



**EFFECT OF INDIVIDUAL CHARACTERISTICS AND
CHARACTERISTICS ORGANIZATION ON WORK AND
PERFORMANCE MOTIVATION
BOVEN DIGOEL PAPUA STATE CIVIL SERVICE**

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Abstract

The purpose of this study was to determine the effect of individual characteristics, organizational characteristics on work motivation, to determine the effect of individual characteristics, organizational characteristics on performance in the regional secretariat of Boven Digoel district, and to determine the effect of individual characteristics and organizational characteristics on performance through work motivation. The research approach used quantitative research, the location of the research at ASN in Boven Digoel Regency, Papua. The population and sample of the study were 89 people with saturated sampling technique. The results showed 1) individual characteristic variables partially had a significant effect on employee motivation, 2) organizational characteristics variables partially had a significant effect on employee work motivation. 3) Work motivation variable partially has a significant effect on employee performance. 4) Individual characteristic variables partially have a significant effect on employee performance. 5) Organizational characteristics variables partially have a significant effect on employee performance. 6) Individual characteristic variables partially have a significant effect on employee performance through work motivation. 7) Organizational characteristics variables partially have a significant effect on employee performance through work motivation 6) Individual characteristic variables partially have a significant effect on employee performance through work motivation. 7) Organizational characteristics variables partially have a significant effect on employee performance through work motivation 6) Individual characteristic variables partially have a significant effect on employee performance through work motivation. 7) Organizational characteristics variables partially have a significant effect on employee performance through work motivation

Keywords: *Individual characteristics, organizational characteristics, work motivation, performance*

INTRODUCTION

Organization is a grand strategy that was created to organize people who work together to achieve the expected goals, and it takes efforts of interaction, cooperation and coordination between individuals. Organizational success is also determined by the ability of individual employees to transform themselves to support organizational goals. In maintaining its survival, the organization must be able to develop human resource potential and strengthen culture in carrying out its function as a meaning and control mechanism that will later guide and shape

employee attitudes and behavior.

In achieving organizational goals quality resources are needed. And have high work motivation from each employee. The existence of high work motivation in each employee of course will make the employee even more active in doing his job. This of course has a positive impact on the organization. Robbin in Bangun (2012) states that employee motivation at work is reflected in the willingness of an employee to exert a high level of effort so as to affect performance and achieve organizational goals.

Various ways will be taken by organizations in improving employee performance, for example through education, training, providing adequate compensation, providing motivation and creating a conducive work environment. This is reinforced by Sedamaryanti's statement in Sabarofek and Sawaki (2017) suggesting that there are several factors that affect performance improvement by individual characteristics (abilities, attitudes, values, and personality) obtained through education. On the other hand, the satisfaction of a leader in mobilizing and empowering employees will also affect employee performance.

The use of directed and effective manpower is a determining factor in efforts to improve performance. Therefore, we need an organizational policy that is able to mobilize the workforce so that they are willing to work more optimally in accordance with the suggestions that the organization has set.

To be able to increase employee motivation and performance, individual characteristics must be developed, where with individual characteristics, employees can determine their individual career. The most important activity to see the development of individual performance can be seen from the good and bad performance achieved (Werther, in Ananda and Sunuharyo, 2018).

Employees who have a lot of experience that employees get personally and also work wholeheartedly can be considered as a reflection of high motivation in carrying out their duties and jobs. If there is adequate work experience, the employee's skills will be improved which can then complete their work according to the set targets.

According to Siagian in Widanarni (2015) the inability of employees to adapt to work and organization can lead to dysfunctional behavior, such as frequent mistakes, low morale, indifference, and absences without information. Various things that can affect employee performance can come from within (individuals) and from outside (work and organization). Individual influences such as family problems and unfulfilled ambitions. Meanwhile, from work such as too heavy a task load, time pressure, poor supervision, a work climate that creates a sense of insecurity, lack of information from feedback about one's performance, imbalance between authority and responsibility, unclear role of employees in the organization,

One of the causes of decreased motivation and performance is organizational characteristics. Organizational characteristics are the factors of the individual work environment that encourage work performance (Gibson in Thoha, 2015). In every organization, a job must be determined, tasks are grouped and distributed to each employee, there is a designation of departments and determination of relationships (Hasibuan, 2012).

Some of the characteristics of the organization can be reflected in standards of behavior, pressure to conform and informal leadership. The difference in organizational characteristics is indicated by the different policies and cultures in each organization, so that in order to encourage optimal performance, leaders must consider the relationship between these factors and their influence on individual employee behavior. Therefore, motivating human resources in an organization has more to do with maintaining organizational culture to be able to encourage better work performance.

The Regional Secretariat of the Boven Diogel Regency has the main task of assisting the Regional Head in carrying out government authority, community development and development, cooperation, fostering administration, organization and management as well as compiling policies and coordinating regional offices and regional technical institutions.

Based on interviews with the regional secretary of Boven Digoel district, it shows that there are problems related to the motivation and performance of employees at the regional secretary office of the District of Boven Digoel, such as some things that are still low, such as the

quality of work of employees that is still below standard, employees in completing work are not on time. In addition, other things that are still low, the results are awareness to cooperate with colleagues, and independence of employees in completing work without waiting for orders from superiors.

The purpose of this study was to determine and analyze the direct influence of individual characteristics, organizational characteristics on work motivation and performance, as well as the indirect influence of individual characteristics, organizational characteristics on performance through work motivation at the Regional Secretariat of Boven Digoel Regency.

LITERATURE REVIEW

Individual Characteristics.

According to Thoha. M (2010) deals with individual characteristics, that individuals bring into the organizational structure, abilities, personal beliefs, expectations of needs and past experiences. These are all characteristics possessed by individuals and these characteristics will enter a new environment, namely the organization. The most important resource in an organization is human resources, every human being has individual characteristics that vary from one another. The future of an individual in the organization does not depend on performance alone. Managers also use judgmental subjective measures. What is perceived by the appraiser as good or bad employee character / behavior will affect the assessment.

Indicators of individual characteristics according to Ivancevich et al in Susi Susanti and Widayat (2016), namely:

1. Ability.
About ability is usually closely related to differences in individual characteristics. ability (ability) is the capacity of an individual to perform various tasks in a job.
2. Personality.
Personality is the difference in individual characteristics. Personality can also be said to be a combination of a set of physical and mental characteristics of a person. Personality can be seen from individual behavior, such as how a person speaks, acts and does things.
3. Perception.
Perception is a cognitive process that includes the interpretation of objects, symbols and people, in terms of important experiences, where an individual gives meaning to the environment. Each person gives his own meaning to the stimuli or images of the senses, so it can be said that different individuals "see" the same thing in different ways.
4. Attitude
Attitude is a mental state that is learned and organized through experience, producing a specific effect on a person's response to other people, objects, related situations.

Organizational Characteristics

According to Dimock in Sudarsono (2010) defines an organization as follows: Organization is a systematic way to combine interdependent parts into a complete unit in which authority, coordination and supervision are trained to achieve predetermined goals. Meanwhile, according to Dwight Waldo in Kencana Syafie (2013) explains: Organization as a structure and authorities and habits in relationships between people in an administrative system.

Indicators of organizational characteristics that can be measured through (Siswantoro, in Dessler, 2015):

1. Organizational resources.
Organizational resources are essential for a career development. Organizational resources are the main capital of the organization, the resources in question are financial (financial) resources, time resources and human resources. In line with that, financial resources are needed if the organization is going to provide training, for example to organize career courses.
2. Organizational climate.

Organizational climate is a work environment condition that affects and supports individual activities in it. Organizations must create a climate that can provide a career boost. An example is an organization that introduced a work appraisal system that focuses on development.

3. Organizational structure.

The organizational structure shows the different positions, duties, authorities and responsibilities. Structure is the basic framework of formal relationships that have been arranged. That is, the structure has the intention to assist in organizing and directing the efforts made within the organization so that these efforts are coordinated and consistent with organizational goals.

Work motivation

Work motivation is motivation that occurs in situations and work environments in an organization or institution. Work motivation is behavior that is directed to achieve a goal, where behind the behavior there is a kind of need, will and desire (Hellriegel Don Slocum in Ghezanda, Sunuharyo, Susilo, 2013)

Work motivation indicators according to McClelland in Robbins (2011), namely

- 1. The need for power.
- 2. The need for achievement,
- 3. The need for affiliation

Employee Performance

Employee or employee performance is often defined as the achievement of tasks, where employees at work must be in accordance with the organization's work program to show the level of organizational performance in achieving the vision, mission and goals of the organization. According to Gibson (in Ardansyah and Wasilawati, 2014)

Performance appraisal indicators according to Sikula in Wijaya and Andreani (2015) are as follows:

- a. Work quality
Quality of work is the level where the performance results of the employees are carried out close to perfect in terms of accuracy, thoroughness and acceptance of an activity
- b. Discipline.
The level of employee compliance in implementing the established rules
- c. Punctuality
the level of timeliness of an activity completed by employees and accuracy in work.
- d. Interpersonal impact.
Namely related to able to interact with other people and colleagues, express opinions clearly and work in a team.

Framework of Mind

The framework in this research can be seen in the following figure:

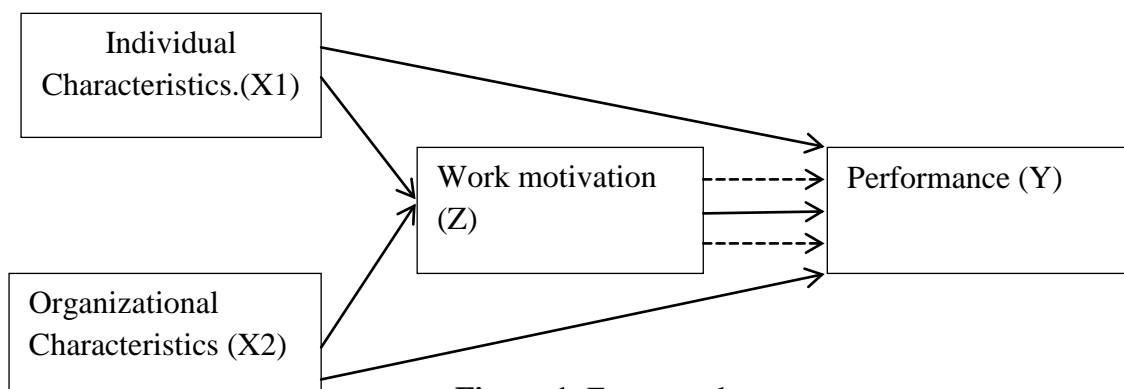


Figure 1: Framework

RESEARCH METHOD

Research Location and Design

This research was conducted at the regional secretariat office of the Boven Digoel district in Papua. This study uses a quantitative approach which aims to explain the position of the variables under study and the relationship between one variable and another.

Population and Sample

The population in this study is the number of ASN in the regional secretariat of Boven Digoel district, amounting to 89 people. The sample used in this study is the entire population or saturated sample so that the sample in this study was determined as many as 90 respondents.

Data Collection Method

The collection method in this research is 1) Interview, which is the technique of collecting data by direct question and answer with authorized officials who are related to the object of research. 2) Questionnaires, which are data collection techniques by distributing a list of questions to obtain written answers to the problems faced.

Data analysis method

The analytical methods used in this research are: 1) Descriptive analysis. Descriptive analysis is used to analyze data by describing or describing the collected data as it is without intending to make generalized conclusions or generalizations. 2) To achieve the quality of the data, it is done by testing the validity and reliability testing using the Smart Partial Least Square (PLS) 3.2.8 software. The data validity test is used to measure whether something is valid or not

EMPIRICAL RESULTS

Descriptive statistics

Based on the research data that has been collected, data about the amount is obtained As many as 89 questionnaires have been distributed, the descriptions of respondents' responses can be described as follows

.Table-1: Description of Respondents' Responses About Individual Characteristics

Statement	AVE
I have the ability to complete work according to my expertise without the help of others.	4.18
I am among those who easily socialize with co-workers	4.17
In training you get technical skills that are useful for the job	3.63
In making decisions, I need data to be precise in making decisions	4.01

Source: Smart PLS output

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. The highest response was the statement about "I have the ability to complete work according to my expertise without the help of others." with the average value of the respondents' responses in the good category. This shows that employees have the ability to work. The lowest respondent's score was the statement about "In training you get technical skills that are useful for work". Although the respondent's score for this statement was the lowest, this score was in the good category, indicating that perceptions of training and skills are useful for work.

Table-2: Description of Respondents' Responses About Organizational Characteristics

Statement	AVE
The work plan of the organization is always realized because it is supported by that budget fulfilled.	3.80
The organization is able to facilitate the development of the abilities or skills of employees.	3.94
Authority is exercised in accordance with the responsibilities held by employees	3.82

Source: Smart PLS output

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. The statement about "The organization is able to facilitate the development of the abilities or skills of employees" is a statement with the highest respondent score in the very high category which indicates that the organizational climate is very good. The statement regarding "The work plan of the organization is always realized because it is supported by an adequate budget." is the statement with the lowest respondent's response but still falls into the good category.

Table 3 Description of Respondents' Responses About Work Motivation

Statement	AVE
The achievements you have achieved now are very satisfying	4.36
The power that you achieve can increase your enthusiasm for work	4.12
You can complete the work together with teamwork.	4.13

Source: Smart PLS output

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. The statement about "Your current achievement is very satisfying" is a statement with the highest respondent's score in the very high category, which indicates that the need for achievement is very good. The statement about "The power that you achieve can increase your enthusiasm for work" is a statement with the lowest respondent's response but has entered the very good category indicating that there is a need for power.

Table 4. Description of Respondents' Responses About Employee Performance.

Statement	AVE
You can get office work done right	4.36
You always follow the rules that apply in the office	4.11

You are able to work according to the time set by your boss	4.13
You always use your free time at the office for things that are useful for the organization and are able to work in a team	4.33

Source: Smart PLS output

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. The statement about "You can complete office work correctly" is a statement with the highest respondent value in the very high category which shows that the quality of work is very good in the office.. The statement about "You always follow the rules that apply in the office" is a statement with the lowest respondent's response but has been in the very good category..

DISCUSSION

1) Hypothesis 1 (Effect of individual characteristics on motivation)

Table 5. Coeffients Line I

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.918	.943		.974	.333
	individual_characteristics	.574	.083	.648	6,950	.000
	organizational_characteristics	.219	.102	.200	2,143	.035

a. Dependent Variable: motivation

Source: Data Processing, 2020

From the results of calculations in table 5, the t value for individual characteristic variables is 6,950 and using the level of significance (level of significance) of 5%, the t table is 1.661. Where t table is obtained from $dk = nk (96-2-1) = 1.661$ (Siregar, 2012) which means that the calculated t value is greater than t table, namely $6,950 > 1.661$. Meanwhile, the sig value in the table is 0,000 because the sig is smaller or less than 0.05, which shows that individual characteristics (X1) have a significant effect on work motivation (Y). Thus it can be concluded that the hypothesis that individual characteristics have a significant effect on work motivation is accepted.

2) Hypothesis 2 (Organizational characteristics of motivation)

From the calculation results, the t value for the organizational characteristics variable is 2.143 and by using the significance level of 5%, the t table is 1.661. Where t table is obtained from $dk = nk (96-2-1) = 1.661$ (Siregar, 2012), which means that the calculated t value is greater than t table, namely $2.143 > 1.661$. While the sig value in the table is 0.035 because sig is smaller or less than 0.05, which shows that organizational characteristics (X1) have a significant effect on work motivation (Y). Thus it can be concluded that the hypothesis which states that organizational characteristics have a significant effect on work motivation is accepted.

Table 6. Coeffients Line II

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.111	.269		.414	.680
	individual_characteristics	.105	.029	.093	3,604	.001
	organizational_characteristics	.088	.030	.062	2,950	.004
	Motivation	1,120	.031	.872	36,666	.000

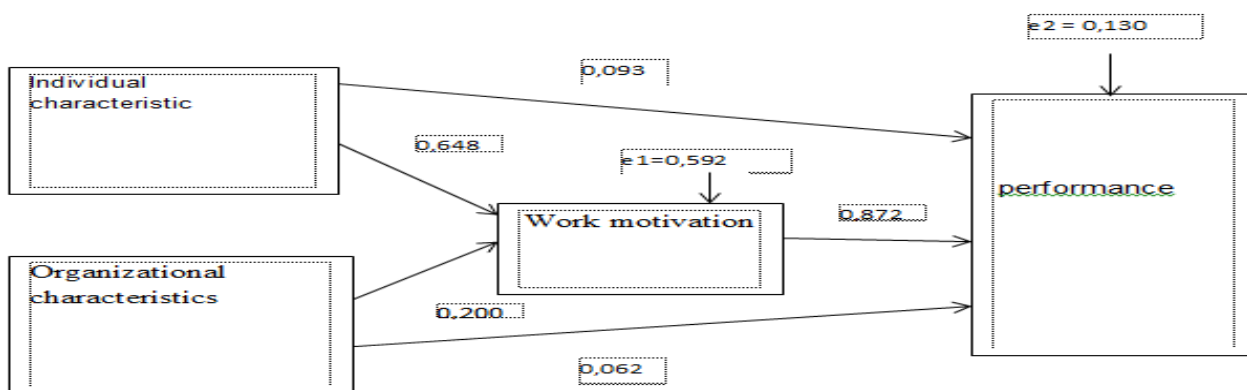


Figure 2. Results of Path Analysis between X1, X2, Z and Y

3) Hypothesis 3 (Effect of work motivation on performance)

From the calculation results, the t value for the work motivation variable is 36,666 and by using the significance level (level of significance) of 5%, a t table is obtained of 1.661. Where t table is obtained from $dk = nk (96-3-1) = 1.661$ (Siregar, 2012), which means that the calculated t value is greater than t table, namely $36,666 > 1,661$. While the sig value in the table is 0,000 because the sig is smaller or less than 0.05, which shows that work motivation has a significant effect on performance. Thus it can be concluded that the hypothesis that work motivation has a significant effect on performance is accepted

4) Hypothesis 4 (Effect of individual characteristics on performance)

From the calculation results, the t value for individual characteristic variables is 3,604 and by using the level of significance (level of significance) of 5%, the t table is 1,661. Where t table is obtained from $dk = nk (96-3-1) = 1.661$ (Siregar, 2012), which means that the calculated t value is greater than t table, namely $3.604 > 1.661$. Meanwhile, the sig value in the table is 0.001 because the sig is smaller or less than 0.05, which shows that individual characteristics (X1) have a significant effect on performance (Y). Thus it can be concluded that the hypothesis which states that individual characteristics have a significant effect on performance is accepted.

5) Hypothesis 5 (Effect of organizational characteristics on performance)

From the calculation results, the t value for the organizational characteristics variable is 2,950 and by using the significance level (level of significance) of 5%, the t table is 1.661. Where t table is obtained from $dk = nk (96-3-1) = 1.661$ (Siregar, 2012), which means that the calculated t value is greater than t table, which is $2,950 > 1.661$. While the sig value in the table is 0.004 because sig is smaller or less than 0.05, which shows that organizational characteristics (X2) have a significant effect on performance (Y). Thus it can be concluded that the hypothesis which states that organizational characteristics have a significant effect on work motivation is accepted.

6) Hypothesis 6 (Influence of Individual Characteristics on performance through work motivation)

Based on the table above, it is known that the Standardized Coefficient (beta) value of each variable. The direct effect of individual characteristics on performance is 0.093, while the indirect effect is $0.648 \times 0.872 = 0.565$. From these results it can be seen that the total effect of individual characteristics on performance through work motivation is $0.648 + 0.565 = 1.213$. Based on the path analysis test, the results of the direct and indirect effect of the individual characteristic variables on motivation (Z) and performance (Y) show that the indirect effect of 0.565 is greater than the direct effect of 0.093. it means that indirectly individual characteristics (X1) on performance (Y) through motivation (Z) have a significant effect.

7) Hypothesis 7 (Influence of organizational characteristics on performance through work motivation)

Based on the table above, it is known that the Standardized Coefficient (beta) value of each

variable. The direct effect of organizational characteristics on performance is 0.062, while the indirect effect is $0.200 \times 0.872 = 0.174$. From these results it can be seen that the total influence of organizational characteristics on performance through work motivation is $0.200 + 0.174 = 0.374$.

Based on the path analysis test, the results of the direct and indirect influence of organizational characteristics on motivation (Z) and performance (Y) The result shows that the indirect effect of 0.174 is greater than the direct effect of 0.062. it means that indirectly organizational characteristics (X2) on performance (Y) through motivation (Z) have a significant effect. Thus it can be concluded that the hypothesis which states that organizational characteristics have a significant effect on performance through motivation is accepted

The results of data processing summarized in the tables above can then be discussed to determine the effect of the independent variables on the dependent and mediating variables.

1) Results of Testing the Effect of Individual Characteristics on Motivation (Partially)

Based on the analysis of the research findings, it is known that individual characteristics have a significant effect on work motivation. When employees feel that they have the abilities and interests that are in accordance with the work at hand, have a good attitude at work, and have needs that must be met, it will increasingly create high work motivation to work optimally. This is in accordance with the theory put forward by Stoner in Ananda and Sunuharyo (2018), which explains that there are three factors that affect employee motivation, which include differences in individual characteristics, job characteristics, and job situation characteristics. The results of this study support previous research conducted by Ananda and Sunuharyo (2018),

2) Results of Testing the Effect of Organizational Characteristics on Motivation (Partially).

Based on the analysis of the research findings, it is known that organizational characteristics have a significant effect on work motivation. Organizational characteristics are the factors of the individual work environment that encourage work performance. Based on this description, the characteristics of the organization are the factors of the individual work environment that encourage work performance in the organization in a comprehensive manner. Organizational characteristics can be seen from the division of labor, hierarchy of authority, rational programs in order to achieve organizational goals, systems and procedures for handling work situations, system of rules that include rights and obligations and interpersonal relationships. This is in line with the theory put forward by Hasibuan (2012) that motivates human resources in an organization to have more to do with maintaining organizational culture to be able to encourage higher employee performance. This is supported by research by Arief Subyantoro (2009) which states that there is a significant influence between organizational characteristics and employee motivation.

3) The results of testing the effect of work motivation on employee performance.

Based on the analysis of the research findings, it is known that work motivation has a significant effect on employee performance. This research also supports Hasibuan's statement in Murti and Srimulyani (2013); which states that motivation is a driving force for employees to achieve their performance. The results of this study are in line with the results of previous studies conducted by M Ikhsan, et al (2019); S. Betaubun, et al (2019); and Leonarti, et al (2019) who found that motivation has a significant effect on performance.

4) Test Results Effect of individual characteristics on performance

Based on the analysis of the research findings, it is known that individual characteristics have a significant effect on employee performance. Employees have the ability, good attitude, high interest in their work, and have needs that must be met, so employees will have a strong urge to work hard so that their performance will also increase according to the expected goals. Supported by the opinion of Ardana et al in Mangkunegara (2013), which states that if the factors in the job match individual characteristics, the employee tends to be motivated to carry out the assigned task. The results of this study support previous research conducted by Susi

Susanti and Widayat (2016), which states that individual characteristics affect employee performance.

5) Testing Results Effect of organizational characteristics on performance

Based on the analysis of the research findings, it is known that individual characteristics have a significant effect on employee performance. Organizational characteristics that are able to improve employee performance are in accordance with the theory of Panggabean in construction (2012) which states that employee performance is influenced by several factors, one of which is organizational characteristics. According to Gibson, quoted by Sugito and Thoha, 2015 organizational characteristics are the factors of the individual work environment that encourage work performance. Based on this description, the characteristics of the organization are the factors of the individual work environment that encourage work performance in the organization in a comprehensive manner. These results are in line with Liana D.

6) Testing Results The influence of individual characteristics on performance through work motivation.

Based on the results of the path analysis, there is an effect of individual characteristics on performance both directly and through work motivation. This can be seen from the magnitude of the direct effect of 0.093, while the indirect effect is 0.565 and the total effect of individual characteristics on performance through work motivation is 1.213. The amount of the total influence of individual characteristics on performance through work motivation shows that work motivation has a very large influence in mediating the relationship between individual characteristics and ASN performance. This means that the better the individual characteristics, the better the employee's work motivation so that it will improve the performance of ASN in Boven Digoel district. This is in line with the theory put forward by Werther, in Ananda and Sunuharyo (2018), namely To be able to increase employee motivation and performance, individual characteristics must be developed, where with individual characteristics, employees can determine their individual careers. The most important activity to see the development of individual performance can be seen from the merits of the performance achieved. The results of this study were corroborated by research by Kridharta, D., & Rusdianti, E. (2017) with the research title Analysis of the Influence of Individual Characteristics, Organizational Commitment and Job Satisfaction on Employee Performance with Motivation as an Intervening Variable. The most important activity to see the development of individual performance can be seen from the merits of the performance achieved. The results of this study were corroborated by research by Kridharta, D., & Rusdianti, E. (2017) with the research title Analysis of the Influence of Individual Characteristics, Organizational Commitment, and Job Satisfaction on Employee Performance with Motivation as an Intervening Variable. The most important activity to see the development of individual performance can be seen from the merits of the performance achieved. The results of this study were corroborated by research by Kridharta, D., & Rusdianti, E. (2017) with the research title Analysis of the Influence of Individual Characteristics, Organizational Commitment and Job Satisfaction on Employee Performance with Motivation as an Intervening Variable.

7) Testing Results The influence of organizational characteristics on performance through work motivation

Based on the results of the path analysis, there is an influence of organizational characteristics on performance both directly and through work motivation. This can be seen from the magnitude of the direct effect of 0.062, while the indirect effect is 0.174 and the total effect of organizational characteristics on performance through work motivation is 0.374. The amount of total influence of organizational characteristics on performance through work motivation shows that work motivation has a very large influence in mediating the relationship between organizational characteristics and ASN performance. This means that the better the individual characteristics, the better the employee's work motivation so that it will improve the performance of ASN in Boven Digoel district. This is in line with the theory put forward by

Gibson in thoha, (2015), namely one of the causes of decreased motivation and performance is organizational characteristics. Organizational characteristics are the factors of the individual work environment that encourage work performance. In every organization, a job must be determined, tasks are grouped and distributed to each employee, the existence of a department assignment and the determination of relationships. Some organizational characteristics can be reflected in standards of behavior, pressure to conform and informal leadership. The difference in organizational characteristics is indicated by the different policies and cultures in each organization, so that in order to encourage optimal performance, leaders must consider the relationship between these factors and their influence on individual employee behavior. Therefore, Motivating human resources in an organization has more to do with maintaining organizational culture to be able to encourage better work performance. The results of this study were corroborated by the research of Wahyuni, E. (2015). with the research title The Influence of Organizational Culture and Leadership Style on Employee Performance in the Finance Section of Public Sector Organizations with Work Motivation as an Intervening Variable (Case Study on Tasikmalaya City Government Employees).

CONCLUSION

Based on the results of research and discussion, the conclusions of this study can be described as follows:

- 1) Individual characteristic variables partially have a significant effect on employee motivation.
- 2) Organizational characteristics variables partially have a significant effect on employee motivation.
- 3) Work motivation variable partially has a significant effect on employee performance.
- 4) Individual characteristic variables partially have a significant effect on employee performance
- 5) Organizational characteristics variables partially have a significant effect on employee performance
- 6) Individual characteristic variables partially have a significant effect on employee performance through work motivation
- 7) Organizational characteristics variables partially have a significant effect on employee performance through work motivation

Based on the conclusions previously described, the suggestions for this research can be described as follows:

- 1) Leaders need to develop individual characteristics, especially those related to employee perception indicators
- 2) Leaders need to develop individual characteristics with training so that ASNs get technical skills that are useful for the job
- 3) Leaders need to develop organizational characteristics, especially those related to organizational climate indicators such as Organizations further facilitate the development of abilities or skills of employees.
- 4) Leaders should motivate all employees to increase their performance
- 5) Leaders should be more motivated to all ASN by paying attention to employee careers thus increasing the enthusiasm for work.
- 6) Based on the results obtained that to improve employee performance, leaders at the regional secretariat of Boven Digoel Papua district are advised to foster and increase employee morale in working with employee motivation well, create a good environment, and pay attention to employee welfare.
- 7) Leaders need to appeal to all ASN to always follow the rules that apply in the office

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