and productivity in completing their duties. Work facilities at UNU-SUMUT consist of work tool facilities such as machines and supporting equipment, work equipment facilities such as computers, tables, chairs, and internet networks, as well as social facilities such as places of worship, canteens, and health services. The availability of good facilities will have a positive impact on the work motivation and performance of lecturers. However, at UNU-SUMUT there are still limited facilities and infrastructure that can affect the smooth implementation of academic and administrative tasks.

Another important factor that affects lecturer performance is work motivation. Motivation can be interpreted as a drive that influences a person to act to achieve certain goals. Triton (2005) states that motivation is the driving force that manifests behavior in order to achieve self-satisfaction. Motivation can come from intrinsic and extrinsic factors. Intrinsic motivation comes from within the individual, such as the drive to achieve and achieve personal satisfaction, while extrinsic motivation arises due to external influences, such as rewards, orders, or pressure from others. Siagian (2005) asserts that motivation is the driving force that causes a person to be willing to exert their energy, time, and expertise for the achievement of organizational goals.

Nahdlatul Ulama University of North Sumatra as an institution of higher education has a great responsibility in producing quality educators and graduates. Based on the Decree of the Minister of Education and Culture of the Republic of Indonesia Number 576/E/O/2014 dated October 17, 2014, UNU-SUMUT was established as a university located on Jalan H.A. Manaf Lubis No. 2, Gaperta Ujung, Medan Helvetia. Currently, UNU-SUMUT has two faculties, namely the Faculty of Social and Humanities consisting of PGSD and Management Study Programs, and the Faculty of Science and Technology with various study programs such as Agribusiness, Computer Science, Nutrition Science, and others. In carrying out its role, UNU-SUMUT strives to realize the vision and mission of national education by producing human resources who are competent, professional, and have character.

However, in practice, there are still various obstacles that can affect lecturers' performance, such as inadequate work facilities, variations in job characteristics that are not optimal, and work motivation that varies between individuals. Some lecturers' work is carried out, but the results have not shown maximum performance. This condition encourages the importance of further research on the factors that influence lecturer performance in the UNU-SUMUT environment.

Based on this phenomenon, researchers are interested in further research on "The Effect of Job Characteristics, Work Facilities, and Motivation on Lecturer Performance at Nahdlatul Ulama University of North Sumatra." This study aims to analyze the extent of the influence of the three

variables on lecturer performance, both partially and simultaneously. The results of this study are expected to make a theoretical contribution in the development of human resource management science, as well as provide practical benefits for UNU-SUMUT in improving the quality of lecturer performance and the effectiveness of higher education implementation.

2. LITERATURE REVIEW

2.1 Job Characteristics

Job characteristics are an important aspect that determines the extent to which a job can provide meaning, satisfaction, and responsibility for the individual performing it. According to Simamora (2004), job characteristics are an approach to job enrichment designed to help job holders meet their needs for growth, recognition, and responsibility. Robbins (2002) explains that job characteristic theory seeks to identify the main characteristics of work tasks, how these characteristics are combined to form different types of jobs, and how this relates to discipline, satisfaction, and employee performance. Meanwhile, Munandar (2001) argues that there are five intrinsic characteristics of work that influence job satisfaction, namely skill variety, task identity, task significance, autonomy, and feedback.

These five dimensions play an important role in shaping the psychological state of employees, which affects their motivation and performance. Skill diversity describes the extent to which a job demands a range of abilities and expertise. The more diverse the skills used, the greater the sense of challenge and satisfaction felt by the individual. Task identity indicates the extent to which a job can be completed as a whole and the outcome is identifiable, so that individuals feel they have a real contribution to make to the outcome of their work. Task meaning indicates the importance of the job to the lives of others, both inside and outside the organization. Autonomy refers to the freedom and discretion of individuals in organizing how to work and making decisions related to their work. While feedback provides information to individuals regarding the extent to which their work has been carried out properly and effectively. These five dimensions form psychological meanings within employees that ultimately increase intrinsic motivation, job satisfaction, and better performance.

2.2 Work Facilities

Work facilities are supporting facilities provided by the organization to support the smooth implementation of work. According to Moenir (1987), work facilities are everything that is used, used, and enjoyed by employees in carrying out their activities, both those directly related to work and those that are supporting. Adequate work facilities not only function to facilitate work, but can also increase employee comfort, enthusiasm, and work productivity. The availability of good work facilities reflects the organization's attention to the welfare of its employees and has an impact on increasing motivation and work loyalty.

In general, work facilities can be divided into three main categories, namely work tool facilities, work equipment facilities, and social facilities. Work equipment facilities are the main equipment used directly in the process of carrying out work, such as computers, production machines, or other office equipment. Work equipment facilities include supporting facilities that function to facilitate work activities, such as a comfortable workspace, adequate lighting, ergonomic tables and chairs, and communication tools. Meanwhile, social facilities include facilities provided to meet the social and welfare needs of employees such as places of worship, canteens, health services, and official vehicles. All types of facilities have an important role in creating a conducive work environment and increasing employee morale. Thus, good work facilities

will make it easier for employees to carry out their duties, reduce work stress levels, and help achieve organizational goals effectively and efficiently.

2.3 Work Motivation

Work motivation is one of the factors that drives individuals to work enthusiastically and responsibly in achieving organizational goals. The word “motivation” comes from the Latin mover, which means to move or push. Hasibuan (2008) defines motivation as a driving force that creates enthusiasm for work so that individuals are willing to work together effectively and in an integrated manner to achieve self-satisfaction and organizational goals. According to Handoko (2001), motivation is a psychological process that directs, drives, and maintains human behavior towards the achievement of certain goals.

Motivation can be divided into two main forms, namely direct motivation and indirect motivation. Direct motivation is encouragement given directly to employees, either in material or non-material form, such as salaries, bonuses, awards, and praise. Indirect motivation, on the other hand, takes the form of providing comfortable facilities and work environments, such as clean rooms, adequate lighting, and good work equipment. Both forms of motivation play an important role in building employee morale.

Several motivation theories explain the dynamics of human behavior at work. Elton Mayo's Human Relations Theory emphasizes the importance of social relationships and attention to human aspects in the workplace as key factors in improving morale and productivity. Maslow's Hierarchy of Needs Theory explains that humans have five levels of needs, namely physiological, safety, social, esteem, and self-actualization. Fulfilling these needs in stages will increase motivation and job satisfaction. Furthermore, McClelland's achievement motivation theory states that individuals are driven by the need for achievement, affiliation, competence, and power. In addition, Gomes (2003) argues that motivational factors consist of internal factors such as the desire to live, to have, and to be recognized, as well as external factors such as compensation, work environment, supervision, and job security. Thus, work motivation can be understood as a combination of internal and external drives that influence a person's intensity, direction, and persistence in work.

2.4 Performance

Performance is the result achieved by individuals or groups within an organization in accordance with their responsibilities and roles. Fahmi (2018) defines performance as the results obtained by an organization within a certain period of time, whether the organization is profit-oriented or not. Armstrong and Baron (1998) explain that performance describes the level of achievement in carrying out activities to realize the vision, mission, and goals of the organization. Meanwhile, Colquitt, LePine, and Wesson (2011) state that performance is the value of employee behavior that contributes positively or negatively to the achievement of organizational goals.

Performance is influenced by various factors, both internal and external. According to Gibson (1987), factors that influence performance include individual characteristics (abilities, skills, experience, and social background), psychological factors (motivation, perception, attitude, and personality), and organizational factors (structure, leadership, and reward systems). Meanwhile, Mangkunegara (2000) adds that ability and motivation are the main determinants of performance. Individuals with high ability and strong motivation tend to demonstrate optimal work performance. Good performance is not only measured by work results but also by behavior, discipline, responsibility, and the ability to work with colleagues.

Performance appraisal has a strategic purpose in organizations, namely as a basis for decision-making related to promotion, compensation, training, and employee development. Sastrohadiwiryono (2005) explains that performance appraisal aims to assess the loyalty, responsibility, honesty, cooperation, initiative, and leadership of the workforce. Through objective

assessment, organizations can determine the extent of employee work effectiveness and identify areas that need improvement.

2.5 Previous Research Results and Conceptual Framework

A number of previous studies have shown a positive relationship between job characteristics, work facilities, work motivation, and employee performance. Narottama and Surya (2015) found that job characteristics and financial compensation have a significant effect on employee satisfaction and performance. Wulandari, Sulianti, and Sunardi (2015) also found that the work environment and job characteristics have a significant influence on performance through work motivation as an intervening variable. Research conducted by Mirwan Prastowo (2011) shows that job characteristics, organizational structure, work environment, and motivation simultaneously have a significant effect on employee performance. Similar results were also found by Sri Wahyuni (2014) and Novi Syahrianti, Hasmin, and Gunawan (2018), where work facilities, supervision, and work motivation have a positive effect on employee performance.

Based on theoretical studies and previous research, the conceptual framework in this study illustrates that job characteristics (X1), work facilities (X2), and work motivation (X3) simultaneously and partially affect the performance of lecturers (Y) at Nahdlatul Ulama University of North Sumatra. Thus, these three variables are the main focus in analyzing the factors that influence lecturer performance in this higher education environment.

2.6 Research Hypotheses

Based on the theoretical description and previous research results, the hypotheses in this study are formulated as follows:

- a. Job characteristics have a positive effect on the performance of lecturers at Nahdlatul Ulama University of North Sumatra.
- b. Work facilities have a positive effect on lecturer performance at Nahdlatul Ulama University of North Sumatra.
- c. Work motivation has a positive effect on lecturer performance at Nahdlatul Ulama University of North Sumatra.
- d. Job characteristics, work facilities, and work motivation simultaneously have a positive effect on lecturer performance at Nahdlatul Ulama University of North Sumatra.

3. RESEARCH METHOD

This research was conducted at Nahdlatul Ulama University of North Sumatra, Jalan Abdul Manaf Lubis No. 2, Gaperta Ujung, Helvetia, Medan, with a research sample consisting of 60 lecturers. The research lasted for four months, from November 2018 to February 2019. This research is quantitative research with an associative approach that aims to analyze the influence of job characteristics, work facilities, and motivation on lecturer performance.

The population in this study was all permanent lecturers at UNU-SUMUT, and because the number was less than 100 people, the total sampling method was used, so that the entire population was used as a sample. Primary data were collected through a questionnaire using a Likert scale, while secondary data were obtained through literature studies and documentation.

The research variables consisted of job characteristics (X₁), work facilities (X₂), work motivation (X₃), and performance (Y). The research instruments were tested for validity and reliability using Pearson's Product Moment correlation and Cronbach's Alpha test, with the help of

SPSS version 20. The data were analyzed descriptively and quantitatively through multiple linear regression with the equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon.$$

Prior to regression analysis, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests to ensure the validity of the model. The t-test was used to determine the partial effect of each variable, the F-test to determine the simultaneous effect, and the coefficient of determination (R^2) to measure the contribution of independent variables to the dependent variable.

Using this method, the study aims to empirically explain how job characteristics, work facilities, and work motivation affect the performance of lecturers at Nahdlatul Ulama University in North Sumatra.

4. RESULTS AND ANALYSIS

Respondent Data Description

This study was conducted on 60 lecturers at the University of Nahdlatul Ulama North Sumatra (UNU-SU) from two faculties, namely the Faculty of Social and Humanities and the Faculty of Science and Technology. Based on the data obtained, the majority of respondents were female with a proportion of around 75%, while males accounted for around 25%. In terms of length of service, most lecturers had been working for more than five years, indicating that the majority of respondents had considerable teaching experience in a university environment. The educational backgrounds of the respondents also varied, with the majority holding master's degrees (S2), and only a small number currently pursuing or having completed doctoral studies (S3). This description shows that the research respondents had adequate professional characteristics relevant to the research focus on job characteristics, work facilities, motivation, and lecturer performance.

Instrument Validity and Reliability Test

The validity and reliability of the research instrument were tested using SPSS version 20. Based on the validity test results, all items in the questionnaire were declared valid because they had a calculated r value greater than the table r (0.369). This indicates that each item was able to measure the intended variable indicator. The reliability test using Cronbach's Alpha method showed excellent results, where all variables had alpha values above 0.6, even ranging from 0.994 to 0.999. Thus, all instruments in this study were declared valid and reliable and could be used for further analysis.

Requirements Analysis Testing

Data Normality Test

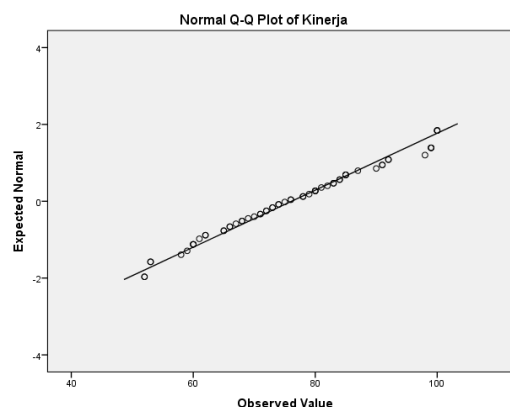


Figure 1. Normality Probability Paslott Normality Test

Furthermore, the normality of data on characteristics, facilities, motivation and performance variables is presented in Table 5.B -1 as follows:

Table 5.B-1 Normality of Research Data

Description	Significance Kolmogorov-Smirnov	Alpha	Condition	Conclusion
Characteristic	0,200	0,05	Sig > Alp	Accept Ho
Facilities	0,200	0,05	Sig > Alp	Accept Ho
Motivation	0,200	0,05	Sig > Alp	Accept Ho

Based on Table 5.B-1, it can be seen that the significance value or probability value contained in the Kolmogorov - Smirnov column for the significance characteristic variable is 0.200, the facility is 0.200 and the motivation variable is 0.200, which is greater than 0.05, so based on (Sudarmanto, 2013) if the significance value or probability value is greater than 0.05 (sig> 0.05) then the data analyzed is normally distributed. It can be concluded that the research data from the characteristics, facilities, motivation and performance variables are normally distributed.

Multicollinearity Test

Table 5.B-2 Summary of multicollinearity analysis results using Variance Inflation Factor (VIF)

No	Variabel	Calculate VIF	Decision Limit	Condition	Conclusion
1	Facility	1,272	10	VIF < 10	No
2	Characteristics	1,258		VIF < 10	multicollinearity for all independent variables
3	Motivation	1,557		VIF < 10	

Based on the results of the analysis using the Variance Inflation Factor (VIF), it shows that the VIF coefficient price for the characteristics variable is 1.272, the facility variable is 1.258 and the motivation variable is 1.557, which for all independent variables is <10. Thus it can be stated that there is no relationship between the independent variables (no multicollinearity).

Heteroscedasticity Test

Table 5.B.3 Summary of heteroskedasticity analysis results and conclusions based on alpha coefficient.

Description	Significant	Alpha	Condition	Conclusion
Characteristic ARX1	0,339	0,05	Sig > Alp	Accept Ho
Facility – ARX2	0,624	0,05	Sig > Alp	Accept Ho
Motivation – ARX3	0,254	0,05	Sig > Alp	Accept Ho

Based on the summary of the calculation results in Table 5.B.3 above, it shows that the probability value of the relationship between the observed data and its absolute residuals for each

characteristic variable is 0.339, the facility variable is 0.624 and the motivation variable is 0.254, far above the specified significance level of 0.05. Therefore, H_0 , which states that there is no relationship between variables and their absolute residuals, is accepted. The results of testing this hypothesis can be concluded that the data obtained does not have heteroscedasticity.

Hypothesis Testing

Based on the results of testing the analysis requirements or the classic assumption test, the regression equation is normal and linear. By using the help of the SPSS 20 program as an aid in analysis, the results can be seen in Table 5.C below:

Table 5.C Regression Equation Coefficient Output							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.143	11.527		.186	.853		
1 Characteristic	.329	.134	.276	2.459	.017	.786	1.272
Facility	.370	.103	.401	3.592	.001	.795	1.258
Motivation	.245	.129	.235	1.891	.064	.642	1.557

a. Dependent Variable: Kinerja

Based on Table 5.C, the regression equation can be arranged as follows: $Y = 2.143 + 0.329 X_1 + 0.370 X_2 + 0.245 X_3$. From the regression equation above, it can be seen that the magnitude of the constant is 2.143. Meanwhile, the characteristic coefficient (X_1) was obtained at 0.329, the facility coefficient (X_2) was 0.370 and the motivation coefficient (X_3) was 0.245.

Partial Testing

To test whether each of these variables affects performance, testing can be done using the t-test. The test was carried out with a two-way test using a significant level of $\alpha = 0.05$. Testing can be done by comparing t_{count} with t_{table} with decision criteria:

If $t_{count} < t_{table}$: H_0 is accepted and H_a is rejected

If $t_{count} > t_{table}$: H_a is accepted and H_0 is rejected

The summary results of hypothesis testing output can be seen in Table 5.C.1 below:

Table 5.C.1 Partial Hypothesis Testing Results with the t test							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.143	11.527		.186	.853		
1 c Characteristi	.329	.134	.276	2.459	.017	.786	1.272
Facilities	.370	.103	.401	3.592	.001	.795	1.258
Motivation	.245	.129	.235	1.891	.064	.642	1.557

a. Dependent Variable: Kinerja

Based on Table 5.C.1 the results of partial hypothesis testing with the t test, it can be seen that:

a. Effect of Job Characteristics on Performance

Based on the analysis of the coefficient of the effect of job characteristics on performance, the value of $t_{count} = 2.459$ and $t_{table} = 1.672$, it can be concluded that the job characteristics variable has a significant effect on the performance of teaching staff at Nahdatul Ulama University of North Sumatra.

b. Effect of Work Facilities on Performance

Based on the analysis of the coefficient of the effect of work facilities on performance, the

value of t count = 3.592 and t table = 1.672 can be concluded that the work facility variable has a significant effect on the performance of teaching staff at Nadhatul Ulama University of North Sumatra.

c. Effect of Motivation on Performance

Based on the analysis of the coefficient of the effect of motivation on performance, the value of t count = 1.891 and t table = 1.672 can be concluded that the motivation variable has a significant effect on the performance of teaching staff at the University of Nahdatul Ulama North Sumatra.

Simultaneous Testing

To determine the extent to which the significant level of the three variables on performance simultaneously, testing of the simultaneous regression equation through the F test is presented in Table 5.C.2 as follows:

T table 5.C.2 Conclusion of Simultaneous Hypothesis Testing Results with the F Test
ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4786.421	3	1595.474	15.045	.000 ^b
	Residual	5938.512	56	106.045		
	Total	10724.933	59			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Motivasi, Fasillitas, Karakteristik

Based on the above criteria, the Fcount value is 15.045 while the Ftable value = 2.776, then Fcount > Ftable or significant Fcount = 0.000 < 0.05 so it is concluded that simultaneously the three variables, namely worker characteristics, work facilities and motivation, have a significant relationship to worker performance at the Nahdatul Ulama University of North Sumatra.

Coefficient of Determination (R²)

Table 5.C.3 Determination Output Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.668 ^a	.446	.417	10.29781	1.811

a. Predictors: (Constant), Motivasi, Fasillitas, Karakteristik

b. Dependent Variable: Kinerja

Based on Table 5.C.3 above, the R square or coefficient of determination is 0.446 = (0.668)² which means that 44.6% of the variability of the worker performance variable (Y) can be explained by worker characteristics (X1), work facilities (X2) and motivation (X3), so it can be concluded that the effect of worker characteristics, work facilities and motivation together on worker performance is 44.6%.

Autocorrelation Test

Based on the results of the analysis in Table 5.C.3 above, it can be seen that autocorrelation with the Durbin-Watson test is 1.811. The criteria or conditions used to determine the presence or

absence of autocorrelation are as follows: if the null hypothesis (H_0) states that there is no serial autocorrelation, either positive or negative, according to Gujarati 1997 (Sudarmanto, 2013), then: $d < d_l$: reject H_0 , $d > 4 - d_l$: reject H_0 , $d_u < d < 4 - d_u$: Do not reject H_0 , and $4 - d_u \leq d \leq 4 - d_l$.

Based on the analysis results shown in Table V-11, the Durbin –Watson value of 1.811 for $n=60$; $k-1 = 3-1 = 2$; significant level of 5%, we obtain $d_l=1.4851$ and $d_u = 1.6383$, so $d_u < d < 4 - d_u$, namely $1.4851 < 1.811 < 2.3617$, meaning that it is free from autocorrelation. Thus, it can be concluded that H_0 , which states that there is no autocorrelation between the observation data, is accepted. The observation data can be declared free from autocorrelation.

Discussion

The results of the study indicate that job characteristics have a positive and significant effect on lecturer performance. This is in line with Hackman and Oldham's (2007) theory, which states that jobs with a high degree of skill variety, task identity, and job meaning will increase internal motivation and individual performance. Lecturers who have a high degree of autonomy and receive clear feedback tend to be more motivated to work optimally.

Work facilities are also proven to have a significant effect on performance. This finding supports Moenir's (1987) opinion that the availability of adequate facilities and infrastructure can increase employee work effectiveness. A comfortable work environment and adequate equipment enable lecturers to complete teaching and research tasks more efficiently.

Conversely, work motivation does not have a significant partial effect on performance, even though the direction of the effect is positive. This shows that motivation alone is not enough to improve lecturer performance without the support of good job characteristics and facilities. In other words, contextual factors such as work systems and the availability of facilities still have a more dominant influence on performance than individual psychological drives.

Overall, the results of this study reinforce that a combination of good job design, adequate facility support, and sustained motivation will result in optimal performance in an academic environment. For the University of Nahdlatul Ulama North Sumatra, improving the quality of infrastructure, improving work distribution, and rewarding lecturer achievements are strategic steps that can be taken to support continuous performance improvement.

5. CONCLUSION

Based on the results of the study, it was found that job characteristics, work facilities, and work motivation had a positive and significant effect on the performance of lecturers at Nahdlatul Ulama University of North Sumatra. This shows that with a variety of jobs, all tasks can be completed properly. Although the available work facilities are not yet fully adequate, academic and administrative activities can still run well. In addition, work motivation based on religious values and sincerity can encourage lecturers to be more creative and enthusiastic in developing the university. Simultaneously, these three variables have a significant relationship with improving lecturer performance. Therefore, the results of this study can serve as a guideline for leaders and all lecturers to continue to maintain and improve job characteristics, work facilities, and motivation so that the Nahdlatul Ulama University of North Sumatra can continue to develop in the future. For further research, it is recommended that other relevant variables be developed to provide a deeper understanding of the factors that influence lecturer performance.

ACKNOWLEDGEMENTS

The author would like to express sincere gratitude to all parties who have supported this research. Special appreciation is extended to the Rector and academic community of Universitas Nahdlatul Ulama Sumatera Utara for their valuable cooperation and assistance during the study. The author also thanks the lecturers who willingly participated as respondents, providing their time and insights for the completion of this work. Deepest appreciation is also given to colleagues and family

members for their encouragement, prayers, and continuous motivation throughout the research process. Without their contribution, this study would not have been successfully completed.

REFERENCES

- Arikunto, Suharsimi,(2002), *Prosedur Penelitian Pendekatan Suatu Praktek*, Edisi ke Lima, Penerbit Rineka Cipta Jakarta.
- Amstrong & Baron (1998), *Perfect Manajemen London 2 Institute Of Personal And Development*
- Amstrong, Mischael (1999), *Manajemen Sumber Daya Manusia Terjemahan Sofyan & Haryanto*, Penerbit PT.Elex Media Koputindo, Jakarta.
- Cascio,Wayne F (2003), *Managing Human Resources*.New York The Mcgraw Hill Companies, Organisasi Terhadap Kinerja SDM di Wawatobi-Eko,15,Vol.16.
- Djarwanto,PS (1994), *Pokok-Pokok Analisa Laporan Keuangan*,Cetakan I,BPFE, Yogyakarta
- Gomes,Faustino Cardoso, (2003),*MSDM* Penerbit Andi Yogyakarta
- Gibson,James L (1987), *Fundamentals of Management*, Edisi 6, Penerbit Irwin.
- Ghozali,Imam (2009), *Aplikasi Analisis Multivariate dengan SPSS*, Cetakan Keempat, Penerbit Universitas Diponegoro Semarang.
- Handoko.T.Hani (2000), *Manajemen*, Edisi 2, BPFE Yogyakarta
- Handoko.T. Hani (2001), *Manajemen Sumber Daya Manusia & Manajemen Personalia*, BPFE Yogyakarta
- Irham Fahmi, (2018), *Teori Dan Aplikasi Manajemen Kinerja*, Cetakan ke-5 Penerbit Alfa Beta Bandung.
- Irham Fahmi, (2018) *Pengantar Manajemen Sumber Daya Manusia Konsep dan Kinerja* Penerbit Mitra Wacana Media.
- Kreitner,Robert,Kiiki,Angelo (2005),*Organizational Behavior (terjemahan)* Buku 1 Edisi ke lima, Penerbit Salemba Empat, Jakarta.
- Mangkunegara,A.A.A.P.(2000), *Manajemen Sumber Daya Manusia Perusahaan*, Penerbit PT.Remaja Rosdakarya, Bandung.
- Munandar,Ashar Sunyoto (2001), *Psikologi Industri dan Organisasi*, u1-press Jakarta
- Moenir,(1987), *Pendekatan Manusiawi dan Organisasi Terhadap Pembinaan Kepegawaian*, Gunung Agung,Jakarta.
- P.Siagian.M.P.A (2005),*Manajemen Sumber Daya Manusia*, Cetakan 12, Penerbit Bumi Aksara Jakarta.
- P.Hasibuan (2008), *Manajemen Sumber Daya Manusia*, Penerbit Rajawali Press Jakarta
- Robin, Stephen P (2002), *Essentials of Organizational Behavior (Terjemahan)*, Edisi ke Lima, Penerbit Erlangga, Jakarta
- Robins, Stephen P (2002), *Perilaku Organisasi*, Edisi Bahasa Indonesia, Prenhallindo Jakarta.
- Robins, Stephen P (1996), *Perilaku Organisasi Konsep-Kontroversi-Aplikasi*, Jilid I, Edisi Bahasa Indonesia, Perpustakaan Nasional (Katalog Dalam Terbitan).
- Robert Kreitner, Angelo Kinicki (2005), *Perilaku Organisasi*, Edisi ke lima, Penerbit Salemba Empat.
- Robins & Judge (2007), *Perilaku Organisasi*, Terjemahan Diana Angelica, Penerbit Salemba Empat Jakarta.
- Simamora H,(2004), *Manajemen Kepemimpinan Perilaku Administrasi*, Penerbit Gunung Agung Jakarta.
- Siswanto, HB(2005), *Pengantar Manajemen*, Penerbit Bumi Aksara Bandung.
- Triton PB (2005), *Paradigma Baru Manajemen Sumber Daya Manusia*, Penerbit Tugu Yogyakarta.
- Veithzal Rivai, (2004), *Manajemen Sumber Daya Untuk Perusahaan Dari teori ke Praktik*, Penerbit Raja Grafindo Persada.