
THE EFFECTS OF INDIVIDUAL CHARACTERISTICS AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS THE MEDIATOR IN THE HUMAN AND PUBLIC RESOURCES BUREAU OF THE NATIONAL LIBRARY OF THE REPUBLIC OF INDONESIA

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ABSTRACT

The National Library of the Republic of Indonesia is a non-ministerial government institution that carries out government duties in the library sector; it functions as a library builder, reference library, deposit library, research library preservation library, and library networking center and is domiciled in the State capital. The increasing number of visits to the National Library of the Republic of Indonesia must be accompanied by an increase in the performance of the National Library of the Republic employees. This study aims to determine individual characteristics and organizational commitment to employee performance, with job satisfaction as the mediator variable. This paper proposes a conceptual model for declining performance improvement, accompanied by a literature review, hypotheses, and research methodology. The implementation of this paper can provide information about the effect of individual characteristics and organizational commitment on employee performance, with job satisfaction as the mediator variable on the biro of human and general resources of the National Library of the Republic of Indonesia.

KeyWords

Conceptual Model, Individual Characteristics, Organizational Commitment, Employee Performance, Job Satisfaction

INTRODUCTION

The success of a country is mainly dependent on its ability to use science and technology, which are the cornerstones of its progress. The capacity to comprehend and apply knowledge from literature is closely related to an individual's achievement and ability to advance the country. It is imperative that there be a greater interest in reading, and the government may help by funding libraries. A library needs to have a vast collection of written and recorded works in addition to being a magnificent edifice. Since increasing interest in reading depends on user happiness, librarians are essential in providing services promoting user access.

As per Law No. 13 of 2018, the National Library of the Republic of Indonesia serves as a reference, advice, deposit, research, preservation, and library networking center. Visits to the library rise with more research interest, but better work from employees must come next. It is necessary to overcome challenges like interpersonal incompatibilities, discontent with policies, and productivity-defeating practices. Various factors, including incompatibilities between coworkers and superiors and a need for knowledge of information and communication technologies, can impact employee performance. Disparities in task comprehension also result from disparities in age and experience.

As a result, finding solutions to these problems is essential to promoting increased worker productivity at the Republic of Indonesia's National Library, which is essential to advancing science and technology in the nation.

Based on the background and issues mentioned above, this conceptual paper will discuss the effects of individual characteristics and organizational commitment on employee performance, with job satisfaction as the mediator variable in the

Human and Public Resources Bureau of the National Library of the Republic of Indonesia.

LITERATURE REVIEW

A. Individual Characteristics

Individual characteristics are those unique qualities, morals, psychological features, or character traits that separate an individual. Individuals can be distinguished from one another by their unique qualities. Because each person in the firm has a unique character, individual qualities inside the organization are true. Employees or human resources are known as employees who give their energy, talent, creativity, and effort to a firm to keep it afloat.

According to Robbins (2006), variables that are readily defined and accessible are primarily derived from data found in an employee's personnel file and express personal attributes, including age, gender, the number of dependents, and length of employment with the company. Rivai (2006) states, "Individual characteristics are special characteristics, psychological traits, morals or character traits that a person has that distinguish him from others."

From the description above, it can be synthesized that individual characteristics are unique characteristics, personality, perceptions, attitudes, abilities, needs, expectations, beliefs, psychological traits, morals, or character traits that a person has that distinguish him from other people.

B. Organizational Commitment

Robbins (2013) defines organizational commitment as a person's identification and participation in an organization and their lack of desire to leave it. According to Noe (2010), organizational commitment entails pride, allegiance, and personal willingness to the organization. According to Logahan (2012), organizational commitment represents a person's allegiance to the company and involves continuously expressing concern for the organization's success and advancement. According to Robbins & Coulter (2012), an individual's level of organizational commitment is determined by how much they identify with a particular organization, understand its objectives, and want to stay a member.

According to Dwiyantri (2021), three factors influence organizational commitment, namely personal, situational, and positional. Various personal circumstances can influence a person's commitment to the organization. First, some personality factors might affect an individual's level of commitment, including conscientiousness, extroversion, optimism, orientation toward team and collective goals instead of personal ones, and altruistic views. Additionally, there is a significant correlation between age and duration and organizational commitment, with longer tenure indicating higher levels of commitment among employees.

Organizational circumstances and the work environment are examples of situational elements. Organizational commitment is partly shaped by shared ideals among coworkers, fairness in the distribution of resources and decision-making procedures, and perceived fairness in interpersonal interactions.

Positional factors are associated with an individual's work level and tenure. Long service history boosts an employee's level of commitment by allowing them to take on challenging assignments, have more autonomy, and have more prospects for promotion. Furthermore, a high employment rate also tends to boost a person's drive and degree of participation in the company.

C. Job Satisfaction

Frederick Herzberg's theory of job satisfaction, known as the two-factor theory, is one of the fundamental concepts in industrial psychology and human resource management. Introduced in his 1959 book "The Motivation to Work," the theory identifies two factors influencing employee job satisfaction: hygiene factors and motivators. The theory classifies these factors into two categories and explains how they impact Organizational Commitment and employee satisfaction.

1) Hygiene

Hygiene factors are factors related to external working conditions, including salary, job status, job security, company policies, interpersonal relationships in the work environment, and supervision. Herzberg argues that these factors cannot significantly increase job satisfaction. Instead, their primary role is to prevent dissatisfaction from occurring. When these hygiene factors are met, employees will feel satisfied with their jobs and may experience satisfaction. For example, if an employee feels that his salary needs to be increased to meet his basic needs, he may feel dissatisfied.

2) Motivators

Motivators are factors related to the content of the job itself, such as recognition, responsibility, achievement, career advancement, and personal growth. Herzberg argues that these motivator factors are what increase employee job satisfaction. When these factors are met, employees will feel more satisfied with their jobs and feel Organizational Commitment to deliver top performance. For example, employees recognized for their work achievements will feel valued and satisfied with their jobs.

D. Employee Performance

According to Wibowo (2014), performance can be interpreted as the result or process of work done. Quality performance

reflects effectiveness in achieving work goals. Colquitt (2016) also explains that performance results from work successfully completed by individuals completing tasks and responsibilities within a specific time.

Anderson (2014) outlines several indicators of employee performance. The quantity of work, which is related to quantity, is expressed in numbers or other numerical equivalents. The quality of work, related to quality, is also expressed in numbers or other numerical equivalents. Efficiency in tasks reflects the wise and economical use of resources. Work discipline demonstrates adherence to applicable laws and regulations. The initiative involves making decisions, acting without instruction, finding ways to overcome situations, and pushing forward under challenging conditions. Thoroughness is assessed based on the extent to which the results of work measurements are by set objectives. Leadership involves influencing or setting an example by leaders to subordinates to achieve organizational goals. Honesty, a complex human trait to apply, includes honesty in various aspects of work. Creativity is a mental process involving coming up with new or creative ideas to carry out tasks and work.

CONCEPTUAL MODEL

By Taking into account the literature review and previous research, it is assumed that variables such as job satisfaction have a direct influence on performance and individual characteristics. In addition, job satisfaction is also thought to have an indirect effect on organizational commitment. Therefore, this study can formulate a conceptual model depicted in Figure 1 below.

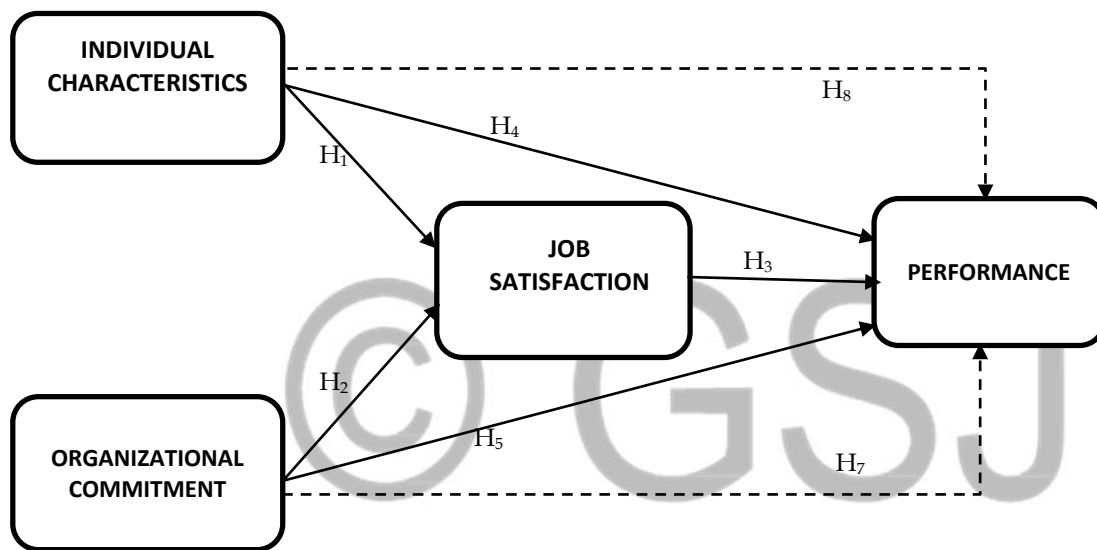


Figure 1. The Conceptual Model

Description:

- : Direct Effect
- - - - -> : Indirect Effect (Mediated)

HYPOTHESIS DEVELOPMENT

Based on the framework listed, the hypotheses in this study will be explained as follows: the effects of individual characteristics on job satisfaction. The effects of organizational commitment on job satisfaction. the effects of job satisfaction on performance.

- H1: Individual Characteristics directly have a positive and significant effect on Job Satisfaction.
- H2: Organizational Commitment directly has a positive and significant effect on Job Satisfaction.
- H3: Job Satisfaction directly has a positive and significant effect on Performance.
- H4: Individual Characteristics directly have a positive and significant effect on Performance.
- H5: Organizational Commitment directly has a positive and significant effect on Performance.
- H6: Job Satisfaction acts as a variable that mediates the relationship between Individual Characteristics and Performance.
- H7: Job Satisfaction acts as a variable that mediates the relationship between Organizational Commitment and Performance.

METHODOLOGY

This quantitative research method will be conducted at the Bureau of Human and General Resources at the National Library of the Republic of Indonesia, Jakarta. The population of this study were all employees of the Bureau of Human and General Resources at the National Library of the Republic of Indonesia, totaling 83 people. This study will use the saturated sampling method. Thus, all

83 employees will be sampled. Data collection will be carried out using the distribution of questionnaires to respondents directly. This study's exploratory factor analysis process was carried out using SPSS version 23 software for Windows.

CONCLUSION

This paper aims to develop a conceptual model to investigate the influence of individual characteristics and organizational commitment on employee performance with job satisfaction as a mediating variable in the Human and Public Resources Bureau of the National Library of the Republic of Indonesia. This conceptual paper consists of a research background, literature review, conceptual model, hypothesis, and research methodology on organizational commitment issues at the Human and Public Resources Bureau of the National Library of the Republic of Indonesia. The implementation of this research can provide information about the relationship between Organizational Commitment to employee performance and job satisfaction as the mediator variable.

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