

The Influence Of Individual Characteristics And Job Characteristics On The Performance Of Pt Surya Bumi Sentosa Employees

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Abstract

This research aims to determine the influence of individual characteristics and job characteristics on employee performance at PT. Surya Bumi Sentosa. The population of this research is employees at PT. Surya Bumi Sentosa, numbering 40 people. Total employee population of PT. Surya Bumi Sentosa has 40 employees. In this research, the entire population will be used as a sample. Therefore, the sample selection method used was the saturated sampling method. The analysis technique used in this research is quantitative data analysis which will test and analyze the data with calculations and will draw conclusions from the test results. To make it easier for researchers to carry out research, researchers carry out analysis using the SPSS 25 program with multiple linear test analysis tools, coefficient of determination test, t test and F test. The research results obtained are that individual characteristics and job characteristics both partially and anova have a positive and significant effect on employee performance at PT. Surya Bumi Sentosa.

Keywords: *Individual Characteristics, Job Characteristics and Employee Performance.*



INTRODUCTION

Human resources have a very important position for an organization because humans play an important role in activities that occur in everyday life, especially in the work environment. Humans were created by God as the most perfect living creatures because they have reason among other living creatures. Without humans, a company cannot carry out its activities, meaning that humans are really needed. In this era of globalization, human resources are the foundation for companies to achieve success. Human resources are the main role in a company. The function of human resources (HR) is to take the initiative and to provide guidance, support and services on various matters relating to employees in the organization (Mukminin et al., 2019).

Based on news from Kompas.com, during the Covid-19 pandemic, some employees were decreasing, so several companies experiencing this decline took various decisions to minimize losses, resulting in salary cuts for employees, increased workload, and layoffs for employees. employee. In 2021, a global survey was conducted by WTW that found that decisions or actions within a company had a negative impact on employee *well-being* by 50% and affected employee *work engagement* by 40%. This will have an impact on employees' feelings when doing their work so that *burnout can occur* because of the work they do (Gatra, 2022).

According to Kristianti et al. (2021) the success of an organization in achieving its goals is determined by the human resources or employees owned by the organization. Meanwhile, according to Adipratama et al. (2018) performance, it is a certain standard measure to determine the success and achievements of a person or group. Good employee performance is expected by an organization or government agency. Because more and more employees have high performance, the productivity of an organization as a whole will increase so that goals can be achieved and realized. The role of employees is very decisive in determining the company's operational role. High and low employee performance will result in profits and performance of the organization. The importance of human and organizational foundations is an important driving force of organizations and human activities in many human needs and moments. The process of building human capital must support skilled workers to build a strong workforce and accomplish their missions effectively (Roberto Parinussa & Dunan, 2022).

One of the supports in creating good performance is the existence of factors that influence performance, namely individual characteristics, job characteristics and work discipline. This is related to the concept of performance, it can be seen that individual characteristics include age, work experience, education level, gender, ethnicity and

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personality (Agustina & Widhiastuti, 2021). Job characteristics (*work characteristics*), related to work or position, these characteristics include job challenges, role conflict and role ambiguity (Agustina & Widhiastuti, 2021).

Individual characteristics are very important things that employees must have, consisting of attitudes, personality, motives, interests, past experiences and hopes. Theoretically, individual characteristics include a number of basic attitudes inherent in certain individuals. According to Wati & Widiastuti (2021) individual characteristics, it is behavior or traits that are brought by a person and can be managed well through the environment or friends. Interests and attitudes that make someone happy about certain objects, tendencies or ideas.

According to the results of research conducted, Simatupang et al. (2021) individual characteristics partially and simultaneously influence employee performance. Furthermore, (Kahpi, 2020) it states that individual characteristics have a positive and significant influence on employee performance. However, research conducted by Kridharta & Rusdianti (2017) states that individual characteristics do not have a positive and significant effect on employee performance.

Job characteristics relate to the job itself and the way employees assess the tasks involved in their work (Bedagama & Tjahjaningsih, 2021). These characteristics will influence personal characteristics, so that they can expand the growing need for a workforce to learn new jobs, and ultimately can improve the performance of an organization or government agency. Job characteristics that match their skills tend to make employees feel comfortable working. An employee's inability to adapt to work and the organization can lead to dysfunctional behavior, such as frequently making mistakes, low morale, being indifferent, and being absent without explanation (Siregar, 2019). To overcome this, good work discipline is needed.

Job characteristics have a very positive and significant influence on employee performance (Aditya et al., 2017). Furthermore, Setyawan & Bagis (2021) it states that there is an influence of worker characteristics on employee performance. The greater the diversity of work activities carried out, the more someone will feel that their work is the same, simple and repetitive, which will cause a feeling of boredom and boredom. By giving freedom to employees, they are able to show their own initiative and effort in completing work. If an employee feels happy and comfortable, there will be a desire in him to work better so that the employee's performance will increase. Aditya et al. (2017) states that job characteristics have a positive and significant effect on employee



performance. Research by Aswardi & Lubis (2017) states that job characteristics have a positive and significant effect on employee performance.

PT. Surya Bumi Sentosa is a company that manages quality robusta coffee beans that comply with applicable SNI which was established in 2011. Nowadays, it is not impossible that PT. Surya Bumi Sentosa is a company that manages the largest robusta coffee beans. Many competitors are in Lampung so PT. Surya Bumi Sentosa must improve its company performance in order to compete in the business world. The following is research on the performance of PT employees. Surya Bumi Sentosa is measured through PT financial report data. Surya Bumi Sentosa for the 2020-2022 period is as follows:

In 2020, PT. Surya Bumi Sentosa made a profit of IDR 70,751,948,920, in 2021 it made a profit of IDR 141,824,270,620, which has increased by IDR 71,072,321,340. then, in 2022 there will be a decrease of Rp. 51,596,900,055, namely to Rp. 90,227,370,205. Based on the results of this report, it shows that profit or income in the last 3 years has been unstable. Many targets were not achieved within the Company so that revenues in the last 3 years experienced instability.

PT. Surya Bumi Sentosa has a total of 40 employees, based on the author's initial observations at PT. Surya Bumi Sentosa found things related to individual characteristics and job characteristics, such as the existence of employee placements that were not in accordance with their educational background, lack of expertise in understanding and carrying out tasks and work experience that did not contribute to the task area, resulting in problems individual characteristics and job characteristics are interesting to study in more depth at PT. Surya Bumi Sentosa.

LITERATURE REVIEW

Understanding Human Resources Management

According to Renanda & Jamilus (2024) the development of human resources, it is essentially directed at improving their quality, which in turn will improve their quality, which in turn will increase productivity. The results of various studies show that the quality of human resources is a determining factor for productivity, both macro and micro. According to Hall T. Douglas and Goodale G. James in Febriyanty (2020) Human resource management is a process through which optimal compatibility is obtained between employees, organizational work, and the environment so that employees achieve the level of satisfaction and performance they desire and the organization fulfills the goal. According to Bairizki (2020) Human Resources (HR), at a macro level, they are

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citizens of a nation, especially those who have entered the workforce who have the potential to behave productively (with or without formal education) who are able to fulfill their own and their family's living abilities which influence the level of welfare of the community in the environment. nation or state. Human resource management development is actually not easy to implement because people have different professional skills. therefore related parties are needed to achieve human resource development.

Individual Characteristics

According to research, Silaban et al. (2018) heterogeneous individual characters give rise to forms of interaction between individual performance in organizations. Every individual in an organization will all behave differently from each other and their behavior is determined by their respective environments which are different. According to Purnamasari (2021) each individual, they have characteristics such as abilities, personal beliefs, hopes, needs and past experiences. Not everyone has the same abilities in the field of management, but their abilities lie in other fields. The level of potential varies in each field, but there are those who dominate, this can be called talent. According to Subyanto, Laswitarni & Purnadewi (2021) individual characteristics are a person's attitudes and values that influence him to achieve things that are in accordance with his desires. So it looks for its own characteristics in itself, because it is in accordance with its concepts, principles and way of life. According to Habibah & Siregar (2023) providing an explanation of individual characteristics in simple terms, it is the difference between a person and another person, which means that each person has their own characteristics. There are indicators regarding the indicators of individual characteristics put forward by Imban et al. (2017) the following:

1. Ability
Ability is an individual's capacity to carry out various tasks in a job.
2. Need
Needs are human desires for objects or services that can provide satisfaction to humans themselves, both physical and spiritual satisfaction.
3. Trust
Trust comes from the word believe, meaning to acknowledge or believe in the truth.
4. Experience



Work experience is a person's main capital to enter a certain field. Work experience is something or ability possessed by employees in carrying out the tasks assigned to them.

5. Hope

Hope is a belief or possibility that a particular effort or action will result in a certain level of achievement.

Job Characteristics

Job characteristics are the attitudes of the internal aspects of the job itself which consist of variations in skills required, procedures and clarity of tasks, authority and responsibility as well as feedback from tasks that have been carried out (Imban et al., 2017). Job characteristics are attributes of an employee's job and include the amount of responsibility, variety of tasks, and the extent to which the job itself provides satisfaction (Ananda, 2018). Job characteristics are the differences between one type of work and another, which contain duties and responsibilities based on their scope (Juwandi & Kamsin, 2020). Meanwhile, according to Siregar (2019) job characteristics, it is a responsibility for a job that creates a positive experience, a self-esteem response when working well will produce encouragement for the individual to try to work even better. There are five indicators of individual characteristics, including (Fatmah, 2017) the following:

1. Variety of Skills

Skill variety is the degree to which work requires a variety of different activities in completing work that involves a number of different skills and skills from employees.

2. Job Identity

Job identity is a level where work requires comprehensive completion and division is identified, because someone is involved in doing work from start to finish with possible results.

3. Meaning of Work

Meaning of work is the degree to which work is important and involves meaningful contributions to the organization or society in general.

4. Autonomy

Autonomy is a level where work provides substantial freedom, independence and discretion in making work *schedules* and determining the procedures used to complete work.



5. Feedback

Feedback is a level where the results of work completion activities are obtained directly by workers and clear information about how well the work has been done.

Employee performance

This performance is an indicator of work efficiency and effectiveness. Quality members in a work group play an important role in achieving organizational success (Dunan & Sari, 2023). According to Afandi (2018) Performance, it is the work results that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, without breaking the law and not conflicting with morals and ethics. According to Mangkunegara (2017), the definition of performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Afandi (2018) Performance, it is the work results that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, without breaking the law and not conflicting with morals and ethics. According to (Mangkunegara, 2017) The definition of performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In other words, employee performance is a form of someone's success in achieving a certain role or target that comes from their own actions. A person's performance is said to be good if the individual's work results can exceed the previously determined role or target (Dunan et al., 2020). According to Mangkunegara (2017) The performance indicators are as follows:

1. Quality of work

The quality of work referred to is showing neatness, thoroughness, linkage to work results without ignoring the volume of work, having good work quality, being able to avoid errors in completing work which can provide benefits for the company's progress.

2. Working quantity

The quantity of work referred to shows the number of types of work that employees do at one time so that effectiveness and efficiency can be achieved in accordance with the company's goals.

3. Responsibility

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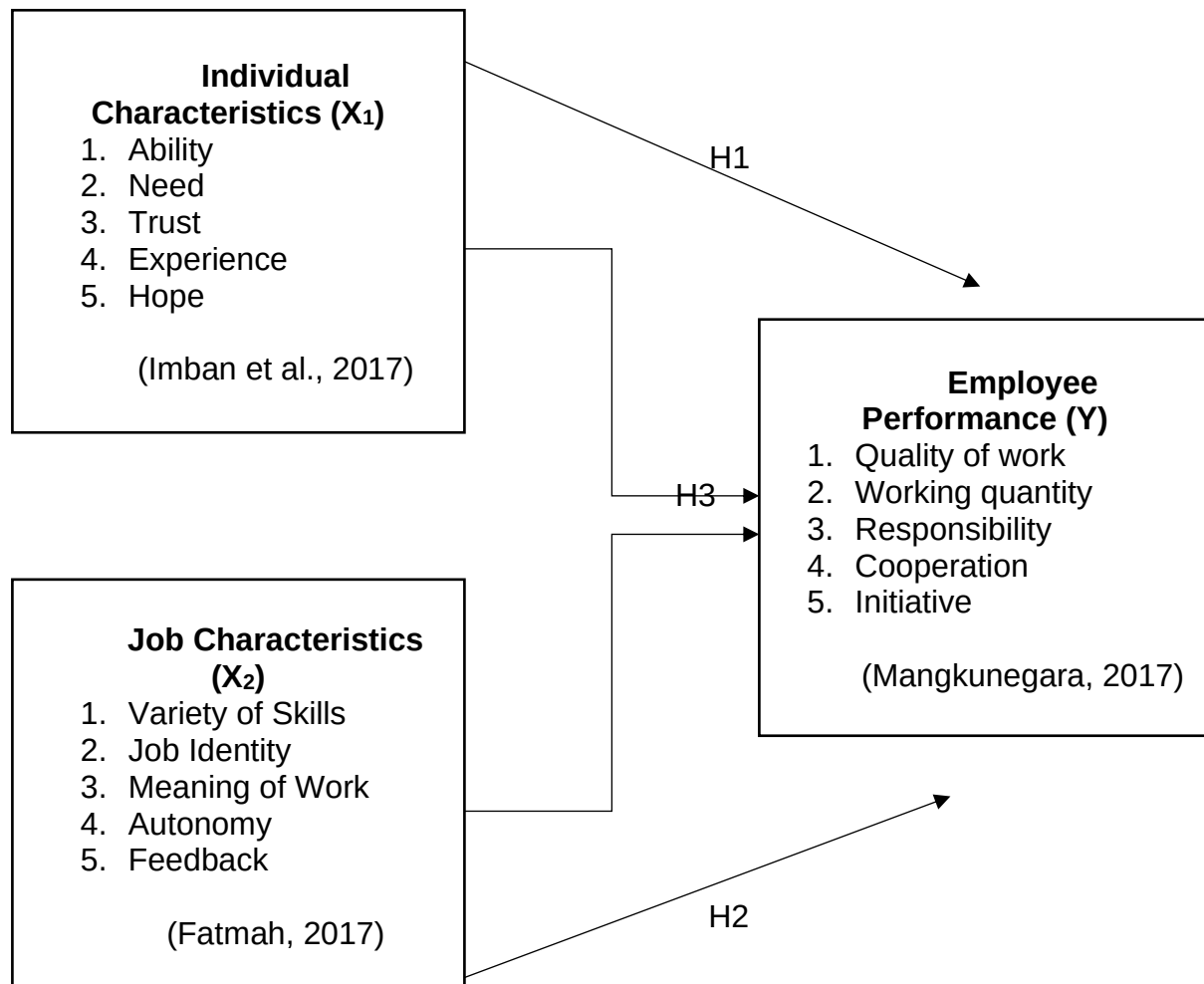
Shows how much an employee accepts and carries out a job, is responsible for the results of the work as well as the facilities and infrastructure used and work behavior every day.

4. Cooperation

The cooperation referred to is the employee's willingness to participate with other employees vertically and horizontally, both inside and outside work so as to bring better work results.

5. Initiative

An initiative within a company member or employee to do a job and overcome problems at work without waiting for an order from a superior or showing responsibility for the work being done.



RESEARCH METHODS

The type of research that will be used in this research is quantitative research methods. According to (Solimun & Fernandes, 2018) quantitative research, it is a science and art related to data collection methods, data analysis and interpretation of analysis results with the aim of obtaining information for drawing conclusions and making decisions. Based on the definition above, quantitative research aims to test a hypothesis related to data collection, data analysis and interpretation of the results of the analysis. The population of this research is employees at PT. Surya Bumi Sentosa, numbering 40 people. In this research, the entire population will be used as a sample. Therefore, the sample selection method used was the saturated sampling method. This method is a sampling technique in which all members are used as samples. This research uses both types of data, both *secondary data* obtained through main journals and researchers also read previous research to support the phenomena in this research. Apart from that, researchers used *primary data*, the source of which was obtained through research questionnaires distributed *online* to respondents who have met the respondent criteria in this study. Researchers used a *Likert scale* as a form of primary data obtained through an online questionnaire. *Likert scale* allows respondents to indicate their agreement with each statement through a given scale (Hardani et al., 2020). The reason researchers use a Likert scale in taking measurements is that it is easy and also commonly used by many previous studies (Chyung et al., 2018). Furthermore, a measurement scale of 1 to 5 will make it easier for respondents to determine their attitudes and choices, namely by having a *midpoint*. The analysis technique used in this research is quantitative data analysis which will test and analyze the data with calculations and draw conclusions from the test results. To make it easier for researchers to conduct research, researchers conducted analysis using the SPSS program. The analytical tools that will be used are: validity test, reliability test, multiple linear test, coefficient of determination test, t test and F test.

RESEARCH RESULTS AND DISCUSSION

Validity Test

The validity test is used to test the extent to which the accuracy of the measuring instrument can reveal the concept of the symptom/event being measured. Questionnaire items are declared valid if the calculated *r* value is $> r$ table (0.312).



Table 1. Validity Test Results

Question	R Value Calculate X1	r Value Calculate X2	R value Calculate Y	Table r value	Conclusion
Statement 1	0.738	0.486	0.634	0.312	Valid
Statement 2	0.588	0.676	0.747	0.312	Valid
Statement 3	0.756	0.619	0.803	0.312	Valid
Statement 4	0.688	0.867	0.895	0.312	Valid
Statement 5	0.641	0.810	0.796	0.312	Valid
Statement 6	0.685	0.620	0.751	0.312	Valid
Statement 7	0.756	0.619	0.803	0.312	Valid
Statement 8	0.688	0.867	0.895	0.312	Valid
Statement 9	0.641	0.810	0.796	0.312	Valid
Statement 10	0.685	0.620	0.751	0.312	Valid

Source: data processed with SPSS25, 2024.

From the statistical test results above, it was found that there were 10 question items that had r calculated $> r$ table = 0.312 so that all question items were valid.

Reliability Test

This research must carry out a reliability test to measure whether or not the questionnaire in the research is consistent or not, which is used to measure the influence of variable X on variable (Sudaryono, 2021)Y. Before carrying out reliability testing, there must be a basis for decision making, namely an alpha of 0.60. A variable is considered reliable if the value of the variable is greater than >0.60 , if it is smaller then the variable under study cannot be said to be reliable. Therefore, the following are the results of the reliability test in this research.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Realibility
Individual Characteristics	0.874	Reliable
Job Characteristics	0.883	Reliable
Employee performance	0.932	Reliable



From the results of the reliability test above, an alpha value can be obtained is >0.60, so this research questionnaire is declared reliable. This means that the measuring instrument used in this research already has the ability to provide consistent measurement results in measuring the same symptoms.

Multiple Linear Regression Test

This multiple linear regression test aims to test the influence of two or more independent variables on one dependent variable (Ghozali, 2018).

Table 3. Multiple Linear Regression Analysis Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,741	4,555		1,480	,147
	Individual Characteristics	,398	,148	,400	2,697	,010
	Job Characteristics	,368	,147	,371	2,499	.017

a. Dependent Variable: Employee Performance

Source: data processed with SPSS 25, 2024.

$$Y = 6,741 - 0.398 X_1 - 0.368 X_2 + e$$

Table 3. shows the relationship between various independent and dependent factors as follows:

1. The test results show a constant value of 6,741. By setting the independent variables (individual characteristics and job characteristics) to zero, the quantity of employee performance increases to 6,741.
2. The individual characteristic variable shows a regression coefficient of 0.398. This means that there is an increase in employee performance variables by 3.98% for every 1% increase in individual characteristic variables.
3. The regression coefficient of 0.368 is related to the Job Characteristics variable. This shows that employee performance will increase by 3.68% for every 1% increase in the job characteristics variable.



Coefficient of Determination

One measure of the model's ability to account for the variability of the observed dependent variable is the coefficient of determination (R^2). If R^2 approaches or exceeds 1, it shows that there is a significant relationship between the independent variable (X) and the dependent variable (Y). This model is increasingly effective in explaining the impact of the independent variable studied on the dependent variable (Ghozali, 2018).

Table 4. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,690 ^a	,476	,447	3,745
a. Predictors: (Constant), Job Characteristics, Individual Characteristics				

Source: data processed with SPSS 25, 2024.

Adjusted r square = 0.447, Table 4 shows that the high and low levels of employee performance can be explained by individual characteristic variables and job characteristics worth 44.7%, while the remaining 55.3% is explained by other factors outside the model.

Hypothesis Test t

To see whether the independent variables in a model partially influence the dependent variable, a double linear t test is used (Ghozali, 2018)

Table 5. Partial Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,741	4,555		1,480	,147
	Individual Characteristics	,398	,148	,400	2,697	,010
	Job Characteristics	,368	,147	,371	2,499	.017
a. Dependent Variable: Employee Performance						

Source: data processed with SPSS 25, 2024.



The correlation of each independent and dependent variable is depicted in Table 5 :

1. Based on the results of the t test in table 5, it was found to be significant at $0.010 > 0.05$, meaning that individual characteristics positively and significantly influence employee performance.
2. The t-test results presented in table 5 found a significant value of $0.017 < 0.05$, meaning that job characteristics positively and significantly influence employee performance.

Hypothesis F Test

The F test aims to find out whether the independent variables together (simultaneously) influence the dependent variable. The F test is carried out to see the influence of all independent variables together on the dependent variable. The level used is 0.5 or 5%, if the significant value $F < 0.05$ then it can be interpreted that the independent variable simultaneously influences the dependent variable or vice versa (Ghozali, 2018).

Table 6. Partial Hypothesis Test or t Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	470,803	2	235,401	16,789	,000 ^b
Residual	518,797	37	14,022		
Total	989,600	39			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Job Characteristics, Individual Characteristics					

Source: data processed with SPSS 25, 2024.

Based on the hypothesis test above, the calculated *F variable* is 16,789 with a significance level of 0.000 because the probability is much smaller than 0.05, so individual characteristics and job characteristics influence employee performance, meaning H_0 is rejected and H_3 is accepted. Thus the third hypothesis "individual characteristics and job characteristics together have a significant effect on employee performance at PT. Surya Bumi Sentosa " was accepted.

DISCUSSION

Based on the results of the t test in table 5, it was found to be significant at $0.010 > 0.05$, meaning that individual characteristics positively and significantly influence



employee performance. Individual characteristics on employee performance are getting higher and have a positive influence. If employees have the ability, a good attitude, a high interest in their work, and have needs that must be met, then the employee will have a strong incentive to work hard so that their performance will also increase according to the expected goals. Supported by the opinion that if the factors in the job match the individual's characteristics, the employee tends to be motivated to carry out the tasks assigned. The results of this research support previous research conducted by Ike Agustina and Hardani Widhiastuti (2021) that individual characteristics have a positive and significant effect on employee performance.

The t-test results presented in table 5 found a significant value of $0.017 < 0.05$, meaning that job characteristics positively and significantly influence employee performance. The results of this research provide meaning that if the job characteristics given by the company to employees are in accordance with their skills and experience, employees will focus on their work and have an influence on employee performance. This shows that the application of job characteristics at PT. Surya Bumi Sentosa is considered good, where the work provided by the company is very challenging and is a very important part of the company. Workers are given freedom to complete the work according to existing work procedures and standards in the company so that they can increase the quantity and quality of work which results in increased performance of PT employees. Surya Bumi Sentosa. The results of this research support previous research conducted by Ni Ketut Laswitarni (2021) that job characteristics have a positive and significant effect on employee performance.

Adjusted r square = 0.447, Table 4 shows that the high and low performance of employees can be explained by individual characteristic variables and job characteristics worth 44.7%, while the remaining 55.3% is explained by other factors outside the model. Based on the hypothesis test above, **the calculated** F variable is 16,789 with a significance level of 0.000 because the probability is much smaller than 0.05, so individual characteristics and job characteristics influence employee performance, meaning H_0 is rejected and H_3 is accepted. Thus the third hypothesis "individual characteristics and job characteristics together have a significant effect on employee performance at PT. Surya Bumi Sentosa " was accepted.

CONCLUSION

The previous discussion and analysis of statistical tests resulted in the following conclusions:

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1. Individual characteristics have a positive and significant effect on employee performance at PT. Surya Bumi Sentosa.
2. Job characteristics positively and significantly influence employee performance at PT. Surya Bumi Sentosa.
3. Individual characteristics and job characteristics together have a significant effect on employee performance at PT. Surya Bumi Sentosa

Suggestion

Based on the previous description and discussion, here are several suggestions that can be considered for conducting research in the future:

1. Individual characteristics have the lowest indicator, namely ability. The company needs to pay attention to this, to be able to provide motivational encouragement to employees and efforts to provide training provided by the company to improve employee abilities and be more enthusiastic in fulfilling the tasks that have been ordered.
2. Job characteristics have the lowest indicator, namely autonomy. Companies are advised in certain jobs to give employees the freedom to decide for themselves how to complete their work, and employees will gain more confidence in completing their work so that they can increase their responsibility for their work.
3. The performance indicator that has the lowest score is work quality. To improve the quality of good work, companies can provide tasks according to the interests and abilities of human resources and hold training/work training programs so that the quality of work can improve and have an impact on increasing employee performance.

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