The Effect of Individual Characteristics and Characteristics of Jobs on Employee Performance at Three Private Universities (Pts) In Denpasar

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Abstract:

The title of this study is "The Effect of Individual Characteristics and Job Characteristics on Employee Performance at Three PTS in Denpasar". The purpose of this study was to analyze the simultaneous significant influence between individual characteristics and job characteristics on employee performance at Three PTS in Denpasar, to analyze partially significant influence between individual characteristics and job characteristics on employee performance at Three PTS in Denpasar, to find out Which variable is dominant between individual characteristics and job characteristics to improve employee performance at Three PTS in Denpasar. Data analysis techniques used were quantitative data analysis, classic assumption test, multiple linear regression analysis, F-test, regression coefficient t-test, beta coefficient analysis and qualitative analysis collected by observation, interview, questionnaire and documentation study techniques. From the results of the analysis obtained the following results: From the results of the F statistical test it is known that Fcount (73.925) > Ftable (3.28) with a significance value of F is 0.000 <0.05, then H₀ is rejected. This means that the Individual Characteristics variable (X₁) and Job Characteristics variable (X₂) have a simultaneous and significant positive effect on employee performance (Y) on the Three PTS in Denpasar. Individual Characteristics and Job Characteristics are known to have a significant positive effect partially on employee performance at Three PTS in Denpasar. This is obtained through the results of the t test of the Individual Characteristics variable (X₁) on employee performance (Y) where thitung (7.238) > t table (2.034) with a significance level of 0.009 <0.05, so H₀ is rejected and Hₐ is accepted which means that the Characteristic variable Individual positive and significant effect on employee performance β₁ regression coefficient (Individual Characteristic variable) of 0.580, indicating that the increase in Individual Characteristics will increase the value of employee performance in Three PTS in Denpasar. The results of t test Job Characteristics variable (X₂) on employee performance (Y) is t hitung (6.040) > t table (2.034) with a significance level of 0.000 <0.05, so H₀ is rejected and Hₐ is accepted which means that Job Characteristics variables have a positive and significant effect on employee performance β₂ regression coefficient (Job Characteristics variable) of 0.696, indicating that the increase in Job Characteristics will increase performance employees at Three PTS in Denpasar. Job Characteristics have a greater value than Individual Characteristics with a regression coefficient of 0.696. Then it can be concluded that Job Characteristics are variables that have a dominant influence on employee performance at Three PTS in Denpasar.

Keywords: Individual characteristics, job characteristics, employee performance
Introduction:
In the era of globalization in line with the development of science and technology, a company cannot avoid competition with other companies. Companies that want to develop must be able to utilize existing resources optimally. These conditions require an organization or company to always make various innovations to anticipate increasingly fierce competition. Organizations in the 21st century are required to have competitive advantages both in terms of product quality, service, costs and professional human resources.

One of the determinants of the progress and development of an organization depends on how the organization can make the most of its workforce. Organizations are able to place employees in accordance with their expertise, respect the talents and abilities of employees so the organization can develop quickly. Humans in completing a job have different motivations between individuals. This motivation greatly influences the individual characteristics of each individual. The difference in individual characteristics must be considered to the maximum so that the company's goals can be achieved. With the differences in individual characteristics can explain why the performance of one employee is different from the other. Proven results of research conducted by Samsualam, et al. (2008), states that there is a significant relationship between individual characteristics, motivation and performance.

In addition to individual characteristics, job characteristics can also affect employee performance. An employee needs the skills to complete a task, employee skills are determined by the activities carried out and each different activity requires diverse skills. The difference in characteristics inherent in the work requires the right individual in accordance with existing work specifications. If each employee already knows what type of work he is facing and the specific way to handle it, then this can affect his work. Characteristics of work aim to regulate work assignments that meet organizational, technological and behavioral needs. Job characteristics are also job descriptions that guide the work.

Performance is a process of comparing employee performance with standards set by the Organization. Specifically stated that performance appraisal is the process by which employees contribute to the organization during a certain period. Performance in the organization is the answer to the success or failure of the stated organizational goals. Through high employee performance, it is expected to be able to contribute significantly to the performance and progress of the company, because the company's performance is a synergy of the performance of all employees and the entire team / business units. The performance shown by employees will reflect the level of performance that can be achieved by the organization as a whole. Employee performance can be influenced by individual characteristics and organizational characteristics.

To become the best private university must be supported by employees who are performing well and reliably, all employees are required to have more professional skills, skills and experience. But in fact there are still many internal constraints faced to support performance achievement. For example, there are employees who cannot operate computers, the placement of employees is not based on their interests and educational background and there are differences of opinion with coworkers due to differences in perception.

Based on preliminary observations and direct interviews with employees at three Private Universities (PTS) in Denpasar, there were insufficient facilities and infrastructures such as computers, printers, poor internet connections, electricity which often went out so there was an uncomfortable work space, some rooms lacked ventilation and lighting. workspace governance is not representative yet.

One of the fundamental aspects in the management of employees in the organization is related to the management of attitudes towards a positive direction, so that the job characteristics of employees can achieve positive results in improving performance.

The performance concept referred to in this study is employee performance, which means that employee performance is actually the result of a person's behavior at work. Research on job characteristics on performance has been carried out, one of them by Hernaus and Mikulic (2013) shows a positive and significant relationship between job characteristics and performance with a correlation coefficient showing 0.269 with a significance value of less than 0.001. But other studies conducted by Isrorina and Setyowati (2009) have different results. The results of their research state that job characteristics have a negative effect on performance with a correlation coefficient showing -0.138 with a significance value of more than 0.05. Based on the existing research gap and related research results, this study conducted an empirical study on three PTS
in Denpasar with the title: “Effect of Individual Characteristics and Job Characteristics on Employee Performance”.

Based on the background of the problems described above, the main problems in this study are:

1. How to Influence Individual Characteristics and Job Characteristics simultaneously on employee performance at three private universities (PTS) in Denpasar
2. How is the influence of individual characteristics partially on employee performance at private universities (PTS) in Denpasar
3. How to Influence Job Characteristics partially on employee performance at three Private Universities (PTS) in Denpasar

The Purposes of Research:

1. To test and analyze the effect of individual characteristics and job characteristics simultaneously on employee performance at three private universities (PTS) in Denpasar
2. To test and analyze the effect of individual characteristics partially on employee performance at three private universities (PTS) in Denpasar
3. To test and analyze the Characteristics of Partial Employment of Employee Performance at three Private Universities (PTS) in Denpasar

Literature review:

1. Characteristics of Individuals:

Individual characteristics are individual differences with other individuals. The most important resources in the organization are human resources, people who provide energy, talent, creativity, and their efforts to the organization so that an organization can remain in existence (Herianus Peoni, 2014).

According to Subyantoro (2009), everyone has different views, goals, needs and abilities. This difference will be carried away in the world of work, which will cause satisfaction of one person with another is different, even though working in the same place. Arief Subyantoro mentioned indicators of individual characteristics including: Ability, Value, Attitude, Interest

   a. Ability, is the capacity of an individual to do various tasks in a job Robbins (2006). In other words, ability is a function of knowledge and skills, so the formula is A: f(KS).

   b. Value, According to Robbin (2006), a person's value is based on satisfying work, can be enjoyed, relationships with people, intellectual development and family time.

   c. Attitude, according to Robbins (2006) attitude is an evaluative statement - whether beneficial or not profitable - regarding objects, people, or events. In this study the attitude will be focused on how one feels about work, work groups, providers and organizations.

   d. Interest (interest), is an attitude that makes people like to object situations or certain ideas. This is followed by feelings of pleasure and a tendency to look for objects that are liked. Patterns - patterns of interest in a person is one of the factors that determine the suitability of people with their jobs. People's interest in this type of work varies (As’ad, 2004)

2. Job Characteristics:

According to Robbins and Judge (2009: 268) Characteristics of work is an approach in designing work that shows how work is described in five core dimensions, namely diversity of skills, task identity, task meaning, autonomy and feedback

Job Characteristics Indicators Mathis and Jackson (2001) develop measurements of job characteristics which also serve as a reference for measuring job characteristics in this study. The size in question includes:

   a. Various skills. Each type of work according to certain knowledge, skills and attitudes in order to carry out the work properly.
b. Task Identity. Hackman and Oldham, also quoted by Mathis and Jhon H. Jackson (2011: 95), suggest that task identity (Task Identity) is the work of all work units and is done from start to finish and the results can be seen.

c. Task Significance. The magnitude of the influence of work on others signifies a significant task (Task Significance).

d. Degree of Autonomy. Autonomy is the level of freedom and freedom of individuals in their jobs and schedules.

Some of the results of previous studies concluded that employee insecurity in work is a manifestation of the problem of work characteristics that causes decreased work productivity, the presence of job dissatisfaction, lack of motivation, loss of work passion (Kettenbohrer et al., 2015). Dimas and Hermin (2014) state that job characteristics models are an approach to job enrichment.

3. Employee performance:

According to As'ad (2012: 48) said job performance is the result achieved by someone according to the size that applies to the work in question. Meanwhile, according to Mangkunegara (2012: 9) Employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Employee performance is measured by indicators from Robbins in Mangkunegara, (2012 : 75), which states there are five indicators, namely: 1) Quality, 2) quantity, 3) timeliness, 4) effectiveness, 5) independence.

In this study, the performance measures were modified according to Government Regulation No. 46 of 2011 concerning the Assessment of Work Performance of Civil Servants, requiring each Civil Servant to prepare the Target of Employee Work. Assessment Indicators Employee performance is divided into six (6), namely:

a. Service Orientation. The attitudes and behavior of employees in providing the best services to those who are served include the community, superiors, co-workers, related work units, and / or other agencies.

b. Integrity. The ability to act in accordance with values, norms and ethics in the organization.

c. Commitment. Willingness and ability to harmonize employee attitudes and actions to realize organizational goals and prioritize self, someone, and / or group interests.

d. Discipline. The ability of employees to comply with their obligations and avoid prohibitions specified in statutory regulations and / or official regulations that are not disciplined or obeyed.

e. Cooperation. Willingness and ability of employees to cooperate with co-workers and other agencies in completing a specified task and responsibility so that the maximum usability and results are achieved.

f. Leadership. The ability and willingness of employees to motivate and influence subordinates or other people related to their field of work in order to achieve organizational goals.

Some of the results of previous studies concluded that employee insecurity in work is a manifestation of the problem of work characteristics that causes decreased work productivity, the presence of job dissatisfaction, lack of motivation, loss of work passion (Kettenbohrer et al., 2015). Dimas and Hermin (2014) state that job characteristics models are an approach to job enrichment.

How can organizational leaders use their knowledge to improve understanding of individual behavior in organizations Porter and Miles as quoted by Winardi (2012) argue that a perspective of a system will be very beneficial for the leaders of the organization. This means that all groups or systems that affect an employee must be considered before giving encouragement to employees well understood. The system consists of two groups of variables, namely individual characteristics and job characteristics.

With a good understanding of the characteristics of the individual and the work characteristics of the leadership of an organization or higher education institution can improve employee performance. From this description can be built a conceptual framework that is the relationship of the variables studied include: individual characteristics (X1), job characteristics (X2) and employee performance (Y1), the conceptual framework can be described in the following presentation in Figure 1.
The conceptual framework model presented in Figure 1 above can be explained, individual characteristics, and job characteristics, significantly influence employee performance. In addition, individual characteristics, and work characteristics have a simultaneous effect on employee performance. Other information that needs to be conveyed in accordance with Figure 1 above, individual characteristic variables in this study are reflected through four indicators adapted from Arif Subyantorao (2009), namely: X1.1), value (X1.2), attitude (X1.3) and interest (X1.4). Job characteristics variables are reflected by three indicators that refer to Mathis and Jackson (2001), including: Variety of expertise (X2.1), Task Identity (X2.2), Significance of Tasks (X2.3) and Degrees of Autonomy (X2.4). Employee performance variables in this study refer to Government Regulation No. 46 of 2011 using five indicators, including: Service Orientation (Y1.1), Integrity (Y1.2), Commitment (Y1.3), Discipline (Y1.4), Cooperation (Y1.5) and Leadership (Y1.6).

Research hypothesis:
Based on the subject matter and the framework of the research above, the hypothesis in this study is as follows.

H1: Individual Characteristics and Job Characteristics have a simultaneous and positive effect on employee performance at three Private Universities in Denpasar

H2: Characteristics of individuals have a positive and significant effect partially on employee performance at three Private Universities in Denpasar

H3: Job characteristics have a positive and significant effect partially on employee performance at three Private Universities in Denpasar

Methodology:
To obtain the data needed in this study used several research instruments such as: Observation (observation), Interview (interview), Documentation study, Questionnaire. The number of administrative employees in three Private Universities in Denpasar are as follows: Warmadewa University as many as 215 people, Mahasaraswati University as many as 158 people and Dwijendra University 28 people. Comparison of the number of employees of each university is 215: 158: 28. The sampling technique in this study is proportional random sampling. To determine the number of samples representing the population in the study used the Slovin formula (Umar, 2004: 108) with the results of 200 employees as respondents. The method of data analysis uses: descriptive analysis, Validity Test and Reliability of Research Variables, Classical Assumption Test, Analysis of Multiple Linear Regression.

Results and discussion: Validity and Reliability Test
Validity test is done by correlating between factor scores with total scores and if the correlation of each factor is positive (r> 0.3), then the research instrument can be said to be valid. Valid instruments are instruments that can be used to measure what should be measured. The high and low validity indicates the extent to which the
data collected does not deviate from the description of the intended variable. The results of the validity of this study are shown in the following table:

**Table 1 Validity and Reliability Test Results Individual Characteristics Variables, Job Characteristics and Employee Performance at Three Private Universities in Denpasar**

<table>
<thead>
<tr>
<th>No</th>
<th>Variabel</th>
<th>Statement Item</th>
<th>Correlation Item Total</th>
<th>Description</th>
<th>Cronbach’s Alpha</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Individual Characteristics</td>
<td>X1.1</td>
<td>0.910</td>
<td>Valid</td>
<td>0.736</td>
<td>Reliable</td>
</tr>
<tr>
<td></td>
<td></td>
<td>X1.2</td>
<td>0.913</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>X1.3</td>
<td>0.922</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>X1.4</td>
<td>0.930</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Job Characteristics</td>
<td>X2.1</td>
<td>0.791</td>
<td>Valid</td>
<td>0.746</td>
<td>Reliable</td>
</tr>
<tr>
<td></td>
<td></td>
<td>X2.2</td>
<td>0.768</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>X2.3</td>
<td>0.857</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>X2.4</td>
<td>0.971</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Employee Performance</td>
<td>Y1</td>
<td>0.935</td>
<td>Valid</td>
<td>0.904</td>
<td>Reliable</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Y2</td>
<td>0.936</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Y3</td>
<td>0.806</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Y4</td>
<td>0.847</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Y5</td>
<td>0.930</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Y6</td>
<td>0.791</td>
<td>Valid</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 1 shows that all the correlation coefficients of the tested variable indicators are greater than 0.30 ($r > 0.3$). The results show that all indicators found in this study proved valid. Cronbach’s Alpha value for each instrument was greater than 0.6 (Cronbach’s Alpha > 0.6). This shows that all instruments are reliable so that they can be used to conduct research.

**Classical Assumptions Test:**

1) Multicollinearity Test:

**Table 2 Multicollinearity Test Results**

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>Individual Characteristics</td>
<td>0.839</td>
</tr>
<tr>
<td>Job Characteristics</td>
<td>0.839</td>
</tr>
</tbody>
</table>

2) Heteroscedasticity Test:

**Table 3 Heteroscedasticity Test Results**

<table>
<thead>
<tr>
<th>Model</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Characteristics</td>
<td>-1.848</td>
<td>0.074</td>
</tr>
<tr>
<td>Job Characteristics</td>
<td>2.071</td>
<td>0.057</td>
</tr>
</tbody>
</table>
3) Normality test:

<table>
<thead>
<tr>
<th>Table 4 Normality Test Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-Sample Kolmogorov-Smirnov Test</td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>200</td>
</tr>
<tr>
<td>Normal Parameters a,b</td>
</tr>
<tr>
<td>Absolute</td>
</tr>
<tr>
<td>Positive</td>
</tr>
<tr>
<td>Negative</td>
</tr>
<tr>
<td>Kolmogorov-Smirnov Z</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
</tr>
</tbody>
</table>

a. Test distribution is Normal.
b. Calculated from data.

Analysis of Multiple Linear Regression:
The multiple linear regression analysis model is used to determine the magnitude of the influence between Individual Characteristics and Job Characteristics simultaneously on employee performance.

<table>
<thead>
<tr>
<th>Table 5 Multiple Linear Regression Analysis Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variable</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td>Individual Characteristics</td>
</tr>
<tr>
<td>Job Characteristics</td>
</tr>
<tr>
<td>(Constant)</td>
</tr>
<tr>
<td>F Statistics</td>
</tr>
<tr>
<td>Sig F</td>
</tr>
</tbody>
</table>

Test Statistics F (F-test)
The F test is used to determine whether all simultaneous variables (simultaneous) (Individual Characteristic variables and Job Characteristics variables) have an influence on the dependent variable (employee performance).

<table>
<thead>
<tr>
<th>Table 5 F Test Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>Regression</td>
</tr>
<tr>
<td>Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

Test Results t
Partial test (t test) is used to test the effect of each independent variable (Individual Characteristics variable and Job Characteristics variable) on the dependent variable (employee performance).
After the data was analyzed, a discussion of the results of data analysis was conducted to find out the broader meaning of the results of the analysis. The F test is used to determine whether all simultaneous variables (simultaneous) (Individual Characteristic variables and Job Characteristics variables) have an influence on the dependent variable (employee performance). From the results of the F statistical test it is known that F count (73.925) > F table (3.28) with a significance value of F is 0.000 < 0.05, then H0 is rejected. This means that the Individual Characteristics variable (X1) and Job Characteristics variable (X2) have a simultaneously significant positive effect on employee performance (Y) on the Three PTS in Denpasar.

Individual Characteristics and Characteristics of Work are known to have a significant positive effect individually on the performance of employee employees at Three PTS in Denpasar. This is obtained through the results of the t test of the Individual Characteristics variable (X1) on employee performance (Y) where thitung (7.238) > t table (2.034) with a significance level of 0.009 < 0.05, so H0 is rejected and Ha is accepted which means that the Characteristic variable Individuals have a positive and significant effect on employee performance β1 regression coefficient (Individual Characteristics variable) of 0.580, indicating that the increase in Individual Characteristics will increase the value of employee performance in the Three PTS in Denpasar.

The results of the t test Job Characteristics variable (X2) on employee performance (Y) are thitung (6.040) > t table (2.034) with a significance level of 0.000 < 0.05, so H0 is rejected and Ha is accepted which means that Job Characteristics variables have a positive and significant effect on employee performance β2 regression coefficient (Job Characteristics variable) of 0.696, indicating that increasing Job Characteristics will improve employee performance at Three PTS in Denpasar.

Among the Individual Characteristics variables (X1) and Job Characteristics (X2), Job Characteristics variables have the dominant influence in improving employee performance at Three PTS in Denpasar. This is evident through the analysis of Unstandardized Coefficients that obtained the regression coefficient β1 (Individual Characteristic variable) of 0.580 and the β2 regression coefficient (Job Characteristics variable) of 0.696 where the Job Characteristics variable has a greater value than the Individual Characteristics with a regression coefficient of 0.696. Then it can be concluded that Job Characteristics are variables that have a dominant influence on employee performance in Three PTS in Denpasar.

Conclusions and suggestions:
Conclusions:
1. Individual characteristics have a positive and significant effect on employee performance in the Three Private Universities in Denpasar
2. Job characteristics have a positive and significant effect on the performance of administrative employees at three Private Universities in Denpasar
3. Individual characteristics and job characteristics simultaneously have a positive and significant effect on employee performance at three Private Universities in Denpasar
4. Job characteristics have a dominant influence on employee performance at three Private Universities in Denpasar.

Suggestion
1. The individual characteristics possessed by three Private Universities in Denpasar have been felt well. However, to improve employee characteristics, leaders should provide training on computers and other
information technology so that employees understand more about it. Leaders must also pay attention and provide guidance to employees on how to behave well with colleagues and students.

2. The characteristics of work owned by three Private Universities in Denpasar have been felt well. However, to improve job characteristics, leaders should give freedom in managing work time on jobs with a record of staying disciplined and work completed on time.

3. The performance of employees at Private Universities in Denpasar has been felt well. However, to improve employee performance, leadership training should be provided to be able to make accurate decisions.

References:


