

How Individual, Job and Working Environment Characteristics Effects Employee Performance in Indonesian State Employment Agency

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Abstract: The objective of this paper was to examine the effect of individual characteristics, job characteristics, and working environment characteristics on employee performance at the Indonesian State Employment Agency. The research conducted used primary data from 358 respondents through questionnaires, direct observation of the object under study and a review of the literature. The method of analysis used quantitative data to test the level of significance of the effect of individual, job and working environment characteristics on employee performance at the Indonesian State Employment Agency. The overall results showed that individual, job and working environment characteristics, either partially or simultaneously positive and significantly impact the performance of Indonesian government employees.

Keywords: individual characteristics, job characteristics, working environment characteristics, employee performance.

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1. INTRODUCTION

1.1 Research Background

In this globalization era, in accordance with the developments in science and technology, organization development is more determined to leverage human resource factors. This situation makes human resources an asset whose performance must be improved. Thus, the organization must be able to create the conditions that encourage and enable workers to develop and improve their ability and skills to be able to create maximum performance.

Human resources allow an organization to achieve the organizational quality and high performance goals that have been set. Robbins (1990) revealed that the performance of workers at work is reflected through a worker's willingness to exert a high level of effort to achieve organizational goals.

Organizations of course expect every worker to have a high level of performance because such high performance will have a positive impact on the organization. To improve and maintain high worker performance, organizations need to know what affects worker performance. This need requires special focus because these factors will affect the achievement, dedication, loyalty and love for the job and the organization; these are reflected in worker job satisfaction and work motivation (Robbins, 1990). Kultalahti and Liisa (2014) found that the behavioral characteristics of satisfied workers are that they work diligently and have more fun performing their jobs. However, the characteristics of workers who are not happy are that they are late to work, lazy at work and dissatisfied; this can affect worker performance.

Stoner and Freeman (1989) revealed that there are several factors that influence the performance of a worker including both individual and working situation characteristics. The individual characteristics are observed through the worker's interests, attitudes and needs. The working environment characteristics are reflected in the immediate work environment and the organizational action. The immediate work environment includes the attitudes and actions of co-workers and supervisors as well as the climate or atmosphere that is created. The organizational action includes the reward practices and the organizational culture. When the characteristics of the working environment are suitable, worker job performance will also increase. Rehman et al. (2015) found that individual characteristics have a considerable relationship to job satisfaction and organization performance. Abdul and Rula (2015) found that the entrepreneurs' characteristics have a positive impact on the small business success of medical instrument supply organizations in Jordan. Betaubun, et al. (2015) found a positive and significant impact of the individual characteristics, the job satisfaction, and the work morale of teachers on their job performance at St. Francis Xavier 1 and 2 primary schools in Merauke city, Papua, Indonesia.

According to Gibson et al. (2000), there are three groups of variables that affect the performance and behavior of employees. The first is individual variables, which include: ability and skills, individual background, social level, experience, age, ethnicity, and gender. The second is organization variables, which include: resources, leadership, rewards, structure, and working design. The third is psychological variables, which include: perceptions, attitudes, learning, personality, and performance. Gary (2015) found that there are certain individual characteristics that affect performance, which include: age, sex, education, length of employment, and job placement. Additionally, working environment characteristics include: co-workers, bosses, organizations, awards and rewards.

Based on that literature there are no literature discussed the combination among individual characteristics, job characteristics and working environment characteristics influencing employee performance. This paper will discuss that.

1.2 Research Objective and Questions

The objective of this research is to develop a model to measure the employee performance related to individual, job and environment characteristics. This study includes the following theoretical objectives:

1. To introduce a model to measure employee performance.
2. To find the relationships between individual, job and environment characteristics to employee performance.

Based on the explanation set forth above, the research questions can be defined and formulated as follows:

1. What is the relationship between individual characteristics and employee performance?
2. What is the relationship between job characteristics and employee performance?
3. What is the relationship between environment characteristics and employee performance?
4. What is the relationship between individual, job and environment characteristics and employee performance?

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1 Individual Characteristics

The term characteristics connotes different meanings depending on the perspectives. In organizational terms, which includes human resources, Gary (2015) found that the term characteristic means the properties (typical or characteristic) possessed by every human being. According to Stoner and Freeman (1989), individual characteristics include the interests, attitudes and needs that someone injects into work situations. Denison (1996) suggested that individual characteristics differ depending on one's needs, attitudes and interests. The differences are brought to the world of work such that the motivation of each individual is different. In this study, the individual characteristics include: ability, values, attitudes and interests. The ability is the capacity of an individual to perform various tasks in a job (Robbins, 1990). Value is based on work, money, relationships with people, intellectual development and meaning for the family. Attitudes are evaluative statements, either favorable or unfavorable, concerning objects, people, or

events (Robbins, 1990). Interest is the attitude that makes people happy or that would object to situations or particular ideas. This interest was followed by feelings of pleasure and a tendency to seek favorable objects.

2.2 Job Characteristics

Job characteristics are the process of making the job more meaningful, interesting and challenging to prevent employees from experiencing the tedium of monotonous work activities (Gibson et al. 2000). Job characteristics are the nature and duties including responsibility, kinds of tasks and the level of satisfaction derived from the work itself. Employees who are intrinsically rewarded are more highly motivated than employees who have unsatisfactory motivation. Batchelor et al. (2014) found that the job is designed using five basic dimensions of employment, namely: a variety of skills, task identity, task significance, autonomy and feedback to fulfill the psychological needs of employees in their work. The first three dimensions combine to create meaningful work; job autonomy provides a sense of responsibility. In addition, providing feedback to employees enables them to know how effectively they work. Employees who perform the overall job develop the ability to contribute themselves and their expertise. Thus, the employees can fulfill their higher-implicit achievement goal (Barrick and Mount, 2013).

Stoner and Freeman (1989) describe job characteristics as the nature of the duties, which include responsibility, the kinds of tasks and the level of satisfaction derived from the work itself. Wood et al. (1998) describe the core characteristics of the job using five dimensions: skill variety, task identity, task significance, autonomy, and job feedback. Jastuti (2010) stated that job characteristics have a positive effect on the performance of managerial level employees. Na-Nan and Pukkeeree (2013) found that job characteristics have a positive effect on job satisfaction; this supports hypothesis 2. This finding is consistent with the theory proposed by Hackman and Oldham (1976), which states that, if the employee is responsible for his work, he must need task identity and task significance; this disposes an employee's psychological states to satisfaction and to a motivation for effective performance.

2.3 Working Environment Characteristics

The working environment situation can be viewed from several perspectives: the harmony of the work, the physical form of the workspace and other areas, the working environment composition and availability of the interior work space, the harmony among peers, the support provided by the availability of tools and equipment, the sense of tranquility and the security in performing tasks (Muchhal, 2014).

Kreitner and Kinnichi (2005) found that, on one level, culture is represented clearly by special objects. Special objects consist of a physical manifestation of the organization culture, for example the award. According to Okoyo and Ezejiofor (2013), a reward is the honor provided by the company to employees based on performance. Rewards can also be interpreted as employee awards earned as feedback for performance. Robbins (2003) found that the relationship between workers and the organization are the basic commonality; this includes the desire for loyalty and pride. Related co-workers or nearby work situations affect the employment situation and will affect satisfaction and work performance. Gibson et al. (2000) suggest that there is a positive influence between supervisors and the job satisfaction of subordinates. An effective supervisor should be able to provide guidance on employee efforts to achieve organizational goals.

2.4 Employee Performance

According to Indradewa, et al. (2016), performance is a function of motivation and ability; the ability to complete a task or job or the real behavior displayed by everyone is the resulting performance by employees in accordance with their role within the company. Skills as an aspect of knowledge can enhance performance (Indradewa, et al., 2015). Performance is very important to the company's efforts to achieve its objectives.

Organizations, regardless of form, will encounter performance. The success or failure of an organization's activities will be reflected in the performance level of the organization itself. According to Bernardin et al. (1998), there are five aspects that can be assessed as performance criteria: the quality of work, deadlines, cost-effectiveness, social impact and initiatives. According to Cooke (2000), there are several strategies for improving employee performance: positive reinforcement, employee assistance program, and self-management. Dessler (2015) found that human resources management can improve employee performance through training, assessing, and compensating employees by focusing on the relationship between employees or labor, health and safety, and justice. Dessler (2015) found that the performance level can also influence employee development, which is the efforts to increase knowledge, change behavior and develop both present and future job skills. Job performance is a very significant factor affecting the profitability of an organization (Bevan, 2012). Inefficient job performance will lead to organizational tragedy due to

lower productivity, lower profitability and the impairment of the overall organizational effectiveness (Cooke, 2000; Okoyo & Ezejiofor, 2013). Performance is important for organizations because employee performance leads to business success; performance is important for individuals because accomplishing tasks can be a source of satisfaction (Muchhal, 2014).

2.5 Research Model and Hypotheses

2.5.1 Research Model

From the above explanation, this paper developed the research framework as shown below in Figure 1 Research Framework. Individual, job, and working environment as independent variables will affect employee performance as a dependent variable. Figure 1 provides an overview of the intended research framework.

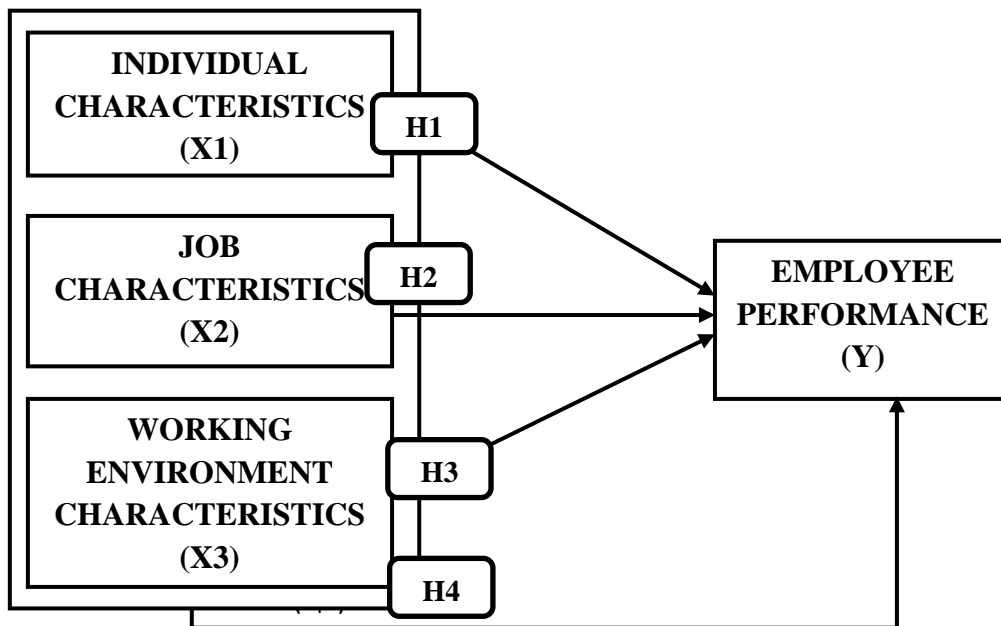


Figure 1 Research Framework

The framework above shows that, to obtain high employee performance, the individual, jobs, and working environment should be managed

2.5.2 Hypotheses

Based on the literature review, the interview, the results of previous research and the framework above, the hypotheses are as follows:

1. Individual Characteristics and Employee Performance

The individual characteristics measured by ability, values, attitude, and interest will directly affect employee performance. Based on the above, the hypothesis of this study is:

H1: Individual characteristics positively affect employee performance.

2. Job Characteristics and Employee Performance

Job characteristics measured by skill variety, task identity, task significance, autonomy, and job feedback will directly affect employee performance. Based on the above, the hypothesis of this study is:

H2: Job characteristics positively affect employee performance.

3. Working Environment Characteristics and Employee Performance

The working environment characteristics measured by the immediate work environment and organizational actions will directly affect employee performance. Based on the above, the hypothesis of this study is:

H3: Working environment characteristics positively affect employee performance.

4. Individual, Job and Working Environment Characteristics with Employee Performance

Individual, job and working environment characteristics together will directly affect employee performance as measured by work objectives, work behavior and work performance. Based on the above, the hypothesis of this study is:

H4: Individual, job and working environment characteristics together will positively affect employee performance.

3. METHODOLOGY

This study was conducted at the Indonesian State Employment Agency, an Indonesian agency that is tasked with managing Indonesian government employees. To answer the research questions, quantitative approaches were adopted. The quantitative research objective was to test the research model, the significance of the relationships among the variables and factors, and the hypotheses (Saunders and Lewis, 2012). A quantitative method was used, which involved administering a questionnaire to select respondents from among the employees of the Indonesian State Employment Agency. This stage consisted of four activities: a pretest survey, the establishment of the research model, a confirmatory study, and data analysis (Neuman, 2006). A pretest survey was conducted by distributing questionnaires containing preliminary closed-ended questions on a 6-point Likert scale to 40 people working in the Indonesian State Employment Agency. This questionnaire-deployment technique uses convenience sampling. Once the process was complete, SPSS version 23 was used to determine the factors that were relevant to measuring these variables to create a suitable questionnaire and measure its reliability and validity. After the pretest, a test survey was administered to 358 respondents from various areas in the Indonesian State Employment Agency. The data collected was analyzed using the SPSS version 23.

4. RESULT

This study distributed questionnaires to 358 employees in the Indonesian State Employment Agency. The iteration results are shown in table 1 through table 5 below.

4.1 Validity and Reliability Test

The charge of a variable factor is considered high when its value is greater than 0.5 (≥ 0.5) (Igbaria et al., 1997). The reliability of the measurement model is tested by examining the value of Cronbach's alpha. Cronbach's alpha measures the lower limit value of the reliability of a construct. Constructs are reliable if the Cronbach's alpha values are greater than 0.70, while the composite reliability must be greater than 0.70. Cronbach's alpha higher than 0.7 are considered satisfactory (Hair J et al., 2011).

Table 1 Validity and Reliability Test Result

Variables	Dimensions	Validity	Reliability
Individual Characteristics	Ability	.528	.905
	Values	.602	
	Attitudes	.761	
	Interest	.851	
Job Characteristics	Skills Variety	.636	.759
	Task Identity	.595	
	Job Significance	.568	
	Autonomy	.637	
Working Environment Characteristics	Feedback	.624	.864
	Working Environment	.868	
Employee Performance	Organizational Action	.744	.893
	Job Objectives	.705	
	Working Attitude Appraisal	.838	

Source: SPSS Version 23

Based on the data processing results in the table above, all items are valid for the factor loading values above 0.5. Regarding the reliability test, four variables are reliable because the Cronbach's alpha values are above 0.7: individual

characteristics (0.905), job characteristics (0.759), working environment characteristics (0.864) and employee performance (0.893).

4.2 Test of Assumption

4.2.1 Normality Test

The normality test shows that the data is normally distributed; this is due to the significance of the results (Asymp.Sig) of each variable, which is greater than 0.05. The results of the normality tests, in accordance with the Kolmogorov-Smirnov Z method grades K-S z for the four variables, are as follows: individual characteristics (1.281), job characteristics (0.678), working environment characteristics (1.115) and employee performance (0.895) greater than 0.196; this means that the data are normally distributed.

4.2.2 Multicollinearity Test

Table 2 Multicollinearity Test Result

Model		Coefficients ^a	
		Collinearity Statistics	
		Tolerance	VIF
(Constant)			
1	Individual characteristics	.485	2.060
	Job characteristics	.460	2.172
	Working environment characteristics	.704	1.420

a. Dependent Variable: employee performance

Source: SPSS Version 23

In table 2 above, the results of the analysis and the testing of the three independent variables show no symptoms of multicollinearities. The results of the tolerance calculations show no independent variables that have a tolerance value of less than 0.1 for the VIF calculation results of these three variables: the individual characteristics (2.060), job characteristics (2,172) and working environment characteristics (1.420). The third variable has a value of VIF <10; therefore, we can conclude that there is no multicollinearity between the independent variables that should be eliminated.

4.2.3 Heteroscedacity Test

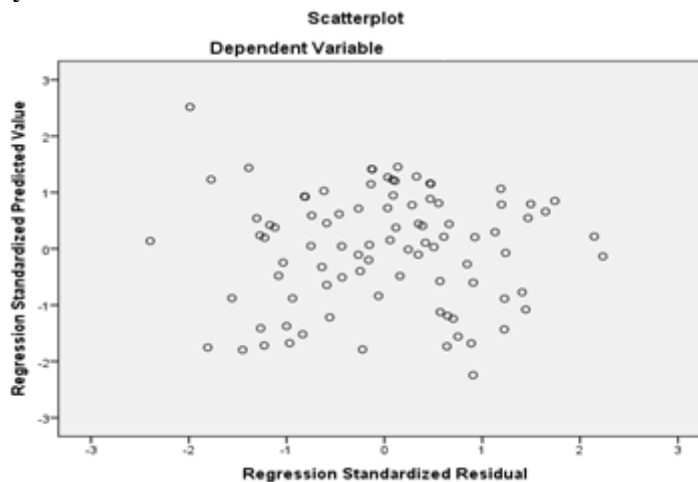


Figure 2 Heteroscedacity Test

Source: SPSS Version 23

Figure 2 above shows that the dots spread randomly; thus, it can be concluded that there is no heteroscedacity in the regression models. One can conclude that the regression model is eligible to predict employee performance.

4.3 Regression Analysis

Table 3 Regression Analysis Test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.718	3.711		1.541	.127
1 Individual Characteristics	.295	.064	.466	4.581	.000
Job Characteristics	.194	.097	.209	2.005	.048
Working Environment Characteristics	.178	.077	.196	2.320	.023

a. Dependent Variable: Employee Performance

Source: SPSS Version 23

From the table above, this study obtains the following regression equation:

$$Y = 5.718 + 0.295 X_1 + 0.194X_2 + 0.178X_3$$

Based on the regression equation obtained, the regression model can be interpreted as follows:

1. The constant coefficient = 5.718. This means that, if the value of X1, X2 and X3 equal zero (0), the rate or amount of the dependent variable Y (employee performance) will be 5.718.
2. Coefficient b1 = 0.295 means that the value X1 (individual characteristics) increased by one point, while the other independent variables are fixed; thus, the level of the variable Y will increase by 0.295. The partial relationship between individual characteristics to the employee performance showed a significant correlation, represented by t value 0,000 < alpha (0.05).
3. The coefficient b2 = 0.194 means that the value X2 (job characteristics) increased by one point, while the other independent variables are fixed; thus, the level of the variable Y will increase by 0.194. The partial relationship of job characteristics to employee performance showed a significant correlation represented by the t value 0.048 < alpha (0.05).
4. The coefficient b3 = 0.178 means that the value X3 (working environment characteristics) increased by one point, while the other independent variables are fixed; thus, the level of the variable Y will increase by 0.178. The partial relationship of the working environment characteristics to employee performance showed a significant correlation represented by t value 0,023 < alpha (0.05).
- 5.

Table 4 Significant F-Test

Independent Variables	Significant	Alpha	F – Coefficient Value	
			Calculation	Table
individual characteristics, job characteristics, working environment characteristics	0.000	0.05	37.637	2.7106 (df1 = 3, df2 = 355 dan alpha = 5%)

Source: SPSS Version 23

Based on the above table, the above equation regression can be interpreted to mean that the model is significant for predicting employee performance.

4.4 Determination Coefficient Test

Table 5 Determination Coefficient Test

Model	Model Summary ^b				
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.753 ^a	.568	.553	3.24081	1.860

a. Predictors: (Constant), individual characteristics, job characteristics, working environment characteristics

b. Dependent Variable: employee performance

Source: SPSS Version 23

Based on the results of the analysis shown in table 5 above, the value of R Square (coefficient) is 0.568. This finding means that 56.8% of individual characteristics, job characteristics and working environment characteristics determine employee performance, while the remainder ($100\% - 56.8\% = 43.2\%$) specified other variables (in addition to individual, job and working environment characteristics).

6. FINDINGS AND DISCUSSION

Hypothesis 1 stated that individual characteristics influence employee performance. The test results show that individual characteristics influence employee performance, as the test results are significant. The t test value $0.000 < \alpha (0.05)$; the correlations test has a strong relationship (0.708) and is significant (significance of $0.000 < \alpha (0.05)$) as well. Improving the employee performance of the Indonesian State Employment Agency is directly proportional to the increase in individual characteristics, meaning that, if the individual characteristics improved, the employee performance of the Indonesian State Employment Agency will also increase. To improve individual performance, the Indonesian State Employment Agency should maintain and improve its employees' abilities such as problem solving skills and the ability to use tools; furthermore, it should focus on engendering employee satisfaction with the value of work, fostering strong relationships with coworkers, and inculcating positive attitudes towards bosses and the workplace culture. The agency should also focus on employees who exhibit an interest or pleasure in work and who respond well to orders from superiors.

Hypothesis 2 states that job characteristics influence employee performance. The test results show that job characteristics influence employee performance, as shown by the significant t test results, which are $0.048 < \alpha (0.05)$; its correlation test has a strong relationship (0.640) and is significant (significance of $0.000 < \alpha (0.05)$) as well. An increase in the job characteristics will be able to improve employee performance at the Indonesian State Employment Agency. Therefore, the Indonesian State Employment Agency can continue to maintain and increase the skills of its employees through varied task identity, task significance, autonomous administration and feedback to employees to improve their performance. Having sufficient special skills can also help employees contribute to the performance of the Indonesian State Employment Agency. Therefore, this study recommends that the Indonesian State Employment Agency implement continuous education and training in accordance with the employees' respective fields of work such that employees are expected to have special skills in their respective fields.

Hypothesis 3 states that the working environment characteristic influences employee performance. The test results showed that there is a significant influence of the working environment characteristic on employee performance, as shown by the t test results, which are significant at $0.000 < \alpha (0.026)$; the test correlations have a strong relationship (0.529) and are significant (significance of $0.000 < \alpha (0.05)$) as well. The increased working environment characteristics will improve the employee performance of the Indonesian State Employment Agency. To maintain the increase in the employee performance working environment characteristics of the Indonesian State Employment Agency, the agency should maintain and continuously improve the employment situation such as pleasant and comfortable working conditions and take organizational actions such as providing power and assigning responsibilities and workload in accordance with the positions held.

Hypothesis 4 states that there are significant effects among the combined variables of individual, job and working environment characteristics on employee performance. The test results showed that there are significant effects among the combined variables of individual, job and working environment characteristics on employee performance, as shown by the significant F-test result $0.000 < \alpha (0.05)$; the correlations have a strong relationship (0.753) and are significant (significance of $0.000 < \alpha (0.05)$) as well. The picture above shows that a combined increase in the individual, job and working environment characteristics will also improve the employee performance of the Indonesian State Employment Agency.

7. CONCLUSION

6.1 Practical Implications

In performing the selection, placement and mutations, we recommend the Civil Service Agency consider the individual, job and working environment characteristics because these three variables have a significant influence on employee performance. Therefore, employees who have compatibility between the individual characteristics of the assigned task, correspondence between personal and job characteristics and who operate in a comfortable working situation are expected to provide higher performance.

6.2 Theoretical Contributions

The finding that individual characteristics have a significant positive influence on performance is essential to the performance enhancement of the organization. This finding supports the previous research of Gunastri (2009), who found that individual characteristics have a significant positive influence on performance. The finding that job characteristics have a significant positive influence on performance is essential to the performance enhancement of the organization. This finding supports the previous research of Ting dan Yuan (2008), who found that job characteristics have a significant positive influence on job satisfaction. The finding that working environment characteristics have a significant positive influence on performance is essential to the performance enhancement of the organization. This finding supports the previous research of Robbins (1990), Ting and Yuan (1997) and Rehman, et. al. (2015), who found that the working environment has a significant positive influence on organization performance.

6.3 Research Limitations

This study did not explore other variables that also affect the performance of an organization such as work discipline and leadership style. This study was conducted at only one government agency and therefore cannot be generalized to the organization of civil servants in Indonesia. This study only examined the effect of an independent variable (individual characteristics, job characteristics and working environment characteristics). The dependent variable in this case is the performance; the mediating variable was not examined. However, there are other mediating variables such as job satisfaction and motivation that are also influenced by all three independent variables; these affect the performance variables.

6.4 Future Research Direction

Further research should expand the object of research to more than one government agency such that the results can be generalized to government employee organizations in Indonesia. Furthermore, additional research can explore the mediating variables that also affect the dependent variable.

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