



THE EFFECT OF JOB CHARACTERISTICS, INDIVIDUAL CHARACTERISTICS, AND ORGANIZATIONAL CHARACTERISTICS ON EMPLOYEE WORK ACHIEVEMENT (STUDY OF THE OFFICE OF THE GENERAL ELECTION COMMISSION KONAWE ISLANDS REGENCY)

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ABSTRACT

This study aims to examine and examine: 1. Effect of job characteristics, individual characteristics, and organizational characteristics on employee performance 2. Effect of job characteristics on employee performance 3. Effect of individual characteristics on employee performance 4. Test and assess the influence of organizational characteristics on employee performance. The design of this research is associative explanatory research. The population of this study was all employees of the Konawe Islands Regency General Election Commission, namely as many as 30 people. The sample of this research was determined by the census. Data collection using a questionnaire. Data analysis using multiple linear regression analysis. The results showed that there was a change in the increase in variables of Job Characteristics, Individual Characteristics.

Keywords: *Job Characteristics, Individual Characteristics, Organizational Characteristics, Employee Performance*

INTRODUCTION

Human Resources (HR) have an important role to support the activities, continuity, and success of an organization. Human Resources which are usually referred to as employees/employees have a positive potential for achieving the vision, mission, goals, and objectives of an organization or company if managed properly, otherwise, it will become a burden if not managed properly. Large and advanced organizations/companies always pay attention to and try to improve the performance of employees/employees because optimal performance is a determining factor in achieving the goals of an organization/company. As the performance of employees increases, it will also have an impact on increasing the work performance of employees in an organization.

Work performance is the result or output of a process (Nurlaila, 2010:71). According to the behavioral approach in management, work performance is the quantity or quality of something produced or services provided by someone who does the job (Luthans, 2005: 165). Work performance is work performance, namely the comparison between work results and established standards (Dessler, 2000:41). Research conducted by Rahman et.al (2020) found that several factors can affect a person's work performance, namely individual characteristics, job characteristics, and organizational characteristics.

As an independent state institution, the KPU has the duties and functions as mandated in Law Number 15 of 2011 concerning Election Organizers. This Law is a substitute for Law Number 22 of 2007 which has undergone improvements in the concept of bureaucracy, especially in the concept of independence of election organizers. The amendments to this law aim to emphasize that the General Elections Commission is a very important state institution constitutionally and has a national, permanent, and independent institution in holding direct, free, secret, honest, and fair general elections. This strategic role is reflected in the job description, functions, and responsibilities carried out by the General Election Commission.

The results of the pre-research found that agency efforts to improve or achieve employee performance were still not good enough. One of the causes of this is that employees work not optimally due to low experience and responsibility and their new working period, resulting in decreased employee performance so that work cannot be completed as planned. To improve employee work performance, this matter must of course be addressed immediately so that leaders and subordinates can provide administrative technical services to all regional apparatuses and agencies in a more professional manner under the organizational structure.

LITERATURE REVIEW

Job Characteristics

Job characteristics were first developed by Hackman and Oldham (1976) through the job characteristics model, which explains how to work structure influences employee behavior and attitudes toward working conditions. According to Stoner (2012), job characteristics or job characteristics are attributes of an employee's duties and include the amount of responsibility, variety of tasks, and the extent to which the job itself gives satisfaction. A job well done will generate good feedback from the leadership. Employees who do not understand the type of work they are responsible for will slow down the progress of the organization. Employees are required to have the ability to manage job characteristics as a manifestation of responsibility according to their respective fields of work.

Individual Characteristics

According to Stoner (1992) individual characteristics, are the interests, attitudes, and needs that a person carries in a work situation. According to Ivancevich (2008), Individual characteristics are people who perceive things differently will behave differently, people who have different attitudes will respond differently to

orders, and interact differently with superiors, colleagues, and subordinates. Every human being has individual characteristics that vary from one to another. Individual characteristics can describe the characteristics that are inherent in a person in his life, especially in acting and behaving. Ardana (2008) Individual characteristics are the behavior or character that exists in an employee, both positive and negative. Hasibuan (2012) individual characteristics are a person's innate traits that can be changed by the environment or education. From the expert opinion, it can be concluded that individual characteristics are the characteristics possessed by each individual that distinguishes one from another. Each company can choose employees who have criteria that match what the company wants.

Organizational Characteristics

Organizational characteristics are individual work environment factors that drive work performance. Organizational characteristics are the scale of business, complexity, formalization, centralization, number of group members, the budget of group members, length of operation, working group age, and leadership. To encourage the achievement of optimal performance, leaders must consider the relationship between these factors and their influence on the individual behavior of the workforce (Panggabean, 2004).

Organizational characteristics are the scale of business, complexity, formalization, centralization, number of group members, the budget of group members, length of operation, working group age, and leadership Panggabean, (2004:129).

According to Gibson quoted by Sugito and Nurjannah (2004:695), organizational characteristics are factors of the individual work environment that encourage work performance. Based on this description, organizational characteristics are individual work environment factors that drive work performance in the organization in a comprehensive manner.

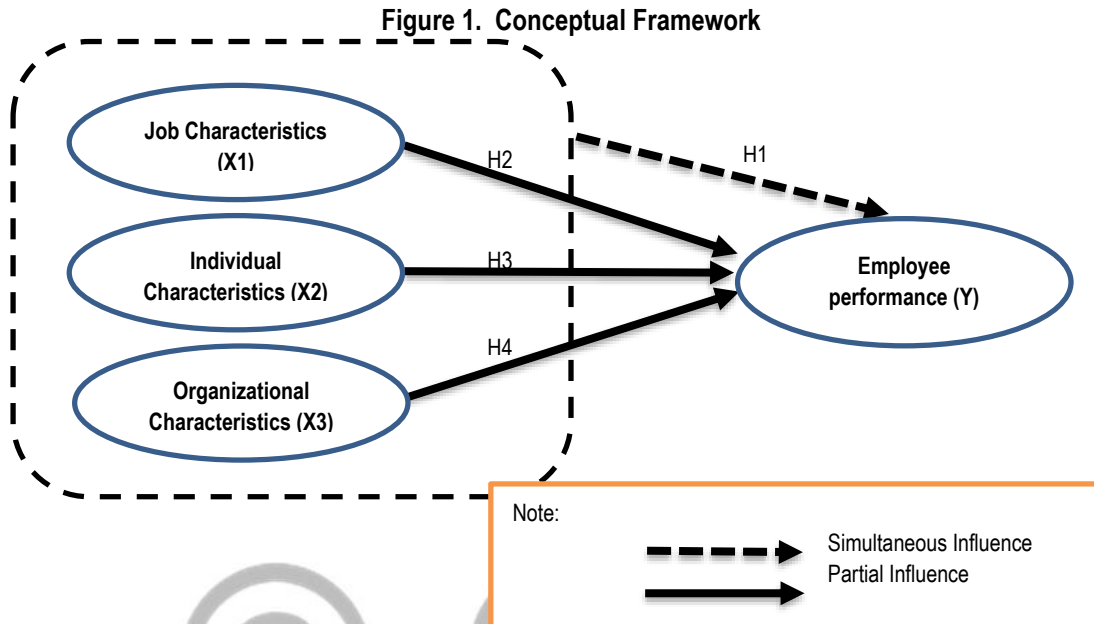
Employee Work Achievement

We often hear the term work performance or a company or organization needs to achieve its goals. In the context of developing human resources, the work performance of an employee in a company is needed to achieve work performance for the employee himself or in groups for the success of the company. If the employee has good work performance, management often increases wages and salaries with equivalent additions. This is sometimes called incentives, commissions, bonuses, and work results plans, all of which are intended to motivate employees to improve their performance. Management can also determine the workload or standard output even though no monetary stimulus is given. Standard workloads and incentives for factory production work are easily adjusted. Typically the work is highly repetitive, has a short work cycle, and produces clear measurable outputs. But before clear workload standards are determined, management must define management must describe the work, decide how the work should be done by employees, and decide how quickly the work can be done.

Conceptual Framework

Based on the theory and previous research put forward in the literature review, a conceptual framework can be developed that refers to previous research conducted by Djari (2017): Analysis of the Influence of Individual Characteristics and Job Characteristics on Job Performance (Study on Employees of the Semarang Maritime Polytechnic).

Djari (2017) concluded that there is a positive and significant influence between individual characteristics and work characteristics on workforce capacity. Furthermore, they provide recommended research suggestions to future researchers to broaden the scope of the respondents and also suggest expanding the variables studied to examine matters that affect employee performance.



Hypothesis

The hypothesis is a temporary answer to the research problem formulation (Sugiyono 2013:96). Based on the description above, the research hypothesis is:

1. Characteristics, Individual Characteristics, and Organizational Characteristics simultaneously have a positive and significant effect on the Work Performance of KPU Office Employees in the Konawe Islands Regency.
2. Job Characteristics have a positive and significant effect on the Work Performance of KPU Office Employees of Konawe Islands Regency.
3. Individual characteristics have a positive and significant effect on the work performance of KPU Office Employees in the Konawe Islands Regency.
4. Organizational Characteristics have a positive and significant effect on the Work Performance of KPU Office Employees of the Konawe Islands Regency.

RESEARCH METHODS

Research Design

This study uses a quantitative research approach with an associative approach. Sugiyono (2009) states that quantitative research is research by obtaining data in the form of numbers or qualitative data that is numbered. This study uses an associative approach to know the relationship between research variables. Sugiyono (2009) explains that associative research is research that aims to determine the effect or relationship between two or more variables.

Object and Research Location

The objects in this study were job characteristics, individual characteristics, and organizational characteristics on the work performance of employees of the KPU Office of the Konawe Islands Regency. The

subjects in this study were all employees of the Konawe Islands Regency KPU Office.

Population And Research Respondents

According to Sugiyono (2013), the population is an area of generalization, objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. Meanwhile, according to Arikunto (2013: 173), the population is the subject of research. The population in this study were all employees of the Konawe Islands Regency KPU Office, totaling 30 people using the census method.

Types and Sources Of Data

For research to get maximum results, the type of data used is quantitative data where this data is obtained in the form of numbers that can be counted. This data is also obtained from a questionnaire that will be distributed and related to the problem under study.

Sources of data in this study are:

1. Primary data, namely data obtained directly from respondents in the form of raw data such as through interviews and questionnaires distributed to employees includes data on job characteristics, individual characteristics, and organizational characteristics on employee performance.
2. Secondary data, namely data obtained in the form of document data that has been prepared by the relevant agencies and has something to do with this research and other data that is directly related to the object under study includes data on the number of employees, organizational structure and profile data of the KPU Konawe Islands Regency.

Method of Collecting Data

The method used in collecting data in this study are:

1. The questionnaire is a data collection technique that is carried out by providing several lists of statements or written statements to KPU employees of the Konawe Islands Regency to answer.
2. Documentation, namely collecting documents related to job characteristics, individual characteristics, organizational characteristics, and those related to employee performance. Documents can be in the form of writing, pictures, or monumental works of a person.

Data Analysis Technique

Description Analysis

The description of the research variables aims to interpret the frequency distribution in the five categories using a Likert scale. Each scale has a gradation of ratings from very negative to very positive as outlined in the answer choices to the questionnaire. In giving meaning to the empirical assessment of the research variables, this research adopts the principle of weighting used by Solimun et al. (2017).

Multiple Linear Regression

In multiple linear regression, the aim is to find out how much influence the independent variables have, namely Job Characteristics (X1), Individual Characteristics (X1), and Organizational Characteristics (X2) on the dependent variable, namely Employee Performance (Y).

The regression model in this study refers to the multiple linear regression model by Supranto (2010:59), namely:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Y = dependent variable
a = Constant
 β = Regression coefficient
X = independent variable
 ϵ = Epsilon/bully.

Thus, the multiple linear regression model in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

- Y : Employee Performance
b₁ : Regression coefficient Job Characteristics
b₂ : Regression coefficient Individual Characteristics
b₃ : Regression coefficient Organizational Characteristics
X₁ : perception variable Job Characteristics
X₂ : motivation variable Individual Characteristics
X₃ : motivational variable Organizational Characteristics

Determination Coefficient Test (R²)

The coefficient of determination test (R²) aims to determine how much the ability of the independent variable explains the dependent variable. In the SPSS output, the coefficient of determination lies in the model summary table and is written adjusted R square. The value of R² is 1, meaning that all fluctuations in the dependent variable can be explained by the independent variables and there are no other factors that cause fluctuations in the dependent variable. If the R² value ranges from 0 to 1, it means that the stronger the ability of the independent variables to explain fluctuations in the dependent variable (Ghozali, 2011).

Hypothesis Test

F-Test

The F test was carried out to test all of the independent variables, namely taxpayer awareness and service quality on one dependent variable, namely taxpayer compliance. Independently and significantly equal to 0.05, it can be concluded (Ghozali, 2004):

1. If the significant value is < 0.05, then the hypothesis is accepted.
2. If the significant value is > 0.05, then the hypothesis is rejected.

t-Test

The t-statistical test is also known as the individual significance test. This test shows how far the influence of the independent variables partially on the dependent variable.

Decision-making criteria:

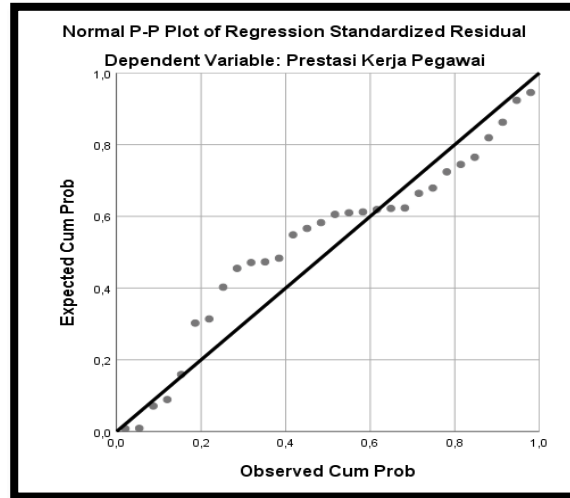
1. If the value > or significance value < $\alpha = 0.05$, it means that the independent variable has a partial effect on the dependent variable.
2. If the value < or significance value > $\alpha = 0.05$, it means that the independent variable has no partial effect on the dependent variable.

RESULT AND DISCUSSION

Normality Test

The normality test is used to test whether, in a regression model, the independent variable, the dependent variable, or both have a normal distribution or not. A good regression model is data normally distributed or close to normal. To detect normality in the regression model by looking at the distribution of data (points) on the diagonal axis of the normal plot graph.

Figure 2. Normality Test Results with PP-Plot



(Source: SPSS Processed Data)

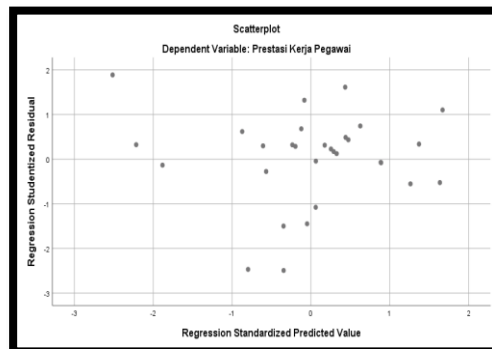
From the graph above, it can be seen that the dots spread around the diagonal line and their spread follows the direction of the diagonal line. So it can be concluded that the regression model used meets the assumption of normality.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from one residual observation to another. If the variance of the residual from one observation to other remains, then it is called homoscedasticity and if it is different, it is called heteroscedasticity. A good regression model is a model that does not have heteroscedasticity (Ghozali, 2005).

To determine heteroscedasticity, you can use the scatterplot graph, the points that are formed must spread randomly, spread both above and below the number 0 on the Y axis, if these conditions are met then there is no heteroscedasticity and the regression model is feasible to use. The results of the heteroscedasticity test using the scatterplot graph are shown in Figure 3. The following:

Figure 3. Scatterplot Graph



Source: SPSS Processed Data

From the scatterplot graph, it can be seen that the points spread randomly and are spread both above and below the number 0 on the Y-axis. Thus it can be concluded that this regression model does not have heteroscedasticity.

RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS

Based on the SPSS output partially, the influence of the independent variables namely job characteristics, individual characteristics, and organizational characteristics on employee performance is shown in table 1 as follows:

Table 1. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	16,978	13,446		1,263	,218
	Job Characteristics	,374	,097	,486	3,843	,001
	Individual Characteristics	,280	,114	,315	2,450	,021
	Organizational Characteristics	1.023	,278	,477	3,681	,001

Source: SPSS Processed Data 22

Based on table 1 above, the multiple linear regression equation can be compiled as follows:

$$Y = 16.978 + 0.374X_1 + 0.280X_2 + 1.023X_3 + 13.446$$

Based on the multiple linear regression equation above, it can be explained as follows:

1. The regression coefficient of the variable of job characteristics is 0.374 with a positive sign or value, which means that if the job characteristics shown by KPU employees at Konawe Islands Regency are getting better, the employee's work performance will also increase.
2. The regression coefficient of the individual characteristics variable is 0.280, with a positive sign or value, which means that if the individual characteristics shown by the KPU employees at the Konawe Islands Regency are getting better, the employee's work performance will also increase.
3. The regression coefficient of the organizational characteristics variable is 1.023, with a positive sign or value, which means that if the organizational characteristics shown by the KPU employees of Konawe Islands Regency are getting better, the employee's work performance will also increase.

CORRELATION COEFFICIENT (R) AND DETERMINATION COEFFICIENT (R²)

Correlation Coefficient

The results of the analysis of the correlation coefficient (R) and the coefficient of determination (R²) can be seen in table 2 below:

Table 2. Correlation Coefficient Value (R) and Determination Coefficient (R²)

Summary modelb				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,784a	,615	,570	2.08718

Source: SPSS Processed Data 22

Based on the calculation results, the correlation coefficient value obtained is 0.784. This value is included in the strong category. So it can be concluded that there is a strong relationship between job characteristics, individual characteristics, and organizational characteristics on employee performance.

Coefficient of Determination (R²)

Based on the calculation results, the coefficient of determination obtained is 0.615. This shows that the variables of job characteristics, individual characteristics, and organizational characteristics affect the variable

employee performance by 61.5%. The remaining 38.5% is explained by other factors that are not included in this research model.

HYPOTHESIS TEST

F-Test Results (Simultaneous)

A simultaneous effect test (Test F) was conducted to determine whether the independent variables jointly or simultaneously affect the dependent variable. The F test value can be seen in table 3 as follows:

Table 3. F-Test Results

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180,602	3	60,201	13,819	,000b
	residual	113,265	26	4,356		
	Total	293,867	29			

Source: Data Processed by SPSS 22

The results of the F-test obtained a Fcount of 13.819 with a probability level of the p-value of 0.000 so that it can be concluded that the null hypothesis (Ho) is rejected and the alternative hypothesis (H1) is accepted, meaning that there is a significant influence between job characteristics (X1), individual characteristics (X2) and organizational characteristics (X3) together on employee performance (Y).

t-test Results (Partial)

Job characteristics, individual characteristics, and organizational characteristics on employee performance (H1)

Based on the Correlation Coefficient (R) and Determination Coefficient (R2) in table 2, it is known that the value of R Square (R2) is 0.784 with a significance level of 0.000 which is smaller than $\alpha = 0.05$. This means that job characteristics, individual characteristics, and organizational characteristics simultaneously have a significant effect on employee performance variables at the KPU Konawe Islands Regency. The results of this study imply that job characteristics, individual characteristics, and organizational characteristics contribute significantly to improving employee performance.

Job characteristics on employee performance (H2)

Based on the results of the regression analysis in table 1 it is known that the regression coefficient value is 0.374 with a significance level of 0.001 which is smaller than $\alpha = 0.05$. This means that job characteristics partially have a positive and significant effect on the work performance variable of employees at the KPU, Konawe Kepulauan Regency.

Individual characteristics on employee performance (H3)

Based on the results of the regression analysis in table 1 it is known that the value of the regression coefficient is 0.280 with a significance level of 0.021 which is smaller than $\alpha = 0.05$. This means that individual characteristics partially have a significant positive effect on the employee performance variable at the KPU Konawe Kepulauan Regency.

Organizational Characteristics of Employee Performance (H4)

Based on the results of the regression analysis in table 1 it is known that the value of the regression coefficient is 1.023 with a significance level of 0.001 which is smaller than $\alpha = 0.05$. This means that

organizational characteristics partially have a positive and not significant effect on the employee performance variable at the KPU Konawe Islands Regency.

DISCUSSION

Influence Job Characteristics, Individual Characteristics, and Organizational Characteristics on Employee Performance

Based on the results of the F test (simultaneous test) on testing the independent variables, namely job characteristics (X1), individual characteristics (X2), and organizational characteristics (X3) by comparing Fcount and Ftable and significance value. The results show that the F test obtained a Fcount of 13.819 with a p-value probability level of 0.000. It can be concluded that the null hypothesis (Ho) is rejected and the alternative hypothesis (H1) is accepted, meaning that there is a significant influence between job characteristics (X1), individual characteristics (X2), and organizational characteristics (X3) together on employee performance (Y) at the Konawe Islands Regency KPU.

The results of the research analysis show that job characteristics, individual characteristics, and organizational characteristics simultaneously have a positive and significant effect on the work performance of KPU employees in the Konawe Islands Regency. This shows that the better the characteristics of the work created, the individual characteristics of the employees, and the characteristics of the organization, the work performance of KPU Konawe Islands Regency employees will further improve. Which is reflected in the aspects of quality of work, the quantity of work, work discipline, work initiative, and good cooperation.

These results are consistent with research conducted by Setiono (2001) which states that the direct influence of individual characteristics, job characteristics, and organizational characteristics on employee performance is greater than the effect on employee commitment to the organization.

Effect of Job Characteristics on Employee Performance

The condition of the work performance of the employees of the Konawe Islands Regency KPU is increasing, due to the better job characteristics created at the Konawe Islands Regency KPU when observed from indicators of aspects of skill diversity, task identity, task importance, autonomy, and good feedback.

Based on the results of the regression analysis in table 2 it is known that the regression coefficient value is 0.374 with a significance level of 0.000 which is smaller than $\alpha = 0.05$. This means that job characteristics partially have a positive and significant effect on the employee performance variable at the KPU Konawe Islands Regency

The results of this study are the same as previous studies conducted by Rahman, Rahmawati, and Utomo (2020) and Djari (2017) which produced job characteristics that had a positive and significant effect on employee performance. According to Robbins (2007), "The job characteristics model identifies five core job dimensions, their interrelationships, and their impact on employee productivity, motivation, and satisfaction. The five dimensions are skill diversity, task identity, task significance, autonomy, and feedback. Employees understand the responsibilities of their work, have skills appropriate to the job, understand the details of their duties, the extent to which the work benefits others, and obtain information and knowledge from the work performed.

The Effect of Individual Characteristics on Employee Performance

Based on the results of the regression analysis in table 2, it is known that the value of the regression coefficient is 0.280 with a significance level of 0.000, which is smaller than $\alpha = 0.05$. This means that individual characteristics partially have a significant positive effect on the employee performance variable at the KPU Konawe Islands Regency. The characters of each person or individual will be different from one another. The character possessed by a person is reflected through his attitude and behavior. The more employees in an agency, the more individual characters will interact with each other every day. Employees who have different

characters will unite to work for the benefit of the company.

The results of previous research that are under individual characteristics affect employee performance, such as research conducted by Indarssaleh (2017). The results of his research show that the results show that individual characteristics have a positive effect on work performance.

The Effect of Organizational Characteristics on Employee Performance

Based on the results of the regression analysis in table 2, it is known that the value of the regression coefficient is 1.023 with a significance level of 0.000 which is smaller than $\alpha = 0.05$. This means that discipline partially has a positive and insignificant effect on the work performance variable of employees at the KPU Konawe Islands Regency. Employees who work in agencies will automatically become part or members of the agency. This is in line with research conducted by Setiono (2001) which states that organizational characteristics have a positive and significant effect on employee performance.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the analysis and discussion in the previous chapter, it can be concluded as follows:

1. Job Characteristics, Individual Characteristics, and Organizational Characteristics together have a positive and significant influence on Employee Performance.
2. Job characteristics have a positive and significant influence on work performanceEmployee.
3. Individual characteristics have a positive and significant influence on work performanceEmployee.
4. Organizational characteristics have a positive and significant influence on work performanceEmployee.

Suggestion

Based on the results of the research, discussion, and conclusions above, the researcher makes the following suggestions:

1. The Konawe Islands Regency KPU leadership gives wider autonomy to employees in the process of completing assigned work.
2. The leadership of the Konawe Islands Regency KPU always tries to provide support and motivation to employees in completing their work
3. The Konawe Islands Regency KPU needs to increase the spirit of togetherness and a sense of security in carrying out its duties as an organizer
4. Future research is expected to use more than 30 respondents.
5. Subsequent research uses variables:
 - a. Job Characteristics with Autonomy Indicators
 - b. Individual Characteristics with Interest Indicators
 - c. Organizational Characteristics with Relationship Indicators with co-workers
 - d. Work Performance with Work Quality Indicators
6. It is hoped that the results of this study can be a reference for further research.

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