

THE INFLUENCE OF INDIVIDUAL CHARACTERISTICS, JOB CHARACTERISTICS AND WORK ENVIRONMENT ON THE PERFORMANCE OF PAINTING AND BODY REPAIR DEPARTMENT EMPLOYEES AT AUTO 2000 KENJERAN SURABAYA

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Abstract: This study discusses human resource management regarding individual characteristics, job characteristics and work environments that affect the performance of employees in the painting and body repair department at Auto 2000 Kenjeran Surabaya. The total population is all employees who work at Auto2000 Kenjeran Surabaya Paint and Body Repair, totaling 32 employees. The analysis technique used is the validity and reliability test, classical assumption test, multiple linear regression test, R^2 test, t test and F test. The results of the research carried out can be explained that there is a partial influence between individual character (X1) on employee performance in the Painting and Body Repair Section at Auto 2000 Kenjeran Surabaya. There is a partial influence between job characteristics (X2) on employee performance in the Painting and Body Repair Section at Auto 2000 Kenjeran Surabaya. There is a partial influence between the physical work environment (X3) on the performance of employees in the Painting and Body Repair Section at Auto 2000 Kenjeran Surabaya. There is a simultaneous influence between individual character variables (X1), job characteristics (X2) and physical work environment (X3) on employee performance in the Painting and Body Repair Section at Auto 2000 Kenjeran Surabaya.

Keywords: Individual Characteristics, Job Characteristics, Work Environment, Performance

1. Introduction

Good management must be able to manage everything within the company, including human resource management. An organization cannot run if there are no human resources. The increasingly rapid development of technology creates challenges for organizations to continue to develop. For this reason, organizations must have quality resources to be able to achieve organizational goals. To achieve quality human resources, they must be properly analyzed and developed in terms of energy, time and abilities that can be utilized optimally for both the individual and the company (Hasibuan, 2011:2).

The proper performance of human resources in the company needs to be considered, because this is related to the process of implementing optimal work procedures and maximum work results. Companies need potential human resource factors, both leaders and employees, in the pattern of tasks and supervision which determines the achievement of company goals. Human

resources are the main factor in an organization or company, so that management activities can run well, the company must have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible so that employee performance increases. Companies are expected to be able to pay more attention to the individual characteristics of employees at work, the abilities (skills) of employees in carrying out their duties and obligations as well as paying attention to aspects of the work environment in the company, so that company goals can be realized appropriately and are able to provide positive value for the company's progress.

Individual characteristics are that each person has views, goals, needs and abilities that are different from each other. These differences will carry over into the world of work, which will cause one person's satisfaction with another to be different, even though they work in the same place (Mahayanti and Sriathi, 2017:4). The element that is most needed in the world of work is the formation of individual characteristics because the formation of characteristics is the mind in which there are all programs formed from their life experiences (employees) are the pioneers of everything. This program then forms a belief system which can ultimately shape thinking patterns which can influence behavior (Emin, 2007:4). In the opinion of Irawan (2012:3) explaining in his research, individual characteristics are interests, which are attitudes that make someone satisfied with certain objects or ideas. Interest has a positive impact on achieving job satisfaction. Individual characteristics must receive serious attention from the company.

The focus of employee work development for companies that is also important is the characteristics of an employee's work. Job characteristics are skills to complete a task, employee skills are determined by the activities carried out and each different activity requires a variety of skills. Different job characteristics require different skills, task identities and autonomy. The differences in characteristics inherent in work require the right individual according to existing work specifications. If each employee already knows what type of work they are facing and the specific way to handle it, then this can influence their work (Hajati, 2018: 4).

Improving employee performance does not necessarily focus on individual character and job character alone, but rather requires an efficient and effective work environment management policy. According to Hidayat and Cavorina (2017:2) explain that the work environment is a series of conditions or circumstances of the work environment of a company which is the place of work for employees who work in that environment. The work environment has a direct influence on employees who carry out activities within the company. Incompatibility of the work environment in each company can create discomfort for employees in carrying out their tasks, this can make employees not work effectively and efficiently.

Observations carried out at the performance unit of the painting and body repair section at Auto 2000 Kenjeran Surabaya found several problems in carrying out the work activities of the employees in this section. The problems that occur in the company, according to the results of interviews with the leadership, state that regarding individual characteristics, it can be seen from their dissatisfaction with the field of work they are involved in, the employee's interest in developing is still felt to be very lacking, as can be seen from the large number of employees in the painting and body repair department who do not follow standard operational procedures. optimally, employee attitudes are still less than optimal in carrying out performance recording and reporting which often does not match the data inputted by the administration, especially in reporting the results of their work in handling car maintenance. Apart from that, the decline in good relations between employees at work is less than solid, as can be seen from several disputes due to incomplete client handling processes.

Another problem can be seen from the characteristics of the work that employees undertake, the lack of ability of employees to plan administrative workshop handling tasks, giving rise to

the problem of employees' lack of understanding of client complaints in the business of repairing their cars. Judging from their skills, these employees do not understand their field of work. Inappropriate job characteristics are indicated by employee freedom in exploring their work, employees do not identify tasks well.

Other problems also occur, especially regarding the employee work environment, which is felt to be uncomfortable and there is a lack of harmonious relationships between some individuals and other individuals. The employee work environment related to facilities is actually provided by the company to the maximum, however there are differences in the work results provided by each individual employee in the car painting and body repair section.

Based on the description of the background of the problem and research gaps above, observations were made in this research which focused on the research title as follows: "The Influence of Individual Characteristics, Job Characteristics and Work Environment on the Performance of Painting and Body Repair Employees at Auto 2000 Kenjeran Surabaya"

Research purposes

In accordance with the problems that have been formulated, the research objectives to be achieved are:

1. To explain the influence of individual characteristics on the performance of employees in the painting and body repair department at Auto 2000 Kenjeran Surabaya.
2. To explain the influence of job characteristics on the performance of employees in the painting and body repair department at Auto 2000 Kenjeran Surabaya.
3. To explain the influence of the work environment on the performance of employees in the painting and body repair department at Auto 2000 Kenjeran Surabaya.
4. To explain the influence of individual characteristics, job characteristics and work environment simultaneously on employee performance in the painting and body repair department at Auto 2000 Kenjeran Surabaya

2. Literature Review

Individual Characteristics

In relation to individual characteristics, it can be explained that individuals bring into the organization, abilities, personal beliefs, expectations, needs and past experiences. These are all characteristics possessed by individuals and these characteristics will enter a new environment, namely the organization. The most important resource in an organization is human resources, every human being has individual characteristics that differ from one another (Thoha, 2012: 33). Individual characteristics are the behavior or character that exists in an employee, both positive and negative (Thoha, 2012:35). Individual characteristics are views, goals, needs and abilities that are different from each other from each person. These differences will carry over into the world of work, which will cause one person's satisfaction with another to be different, even though they work in the same place. An individual's future in an organization does not depend on performance alone. Managers also use subjective measures that are judgmental. What the appraiser perceives as good or bad employee character or behavior will influence the assessment.

According to Robbins (2006: 171), individual characteristics are the way they look at certain objects and try to interpret what they see. Based on this description, individual characteristics are the character of an individual and his perspective in interpreting what he sees in accordance with his character. Meanwhile, according to Nimran (2001) in Sopiah (2008:13) that individual characteristics are biographical characteristics, personality, perceptions and attitudes. From several expert opinions above, it can be concluded that individual factors are the character of

an individual or the characteristics of a person that describe the individual's true condition and distinguish him from other individuals (Panggabean, 2004: 18).

Job Characteristics

Chan (in Utami & Hufron (Luthans (2006:118)) explains job characteristics such as providing opportunities to use their abilities and skills, freedom, and feedback making employees like their work more and not causing boredom. Job characteristics are the nature of the task which includes responsibility, types of tasks and the level of satisfaction obtained from the work itself. Work that is intrinsically satisfying and more motivating for most people than work that is not satisfying. According to Martinus (2007: 164) job characteristics are the attitudes of the internal aspects of the work itself which consists of variations in skills required, procedures and clarity of tasks, level of importance of tasks.

Based on the opinions above, it can be briefly explained that job characteristics are an effort to identify the task characteristics of a job, how these characteristics are combined to form different jobs and their relationship with motivation, job satisfaction and employee performance.

Work environment

The work environment is a means of supporting the smooth running of the work process, where comfort and safety at work are also taken into account in creating a conducive and enjoyable work atmosphere for employees so that it can support employee performance in carrying out their work activities. The definition of work environment according to Presilia and Octavia (2012: 6) states that the work environment is a series of conditions or circumstances of the work environment of a company which is the place of work for employees who work in that environment. Ahyari (2012:124) states that in general the work environment in a company will be an environment where employees carry out their daily duties and work.

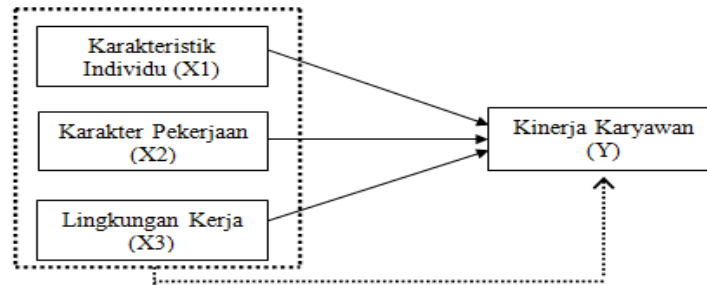
According to Bangun (2012:304-305), the working conditions factor that needs to be considered is that in creating an atmosphere that is attractive to employees' views on their work, companies need to pay attention to working conditions factors. Several factors need to be considered in relation to working conditions, including the availability of adequate facilities, a clean work space and a prestigious office. Organizational policies are not only beneficial for one party, the company will get a system for managing employees on an ongoing basis, even though initially spending relatively large amounts of money. On the other hand, employees will gain results in their self-development, so they can improve their work performance which ultimately has an effect on improving company performance as well.

Based on several thoughts that have been conveyed, it can be explained briefly that good working environmental conditions have an important role in providing satisfaction, especially in creating a pleasant working atmosphere and resulting in good work habits for employees.

Performance

One of the most common activities carried out in organizations is employee performance, namely how he does everything related to a job or role in the organization. The definition of performance is a description of the level of achievement of an activity program or policy in realizing the goals, objectives, vision and mission of an organization as outlined through an organization's strategic planning. The definition of performance is a description of the level of achievement of an activity program or policy in realizing the goals, objectives, vision and mission of an organization as outlined through an organization's strategic planning. The meaning of the word performance comes from the words job performance and is also called actual performance or work performance or actual achievements that have been achieved by an employee (Moehariono, 2012: 69).

According to Prawirosentono (2013:57) "performance is the result of work that can be achieved by a person or group of people in an organization in accordance with authority and responsibility in order to achieve organizational goals. An employee's performance will be good if he has high skills (ability), is willing to work because he is paid or given wages according to the agreement, has hopes (expectations) for a better future. Regarding salary and expectations are things that create motivation for an employee to be willing to carry out work activities with good performance. If a group of employees and their superiors have good performance, this will have an impact on the company's performance as well.



Keterangan gambar :

- > : pengaruh secara parsial
- > : pengaruh secara simultan

Figure 1: Theoretical Framework

3. Method

Population and Sample

In this study, the population was all employees who worked at Auto2000 Kenjeran Surabaya, Paint and Body Repair Department, totaling 32 employees. The technique taken is saturated sampling (census). Saturated sampling technique is a sample determination technique when all members of the population are used as samples. Therefore, the author chose the sample using a saturated sampling technique because the population was relatively small (Sugiyono, 2016:85). The number of samples in this study was taken as 32 employees.

Teknik Analisis Data

The data analysis techniques used in this research are: Validity and reliability test, classical assumption test, multiple linear regression test, t test, and F test using SPSS software.

4. Result and Discussion

Research result

Multiple Linear Regression Analysis

Based on the calculation results presented, the following regression equation can be obtained:

$$Y = a + b_1.X_1 + b_2.X_2 + b_3.X_3$$

$$Y = 12,036 + 0,542X_1 + 0,229X_2 + 0,698X_3$$

| Variable | Regression Value | Calculated t value | Significant t Value | Decision |
|---------------------------------|------------------|--------------------|---------------------|--------------|
| Individual Characteristics (X1) | 0.542 | 4.125 | 0.004 | Ha1 accepted |
| Job Characteristics (X2) | 0.229 | 2.422 | 0.002 | Ha2 accepted |
| Physical Work Environment (X3) | 0.698 | 3.767 | 0.000 | Ha3 Accepted |
| Konstanta (a) | | | | 12,036 |

Table 1: Multiple Linear Regression Analysis

Determinant Coefficient

The coefficient of determination (R^2) is 0.448. This can be interpreted as that the existence of individual characteristic variables, job characteristics and physical work environment is able to contribute to employee performance by 44.8%, of which the remaining 55.2% is influenced by other variables which are not included in this research.

t Test

T test of Individual Characteristic variables (X1) on Employee Performance (Y). The calculation results show that the value is significant. t is $0.004 < 0.05$, meaning that there is a partial influence between individual characteristic variables (X1) on employee performance (Y) in the painting and body repair section at Auto 2000 Kenjeran Surabaya.

T test of the Job Characteristics variable (X2) on Employee Performance (Y). The calculation results show that the value is significant. t is $0.002 < 0.05$, which means that there is a partial influence between the job characteristic variables (X2) on employee performance (Y) in the painting and body repair section at Auto 2000 Kenjeran Surabaya.

T test of the Physical Work Environment variable (X3) on Employee Performance (Y). The calculation results show that the value is significant. t is $0.000 < 0.05$, which means that there is a partial influence between the physical work environment variable (X3) on employee performance (Y) in the painting and body repair section at Auto 2000 Kenjeran Surabaya.

F Test

The significant F value is $0.001 < sig. 0.05$. Based on these calculations, it can be explained that H_a is accepted and H_o is rejected. This can be explained that Individual Characteristics, Job Characteristics and Physical Work Environment simultaneously influence employee performance (Y) in the painting and body repair section at Auto 2000 Kenjeran Surabaya.

Interpretation of Research Results

Partial Influence of Individual Characteristics (X1) on Employee Performance in the Painting and Body Repair Department at Auto 2000 Kenjeran Surabaya.

The partial calculation results show that the value is significant. t is $0.004 < 0.05$, meaning that there is a partial influence between individual characteristic variables (X1) on employee performance (Y) in the painting and body repair section at Auto 2000 Kenjeran Surabaya.

Human Resources are a big asset for the company's survival now and in the future. Human resources are the main driver for every company to carry out the company's activities or work processes. In order for the company's goals to be achieved, employees are needed who work efficiently and effectively so as to provide good performance. And so that employees can provide good performance, the company can provide good support through Individual Characteristics (Herianus, 2014:3). In the painting and body repair section at Auto 2000 Kenjeran Surabaya, it shows that individual characteristics are differences between each employee and thus influence work behavior. Different individual characteristics are the background that individuals bring to carrying out their work so that their performance levels vary.

The results of research findings conducted by Hajati et.al (2018) stated their opinion that individual characteristics partially and significantly influence employee performance. The results of the research above are strengthened by research from Mahayanti and Sriathi (2017) who agree that individual characteristics influence performance and have a positive effect on employee job satisfaction.

Partial Influence of Job Characteristics (X2) on Employee Performance in the Painting and Body Repair Department at Auto 2000 Kenjeran Surabaya.

The partial calculation results show that the value is significant. t is $0.002 < 0.05$, which means that there is a partial influence between the job characteristic variables (X2) on employee performance (Y) in the painting and body repair section at Auto 2000 Kenjeran Surabaya.

Job characteristics is an approach to designing jobs that shows how jobs are described into five core dimensions, namely skill diversity, task identity, task meaning, autonomy and feedback (Robbins and Judge, 2007: 268).

In the painting and body repair section at Auto 2000 Kenjeran Surabaya, job characteristics really depend on the job design provided by the workshop head in handling every complaint from service users. In this case, job characteristics are also formed from identifying tasks and job design, which will then be processed into information to be reported to the head of the workshop to determine the handling policy for each vehicle.

Job characteristics should be taken into consideration by company management, because they can be used as a basis for determining job designs that suit employee abilities. Research results from Hajati (2018), Mahayanti and Sriathi (2017) state that job characteristics can influence employee performance in company operational activities.

Partial Influence of the Work Environment (X3) on Employee Performance in the Painting and Body Repair Department at Auto 2000 Kenjeran Surabaya.

The partial calculation results show that the value is significant. t is $0.000 < 0.05$, which means that there is a partial influence between the physical work environment variable (X3) on employee performance (Y) in the painting and body repair section at Auto 2000 Kenjeran Surabaya.

The work environment is a series of conditions or circumstances of the work environment of a company which is the place of work for employees who work in that environment. Even though the work environment does not carry out the production process, the work environment has a direct influence on employees who carry out the work process (Herianus, 2014: 3). Incompatibility of the work environment can create discomfort for employees in carrying out their tasks, so that employees do not work effectively and efficiently.

In the painting and body repair department at Auto 2000 Kenjeran Surabaya, the employee work environment is conditioned to the maximum, however the environmental conditions are only physically based. For a social work environment, employees pay less attention to it. Therefore, if the work environment is well cared for, employee performance will also improve according to the perceived comfort and working conditions.

Research conducted by Rahmah (2015) states that the work environment partially influences employee performance significantly. This is supported by findings from Hidayat and Cavorina (2017) in their research that an employee's performance is influenced by their work environment.

Simultaneous Influence of Individual Characteristics (X1), Work Ability (X1) and Work Environment (X3) on Employee Performance in the Painting and Body Repair Department at Auto 2000 Kenjeran Surabaya.

Based on the calculation results in table 4.17 above, it shows that the significant value of F is $0.001 < sig. 0.05$. Based on these calculations, it can be explained that H_a is accepted and H_o is rejected. This can be explained that Individual Characteristics, Job Characteristics and Physical Work Environment simultaneously influence employee performance (Y) in the painting and body repair section at Auto 2000 Kenjeran Surabaya.

One of the factors supporting the implementation of management functions is an organization, the existence and smooth activities of employees in an organization. When carrying out performance, employees need to know how important individual characteristics are in completing their work. Each different task placement requires work abilities to support the effectiveness of employee performance, apart from that, another supporting factor is the company's attention which focuses on different work environments in the organization or company.

The research results of Rahmah (2015) and Hidayat and Cavorina (2017) state that individual characteristics and the work environment simultaneously influence employee performance significantly. Meanwhile, Hajati et. al (2018) and Mahayanti et. al (2017) explained in his findings that individual characteristics and job characteristics and the work environment have a simultaneous influence on employee performance.

5. Conclusions

There is a partial influence between individual character (X1) on employee performance in the Painting and Body Repair Department at Auto 2000 Kenjeran Surabaya. There is a partial influence between job characteristics (X2) on employee performance in the Painting and Body Repair Department at Auto 2000 Kenjeran Surabaya. There is a partial influence between the physical work environment (X3) on employee performance in the Painting and Body Repair Department at Auto 2000 Kenjeran Surabaya. There is a simultaneous influence between individual character variables (X1), job characteristics (X2) and physical work environment (X3) on employee performance in the Painting and Body Repair Department at Auto 2000 Kenjeran Surabaya.

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