

The Role Of Individual Characteristics And Labor Characteristics Toward Work Productivity

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Abstract

This research was conducted to analyze the role of individual characteristics and job characteristics on productivity at PT. Sinar Niaga Sejahtera Mojagung. This type of research was explanatory research with a quantitative approach. The population in this study were 40 employees of PT. Sinar Niaga Sejahtera Mojagung and the samples used in the study were all population. The data used were primary in the form of a questionnaire. The analysis tool was a multiple linear regression with SPSS tools. The results showed that individual characteristics and company characteristics have a role in increasing employee productivity.

Keywords: *individual characteristics, job characteristics, work productivity*

A. INTRODUCTION

Every organization is required to optimize the management of human resources for the achievement of organizational goals. Employees are one of the organization's main assets and have a strategic role in the organization, namely as thinkers, planners, and control of organizational activities. With this important role, the company must provide the right policies for increasing its employees' work productivity.

Sutrisno (2009) states that work productivity is a condition in which employees of a company can work optimally so that the company's results are determined. Therefore, companies must recognize and understand each individual's characteristics and abilities (employee) in the company. Hurriyati (2005) argues that individual characteristics are a psychological process that affects individuals in obtaining, consuming, receiving goods and services, and high experiences to achieve good work results. Individual characteristics are a workforce that supports work such as abilities, attitudes, and expertise.

Apart from individual characteristics, another thing that also plays a role in improving employee performance is job characteristics. Job characteristic is a model description that shows a job design. The design includes a process that determines the tasks to be carried out, the methods used to carry out this task, and how the work being carried out can be related to other jobs in an organization according to their respective expertise (Rivai, 2005).

PT. Sinar Niaga Sejahtera is a company engaged in the snack industry by relying on human labor in its production process. Employees who work so far are skilled and experienced workers. However, there are times when companies use a less skilled and experienced workforce to complete work. This happens especially when the company is chasing a job completion target. The company only provides employees with work guidelines (standard operating procedures) that have been set by the company. This is also supported by the company's condition, which prioritizes the completion of targets at the expense of quality. So that sometimes the work completed by workers is not part of what it should be. Besides, unclear job identities and frequent task changes also lead

to decreased employee productivity.

Other things that are thought to have contributed to this situation are the foreman's lack of assertiveness in controlling workers and a lack of motivation and feedback from the leadership on the workers' work. This condition is also supported by individual characteristics, namely the attitude of employees who continue to carry out work even though they are not following their expertise. Employees who work are also considered to lack creativity because they tend to work in old and static ways.

This assumption is based on the results of various previous studies that state that individual characteristics and job characteristics contribute to employee work productivity (Eva L, et al., 2014; Ananda, S. S., & Sunuharyo, B. S. ; 2018; Setiono, B. A. (2018).

Based on the description that has been conveyed, the purpose of this study is to determine and analyze more deeply the role of individual characteristics and job characteristics on employee work productivity.

B. LITERATURE REVIEW

1. Employee Productivity

Sutrisno (2009) states that work productivity is a condition in which employees of a company can work optimally to achieve the production results as determined by the company. There are several indicators to measure work productivity, among others, expressed by Simamora (2004).

First, the quantity of work. This is defined as the results achieved by a certain number of employees compared to existing standards or those set by the company. Second, work quality is a standard related to the quality of a product produced by employees in completing a technical job with a comparison of the company's standards. The third is punctuality. This is defined as an activity completed at the beginning of a predetermined time and can maximize the time available for other activities. Timeliness is measured from employees' perceptions of activity provided initially until it becomes the output.

2. Individual Characteristics

According to Jex (2002), individual characteristics are the special characteristics of a person. Humans have individual characteristics that vary from one another. The future of an individual in the organization does not depend on work productivity alone. Managers also use subjective measures that are considerations of what the appraisers perceive as good or bad employee character or behavior will affect the assessment, in this case, according to Hurriyati (2005) that individual characteristics are a psychological process that affects individuals in obtaining, consuming, receive goods and services as well as high experience to achieve good work results.

According to the Path-Goal theory expressed by Evans (1970) and House (1971), several indicators measure individual characteristics, among others. First is an ability, namely intellectual ability and physical ability. Intellectual ability is the ability of an individual to perform certain mental activities related to reasoning (inductive/deductive), fluency in expression, oral understanding, etc.

The second is attitude. Attitude tends to respond to someone or something in the environment positively or negatively. A person's attitude will be reflected in his behavior tendency in dealing with related environments, such as other people, subordinates, superiors, or the environment.

The third is expertise, namely compensation related to the implementation of a task, such as filing documents and expertise related to physicality, including body

coordination, stamina, body flexibility, etc.

3. Job Characteristics

Job characteristics are a description of a model that shows a job design. This includes the process that determines the tasks to be carried out, the methods used to carry out these tasks, and how the work being carried out can be related to other jobs in an organization according to their respective expertise (Rivai, 2005).

Hackman & Oldham (1975) revealed several indicators of job characteristics. First is the variety of skills, namely the number of skills an employee needs to complete a job, using several individual skills and talents. Second is the task's identity, which is a task that can be identified by looking at the involvement and opportunities of employees in carrying out work. The third is the significance of tasks, namely the importance of a job and a substantial impact on others' life or work, both within the scope of the internal and external organization. This includes interests for the organization, interests for other parties, and influence for other parties. The fourth is the autonomy of duties, namely the freedom given to individual workers, substantially, independence and discretion to plan work and determine the procedures used to complete it. And lastly is feedback, namely the level of implementation of activities to obtain clear and fast input from a job by individuals, so that clear information is obtained about the effectiveness of its performance.

Based on the theoretical basis and previous research that has been submitted, the hypotheses proposed in this study are:

- H1 : It is assumed that individual characteristics have a significant effect on the work productivity of PT employees. Sinar Niaga Sejahtera Mojoagung.
- H2 : It is assumed that job characteristics have a significant effect on the work productivity of PT employees. Sinar Niaga Sejahtera Mojoagung.

C. RESEARCH METHOD

Research conducted at PT Sinar Niaga Sejahtera was explanatory with a quantitative approach, namely the type of research that explains the relationship between variables through hypothesis testing, formulated as explanatory research (Singarimbun and Effendi; 2006). This case is to determine the effect of individual characteristics and job characteristics on employee work productivity. So in this study, it is stated that the independent variables are individual characteristics (X1) and job characteristics (X2), and the dependent variable is employee work productivity (Y).

The research subjects or population in this study were employees of the production department at PT. Sinar Niaga Sejahtera Mojoagung, Jombang Regency, totaling 40 people. The sample taken is the entire population, so it is called a saturated sample. Sugiyono and Hair (1998) said that if the number of research subjects is less than 100, it is better to take all of them so that the research is a population study.

Research objects are individual characteristics, job characteristics, and employee productivity. The data used were primary data that came from questionnaires distributed to employees. The questionnaire contains several statements containing answer options ranging from very positive to very negative. The measurement scale uses a Likert scale 5 (five). Furthermore, the data is tested for validity through validity and reliability tests. From the test results, all data were declared valid. It was feasible to carry out the next stage of data processing, namely using multiple linear regression analysis, which was processed using SPSS. Testing using multiple linear regression is carried out after testing the Classical Assumption Test, Normality Test,

Multicollinearity Test, Autocorrelation Test, and Heteroscedasticity Test. The t-test

is carried out with the required significance level of 5% to test the hypothesis.

D. RESULTS AND DISCUSSION

From the results of the descriptive analysis of the individual characteristics variable (X1), it can be seen that as a whole, it has a total average of 3.32. This falls under sufficient criteria. The highest rank is in the statement that they can work under pressure. Besides, respondents also stated that they could not finish their work on time.

Meanwhile, from the descriptive analysis of the job characteristics variable (X2), it can be seen that as a whole, it has a total average of 3.30. This also falls within the criteria of being sufficient.

For the results of the descriptive analysis of work productivity (Y), work productivity has an average score of 2.44, including low criteria, meaning that work productivity has not met the predetermined quantity of work, less able to provide an increase in better work results, and the lack of maintaining punctuality for the sake of perfection of work results.

Furthermore, to determine the relationship between variables and to predict the results of the effect of the independent variable on the dependent variable, multiple linear regression analysis was carried out with the following results:

Table 1: Multiple linear regression analysis

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | T | Sig. |
| 1 | (Constant) | 7,669 | 3,232 | | 2,373 | ,023 |
| | Individual | ,717 | ,195 | ,306 | 3,674 | ,001 |
| | Job | 2,017 | ,243 | ,690 | 8,298 | ,000 |

a. Dependent Variable: productivity

source: primary data (2019)

Based on the results of the regression analysis in the table above, the following equation is obtained: $Y = 7,669 + 0.717 X1 + 2,017 X2$

From the regression equation, it can be interpreted that there is a positive and significant relationship between individual characteristics and job characteristics with employee work productivity. This means that the better the individual characteristics and the clearer the job characteristics, the employee work productivity increases.

Furthermore, to test the hypothesis that has been proposed, the T-test is carried out. In this test, a significance level of 5% is set. If the sig value is more than 5%, the hypothesis is rejected, but the sig value. Less than 5%, then the hypothesis is accepted. From data processing, the following results were obtained:

Table 2: Test Results - T

| No | Variabel | T | Sig |
|----|-----------------------------|-------|-------|
| 1 | Individual characteristics, | 3,674 | 0,001 |
| 2 | job characteristics | 8,298 | 0,000 |

Source: primary data (2019)

From table 2 (two) above, it appears that the significance value is smaller than required (5%), so that it can be concluded that all of the proposed hypotheses can be accepted. This means that individual characteristics have a positive and significant effect on employee performance. Likewise, job characteristics have a positive and significant effect on employee performance.

To determine the magnitude of the influence of the independent variable on the dependent variable, the coefficient of determination (R²) was tested with the following results:

Table 3: Coefficient of Determination (R²)

| Model | R | R square | Adjusted R square | Std. Error of the estimasi | Durbin-watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | ,860 ^a | ,739 | ,725 | 1,781 | 1,804 |

a. Predictors: (Constant), Job char, individual Char

b. Dependent Variable: work productivity

Source: Primary data (2019)

From the table above, it is obtained the R-Square value of 0.739. This value means that 74% of the variability regarding Work Productivity at PT. Sinar commercial prosperity can be explained by the independent variables in the model (individual characteristics and job characteristics), while the remaining 26% is influenced by other variables not present in this study.

Based on the analysis, results show that individual characteristics contribute to employees' work productivity at PT. Sinar commercial prosperous *mojoagung jombang*. This can be proven from the respondents' statements regarding individual characteristics, which fall into the sufficient category. This means that respondents realize that they have not maximized the use of their abilities and skills. So that this also contributes to the assessment of employee work productivity, which shows low scores.

Productivity and individual characteristics have a close relationship; when employees work productively, they can make a big contribution to the company and generate big profits. So there is a unidirectional relationship, namely, the better the individual characteristics, the better the employee's work productivity. This is following the results of previous research, which states that there is a positive and significant influence between individual characteristics on work productivity (Eva L, et al., 2014; Ananda, SS, & Sunuharyo, B. S.; 2018; Sultraeni, W, 2018)

Job characteristics are also proven to contribute to the work productivity of employees at PT. Sinar commercial prosperous *mojoagung jombang*. This can be proven from the respondents' answers to the questionnaire, which stated that employees gave sufficient appraisals to their statements. This can be interpreted that the employee has not worked optimally. This means that employees do not fully understand the division of work, responsibilities that have not been fully resolved, and employees have not received an evaluation of their work. This is what causes low employee productivity. From the research results, the descriptive analysis of employees' work productivity falls into the poor category.

Job characteristic is a model description that shows a job design. The design includes a process that determines the tasks to be carried out, the methods used to carry out this task, and how the work being carried out can be related to other jobs in an organization according to their respective expertise (Rivai, 2005). This is following the

results of previous research, which states that there is a positive and significant influence between job characteristics on work productivity (Eva L, et al., 2014; Ananda, SS, & Sunuharyo, B. S.; 2018; Sultraeni, W, 2018; Setiono, BA (2018).

E. CONCLUSION

Based on the research and discussion results above, it can be concluded that individual characteristics and job characteristics are proven to have a significant effect on employee work productivity at PT. Sinar Commerce is . The better the individual and job characteristics, the better the employee's work productivity.

With the above conclusions, it is suggested to PT. Sinar Niaga Sejahtera should pay more attention and guide matters related to individual characteristics and job characteristics, such as increasing employees' abilities and skills, giving clear main tasks and functions, and motivation from the leadership (foreman) and still prioritizing quality even though deadlines are being pursued time. For other researchers who are interested in developing this research, they can add other variables that have not been studied, including work discipline and leadership style, so that it is hoped that the results of future studies will be more perfect.

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