THE INFLUENCE OF INDIVIDUAL CHARACTERISTICS AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE

Ami Pujiwati, Etty Susanty
Universitas Terbuka Email:
ami@ut.ac.id

ABSTRACT

This study aimed to analyze the factors that affect the characteristics of the individual, work motivation, the ability of individuals, job satisfaction, and employee performance as well as the effect of each variable. Samples were Jabar local government employees as much as 166 people / respondents. The sampling technique was done deliberately. Data processing was performed by using SEM analysis tools SmartPLS. The analysis showed that there is a significant effect on the individual characteristics on work motivation and performance. Furthermore, based on the results of the analysis showed that there are significant effect on the individual characteristics of the ability of the employee. There is a significant effect on job satisfaction on performance; there is an effect on work motivation on job satisfaction. But the results of the analysis on the performance capability of self showed no effect.

Key words: *characteristics of the individual, work motivation, the abilitily to individuals, job satisfaction, SEM SmartPLS, employee performance*

Introduction

Human resource management is a major driver for any company to carry out activities or work processes of the company. Human resource is a resource that is used to drive and synergize other resources to achieve organizational goals. Without human resources, other resources idle (idle) and less useful in achieving organizational goals (Wirawan, 2009). Employees are an organization's foundation; it is critical that an organization retain valuable employees despite the huge problems that exist in attracting and retaining a skilled workforce (Chang Lee and Kelly Way. 2009). Employees who work in an organization should be treated as well as possible so that employees have a good performance and company goals can be achieved. Manager or head of the company should know the capabilities of the employees and the needs that are required as supporting the work (Subyantoro, 2009).

Motivation is an encouragement, rhyme or reason someone does something activity. In fact, activity driven by something that is not the preferred form of activity that is forced to do, tend to be ineffective and inefficient. It is thus very important for management to create conditions that will encourage employees to perform their duties with a sense of happy and satisfied (Nawawi, 2001).

To produce high performance achievement, it is necessary to grant the proper motivation for the employees concerned. This is reasonable because it would give a boost to them to improve performance. But without a good motivation is supported by the ability of individuals who are reasonably well will not produce optimum work. So as to achieve better performance required an increase in motivation, followed by an increase in ability (individual ability) (Andrew, 2009).

Mangkunegara (2005) argues that there are two (2) employee motivation techniques, namely: (1) Techniques employee fulfillment, meaning that fulfillment of the fundamental underlying employee work behavior. (2) persuasive communication techniques, is one of the techniques to motivate employees work done by influencing employees extra-logical. This technique is formulated with the term "AIDDAS" ie Attention (attention), interest (interest), Desire (desire), Decision (decision), Action (action or action), and Satisfaction (satisfaction).
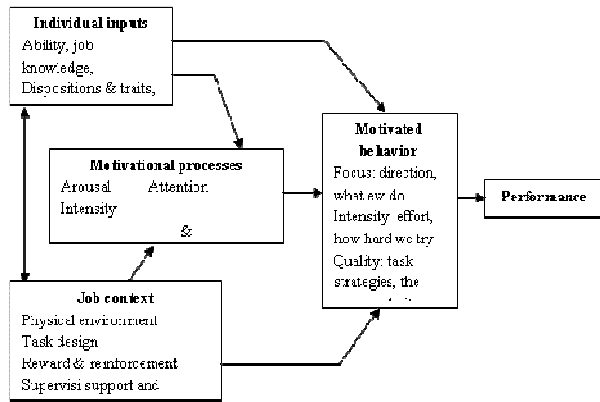
Figure 1. *A Job Performance Model of Motivation (Sumber:RobertKreitner dan AngeloKinicki dalam Wibowo:2011)*

Job satisfaction is an attitude (positive) employees to work arising under the assessment of the work situation. Satisfied employees prefer working situation rather than a disgruntled employee, who did not like his situation (Suhendi, 2010). The issue of job satisfaction will be impossible and met if some of the variables that influence the support of all. Based on research conducted by Koesmono (2005) the variable in question is Culture and Motivation. It also said that indirectly these three variables affect a person's performance and ultimately the company's performance can be achieved with either. In connection with that, so that employees are always consistent with satisfaction that at least the company always pay attention to the environment in which employees perform their duties for example co-workers, managers, working conditions and other matters that could affect the person's ability to carry out their duties.

Brahmasari (2008: 64) suggests that the performance is the attainment of organizational goals that can be output in the form of quantitative or qualitative, creativity, flexibility, reliable, or other things desired by the organization. Emphasis performance can be short term or long term, can also at the level of individuals, groups or organizations. Performance can also be an act or execution of tasks that have been completed by a person in a certain period of time and can be measured. According Furtwengler (2002: 86), the aspects contained in

the performance include: loyalty, quality, discipline, values, and skills inter personal.

Structural Equation Modeling (SEM) is a statistical technique that is able to analyze the relationship of latent variables, indicator variables and measurement error directly. Besides the unidirectional causal relationship, SEM method allows to analyze the relationship directional (Ghozali et al, 2005). Latent constructs are variables that can not be observed, so that can not be measured directly. Observations on the latent variables through effects on variables observed. Observed variables are indicators that can be measured (Ghozali et al, 2005).

Method
The research method uses quantitative analysis using statistical calculations as the basis of analysis. The process of sampling is done by using the method of probability-sampling random sample that withdrawal. Samples were collected as many as 166 out of 175 questionnaires were given. For the purposes of rejection or acceptance of the hypothesis, used a significance level of P <0.05. SPSS was used to calculate the validity and realibility of research instruments used.
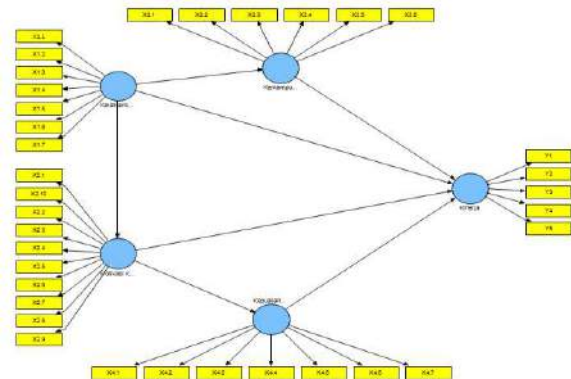

Figure 2. Conceptual Framework Model Individual Characteristics and Employee Motivation To Performance Based PLS SEM

Tests on the measurement model using SEM analysis SmartPLS done in two (2) phases, namely the evaluation of the outer and inner models models. For the evaluation of the model is done based on the outer 4 (four) criteria: convergent validity, discriminat validity,

Average Variance Extracted (AVE) and composite reliability.

Table 1. Criteria of SEM SmartPLS

Criteria	Standard	Information
Converage validity (Reliability indicators)	Loading value > 0.50	Assessing the strength of the indicator in reflecting latent constructs (Chin (1998) stated if under 0,50, the indicator should be in the drop)
Discriminat validity	Loading cross correlation value indicators to latent variable is larger than the other latent variables laten	Measuring the accuracy of the model of reflection
Average Variance Extracted (AVE)	AVE > 0,5	Measuring consistency in the measurement indicator latent variables
Composite reliability (ρ_c)	ρ_c > 0,6	stability and internal consistency good indicator

Furthermore, the inner judge is to evaluate the effect of the model between the latent variables and hypothesis testing. Structural model was evaluated using the R-square for the endogenous variables and comparing t_{count} with t table (t tabel at 95% confidence level is 1.96)..

Table 2. Operational Variables in This Study

Variable	Indicator	Information
Individual characteristics	X1.1 = Skill X1.2 = initiative X1.3 = adaptability X1.4 = identification capability X1.5 = attention	Likert of Scale 1 to 5 which states strongly disagree to strongly agree
Work Motivation	X2.1 = work in accordance with standard X2.2 = noticed by supervisor, feel valued X2.3 = work hard to do the job X2.4 = working interest X2.5 = like work X2.6 = workload in accordance with the responsibility X2.7 = rules in the work X2.8 = work environment and climate X2.9 = the opportunity to develop themselves X2.10 = benefits	Likert of Scale 1 to 5 which states strongly disagree to strongly agree
Intervening Variable / Ability of the individual	X3.1 = physical ability according to boss X3.2 = suitability to the job skill X3.3 = initiative X3.4 = adjusting to the job X3.5 = involvement in problem solving X3.6 = attention to the work X3.7 = communication with colleagues	Likert of Scale 1 to 5 which states strongly disagree to strongly agree
Variabel Intervening / Job satisfaction	X4.1 = working conditions that support X4.2 = work that is mentally challenged X4.3 = colleagues who support X4.4 = financial satisfaction X4.5 = supervision supervisor X4.6 = promotion opportunities for employees	Likert of Scale 1 to 5 which states strongly disagree to strongly agree
Performance	Y1 = effectiveness , quality Y2 = time efficiency Y3 = productivity Y4 = Work management Y5 = the use of facilities and adequate technology	Likert of Scale 1 to 5 which states strongly disagree to strongly agree

Analysis and Discussion

Data analysis methods used for testing the model in this study Structural Equation Modeling (SEM) with SmartPLS. Relationships between variables in this study is reflective. According Ghozaly (2008) that for the evaluation of the model-reflection outer performed by 4 (four) criteria: convergent validity, discriminat validity, Average Variance Extracted (AVE) and composite reliability (Table 1).

Reliability indicators reflected on the value of the loading factor which reflects the strength of the interrelation between the latent variables individual characteristics, work motivation, job satisfaction, self-efficacy, and performance of employees against each indicators. The result of variable analysis showed the attention of employees (X1.6) reflects the greatest interrelation describe the characteristics of an individual with the loading factor of 0904. Indicators of employment provided always challenging (X3.2) reflects the greatest interrelation describe job satisfaction with loading factor value of 0848. Work environment and climate indicators (X2.8) reflects the greatest interrelation in describing the motivation to work with factor loading value of 0.779. Indicator seeks calm in the face of adversity (X4.4) reflects the greatest interrelation in describing the job satisfaction with loading factor values for 0848 and complete work on Waku (Y2)) reflects the greatest interrelation in describing the performance of the loading factor value of 0845.

Discriminat validity shows that the correlation value of the variable individual characteristics, motivation, self-efficacy, job satisfaction, and performance with each indicator. If the indicators describe the characteristics of the individual is a reflection of the characteristics of the individual, then the value of the correlation indicators against individual characteristics must be greater than the correlation of these indicators against other latent variables. In Table 3 shows that the correlation indicator of greater individual characteristics when compared with the same indicator correlation to other latent variables. It is proved that the model of the reflective characteristics of the individuals in this study is valid. So even for the other variables.

Table 3. Loading Factor Value For Each Variables

	The ability of self	The Characteristics of Individuals	Work Motivation	Employee Performance	Job satisfaction
X1.1	0,4287	**0,7060**	0,4674	0,4244	0,3070
X1.2	0,4413	**0,7740**	0,5230	0,4184	0,3244
X1.3	0,4007	**0,8148**	0,5138	0,5262	0,3771
X1.4	0,3794	**0,7468**	0,5288	0,4229	0,4156
X1.5	0,4568	**0,8779**	0,6188	0,5678	0,5240
X1.6	0,3920	**0,8588**	0,6081	0,5861	0,4868
X1.7	0,3928	**0,8387**	0,6107	0,6451	0,4398
X2.1	0,3738	0,5325	**0,7409**	0,4777	0,4463
X2.2	0,5479	0,4419	**0,7113**	0,3799	0,4598
X2.3	0,4715	0,3795	**0,6137**	0,4248	0,3268
X2.4	0,4429	0,5853	**0,8275**	0,4750	0,5329
X2.5	0,4546	0,5003	**0,7256**	0,3930	0,4093
X2.6	0,4715	0,6025	**0,8065**	0,4477	0,4656
X2.7	0,5533	0,4615	**0,7635**	0,4721	0,4648
X2.8	0,6320	0,5385	**0,7181**	0,3777	0,4317
X2.9	0,5467	0,5187	**0,7190**	0,3537	0,3731
X3.1	**0,8503**	0,4411	0,6088	0,4030	0,5206
X3.2	**0,8264**	0,4591	0,5583	0,3414	0,5015
X3.3	**0,8702**	0,4660	0,5800	0,4591	0,5981
X3.4	**0,7963**	0,3211	0,4674	0,2752	0,4729
X3.5	**0,8716**	0,4703	0,5887	0,3299	0,5346
X3.6	**0,5371**	0,2197	0,3651	0,1729	0,3478
X4.1	0,5723	0,4845	0,5102	0,4554	**0,8020**
X4.2	0,5623	0,4831	0,5477	0,4619	**0,8882**
X4.3	0,5815	0,3743	0,5111	0,4392	**0,8549**
X4.4	0,4694	0,4343	0,4909	0,4077	**0,8656**
X4.5	0,5178	0,4275	0,5019	0,4299	**0,8645**
X4.6	0,4764	0,4128	0,4390	0,3640	**0,8048**
Y1	0,3200	0,4665	0,4313	**0,8396**	0,3776
Y2	0,4032	0,6016	0,5219	**0,9186**	0,4351
Y3	0,3874	0,5878	0,5127	**0,9031**	0,4793
Y4	0,3905	0,6435	0,5566	**0,9242**	0,4972
Y5	0,3729	0,4957	0,4715	**0,7800**	0,4075

Validity indicates that a test is really consistent measure what should be measured, in this case how the indicators (both individual characteristics, motivation, self-efficacy, job satisfaction and employee performance) consistent measure latent variables respectively. This can be illustrated by the magnitude of the value Average Variance Extracted (AVE). AVE value of each variable (Table 4). Judging from the value AVE to West Java local government, it turns out the variable the ability of self and motivation local government West Java inconsistent describe latent variables. This is evidenced by the value of AVE for both variables are under 0.5. While the values of other variables AVE both local government and local government West Java West Java above standard, meaning good indicator of individual characteristics, motivation, self-efficacy, job satisfaction and consistent performance indicators to measure latent variables.

Table 4. AVE Value for each variables

No	Variabel	AVE Pemda Jabar
1	Characteristics of the individuals Individu	0,6241
2	The ability of self	**0,4924**
3	Job satisfaction	0,5459
4	Employee performance	0,5228
5	Work Motivation	**0,4383**

Composite reliability values can be seen on the outer value model of loading each latent variable. Composite reliability, both variables individual characteristics, work motivation, job satisfaction, self-efficacy, and performance has value $\rho c > 0.6$ (Table 5). The resulting value indicates the stability and internal consistency good indicator.

Table 5. Composite Reliability Value

No	Variabel	Composite Reliability Pemda Jabar
1	Characteristics of the individuals Individu	0.8912
2	The ability of self	0.8512
3	Job satisfaction	0.8554
4	Employee Performance	0.8418
5	Work motivation	0.8600

This study has 5 variables: individual characteristics, work motivation, job satisfaction, the ability of self, and performance. Variable performance is influenced by individual characteristics variables and work motivation. While the variables of job satisfaction and the ability of self is interviening variables that affect performance

Table 6. Presenting the R-square value for each variable both for local government and local government in West Java.

Table 6. R-Square Value for Each Variables **No**	**Variabel**	*R-Square* **Pemda West Java**
1	Characteristics of the individuals	0.0000
2	The ability of self	0.2748
3	Job satisfaction	0.4577

| 4 | Employee performance | 0.6047 |
| 5 | Work motivation | 0.6068 |

Table 6 shows that the R-Square individual characteristics of the ability of self of 0.2748. This means that the individual characteristics have a positive contribution to the ability of self by 27.48% is influenced by other factors. R-Square value of individual characteristics on job satisfaction of 0.4577. This means that the individual characteristics have a positive contribution to job satisfaction of 45.77% is influenced by other factors. R-Square value of individual characteristics on work motivation of 0.6068. This means that the individual characteristics have a positive contribution to the rest influenced by other factors. Furthermore, the R-square value of individual characteristics on the performance of 0. This means that the individual characteristics have a positive contribution to job satisfaction of 60.47% is influenced by other factors.

According to Chin (1998) in Ghozali (2008) that the results of the R-Square of 0.67, 0:33 and 0:19 for endogenous latent variables in structural models, each indicating that the model is "good", "moderate", and "weak". Based on the theory and the value of R-Square latent variables in this study indicate that the model category belonging to the moderate category because its value is in the range above and below 0.67 0:33.

Hypothesis testing is done by looking at the path coefficients bootstrapping analysis, ie by comparing t count with t table. The results of the analysis of the path coefficients are shown in Table 7 shows the value t table greater than 1.96 (confidence level is 95%) for the entire latent variables. This means that the overall hypothesis that described previously accepted unless the ability of self on performance

Table 7. Path Cooficient Relationship between Variables	Path cooficient Value	Pemda West Java
Characteristics of the individuals → The ability of self		81.230
Characteristics of the		22.730
individuals → Employee performance		
Characteristics of the individuals → Work motivation		195.552
The ability of self → Employee performance		0.8449
Job satisfaction → Employee performance		49.174
Work motivation → Job satisfaction		100.664
Work motivation → Employee performance		10.096

Hypothesis 1: Characteristics of individuals in a positive and significant effect on work motivation In Table 5 shows that the positive effect of individual characteristics on work motivation, where the value of each parameter coefficient of 19 555. This means that the corresponding individual characteristics in doing the job of employee motivation, the better. Testing the hypothesis is accepted because the analytical results obtained t $_{count}$ 195.55 is greater than t $_{table}$ = 1.96. This suggests that individual characteristics significantly positive effect on employee motivation.

Hypothesis 2: Characteristics of individuals in a positive and significant effect on the performance of Table 5 shows that the individual characteristics of a positive effect on performance, where the value of each parameter coefficient of 2,273. This means that the corresponding individual characteristics in doing the work, the performance generated by the individual employee, the better. Testing the hypothesis is accepted because of the results obtained by analysis of 22 730 t $_{count}$ value is greater than the t $_{table}$ = 1.96. This suggests that individual characteristics significantly positive effect on employee performance.

Hypothesis 3: Characteristics of individuals in a positive and significant effect on the ability of the employee In Table 5 shows that the individual characteristics of a positive effect on the ability of the employee to the value of the parameter coefficient of 8123. This means that the

corresponding individual characteristics in doing the job the employee's ability to support its work, the better. These factors can occur because employees gain increased competence through training programs organized by the company / agency. Testing the hypothesis is accepted because of the results obtained by analysis of 81 230 t $_{count}$ value is greater than the t $_{table}$ = 1.96. This suggests that individual characteristics significantly positive effect on the ability of the employee.

Hypothesis 4: Job satisfaction has a positive and significant effect on employee performance Table 5 shows that job satisfaction positively influence the performance, where the value of the parameter coefficient of 4917. This means increasing employee satisfaction on both the object of research, the performance has increased as well. Testing the hypothesis is accepted because of the results obtained by analysis of 49 170 and 11 420 t $_{count}$ value is greater than the t $_{table}$ = 1.96. This indicates that the job satisfaction significantly positive effect on employee performance.

Hypothesis 5: The ability of self has a positive and significant effect on the performance of employees In Table 5 shows that the ability of themselves do not affect the performance, where the coefficient value of each parameter of 0845. This means that the better the ability of the individual to do the job it has less effect on the performance generated by the individual employee. Testing this hypothesis is rejected because the analytical results obtained t $_{count}$ 0.8449 smaller than the t $_{table}$ = 1.96. This suggests that the ability of the employee does not affect the performance of the employee. This is presumably due to the variable ability of self is an intervening variable (intermediate variables) on the performance of this study.

Hypothesis 6: Work motivation in a positive and significant effect on employee job satisfaction Table 5 shows that the positive effect on work motivation on job satisfaction, where the value of each parameter coefficient of 10 066. This means that increasing employee motivation in completing the work, the higher the level of performance satisfaction. Testing the hypothesis is accepted because of the results obtained by

analysis of 100 664 t $_{count}$ value is greater than the t $_{table}$ = 1.96. This suggests that employee motivation significantly positive effect on job satisfaction.

Hypothesis 7: Work motivation in a positive and significant effect on the performance of employees in Table 5 shows that the individual characteristics of a positive effect on performance, where the value of each parameter coefficient of 1.010. This means higher employee motivation in completing the work, the performance generated by the individual employee, the better. Testing the hypothesis is accepted because of the results obtained by analysis of 10,100 t $_{count}$ value is greater than the t $_{table}$ = 1.96. This suggests that employee motivation significantly positive effect on performance.

Conclusion
Based on exposure analysis and discussion, it can be concluded:
1. There is an influence on the individual characteristics on work motivation. This means that the corresponding individual characteristics in doing the job of employee motivation, the better.
2. There is an influence on the individual characteristics of the performance. This means that the corresponding individual characteristics in doing the work, the performance generated by the individual employee, the better.
3. There is an influence on the individual characteristics of the ability of the employee. This means that the corresponding individual characteristics in doing the job the employee's ability to support its work, the better. These factors can occur because employees gain increased competence through training programs organized by the company / agency.
4. There is an influence on job satisfaction on performance. This means increasing employee satisfaction on both the object of research, the performance has increased as well.
5. There is no effect on the performance capability of self. This means that the better the ability of the individual to do the job it

has less effect on the performance generated by the individual employee.

6. There is an effect on work motivation on job satisfaction. This means that increasing employee motivation in completing the work, the higher the level of performance satisfaction.

7. There is an influence on the individual characteristics of a positive effect on the performance of local government and the local government of West Java West Java. This means higher employee motivation in completing the work, the performance generated by the individual employee, the better.

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