

## Influence of Job Characteristic and Characteristic Individual on Employee Performance Through Work Motivation as A Mediation Variable

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**Abstract.** Employee is important asset in company which is needed to be controlled every working that he does. So that, the performance result can achieve the goal. PT Indomarco Prismatama in Manado Branch which operates in retail sector in form of minimarket and franchise system in increasing profits depends on the customer satisfaction. For the customer satisfaction depends on maximum or not the employee performance. There are some aspects that need to be paid attention are job characteristics, characteristic individuals, and working motivation. The suitability of placement, skill developing, granting autonomy, comfortable, safety, feedback, and etc must be considered by the company to increase employee performance. This purpose of this study was to see how the characteristics of individual, job characteristic, and working motivation to in increasing employee performance. The method of this study used SEM-PLS analysis. There were 140 samples for this study. Based on the result of this study, mediation of working motivation in connecting individuals' characteristics with employee performance got positive result. Then the significant scores were *t-statistic* 3,255 dan *p-value* 0,001. Working motivation could mediated job characteristics with employee performance with the scores of *t-statistic* >1,978 dan *p value* < 0,05.

**Keywords:** Job Characteristic, Individual characteristic, Employee Performance.

## **1. Introduction**

Development in globalization era creates business activity with high level competition. The company determines the strategy which has purpose to increase attention of consumer to be loyal. Intense competition requires the company to develop the strategies which can apply to get the optimal result. The strategy of company must be perfect, innovative, and not behind of the competitor (Hartanti et al., 2022).

Human Resources become main point in supporting the company sustainability especially in facing competition in progressive business environment. In modern countries, human resources is valuable asset, having knowledge, education, skill which are needed to work in a company. (Čižiūnienė et al., 2016; Dessler et al., 2015; Sabuhari et al., 2020). Management of employee in a company to create flexible work environment and full of value so that the company get competent employee in his sector (Michel & Michel, 2012).

Human resources management become a value component in deciding direction and purpose of company because of condition economic today is very difficult to be predicted (Riniwati, 2016). Every individual must be able to utilize all of the human resources that he has in supporting his working effectively. It also can influence to the task at work (Masud et al., 2022). A transformation is needed by the company to adjust the condition of market to make it can survive and win the competition. Because of that, the quality of human resources must be developed and oriented to get the goal (Ramdhani & Sridadi, 2019). Human resources have well skill to handle every work. It is because well skill can improve the employee performance. The characteristic of employee are knowledge, skill, and attitude which must be adjusted with job characteristics to get outstanding employee performance (Masud et al., 2022).

Job characteristic is often explained as the factors in the work such as: content, condition, salary, welfare, relation, and etc (Chang et al., 2007; Mclean, 1991). Faturochman (1997) defines job characteristic is relation between individual response to the job. Ilgen and Hollenbeck (1991) also defines job characteristics as set of task element which is grouped in one position that is planned to be done by individual or group (Sabeng & Mensah, 2023). The development of job characteristics indicates that it must be planned to have basic characteristic which are needed to create motivation, satisfaction, and high performance (Hackman & Oldham, 1976).

Inappropriate characteristic of individual will decrease the performance. Poor employee performance is caused the employee just do the task if the leader asks him, not finish the work independently, creatively, accurate, and fast. Then, the employee also gets lazy and less interested to do his work (Dinsar & Nur, 2023).

According to Peiró et al., (2020) the relation between job characteristics and employee performance are important to be explored more . (Grant et al., 2011) Contemporary perspective from work design research four kinds of job description , there are: (a) job characteristic includes autonomy, variation, significant, identity, and feedback from the work. This also includes scope and job characteristics which relate to certain job (b). knowledge characteristic reflects kind of knowledge, skill, and ability which needs by individual for the thing that is done in workplace. It also includes complexity of work, process of information, problem solving, variety of skills (c). social characteristic relates level and type of interpersonal interaction which must be kept by the employing in his job. This characteristic includes social supporting, interdependence, interaction outside of the organization, and feedback of others (d). characteristic of work context relates physical condition and environment around the employee and the tasks that must be done. This characteristic includes ergonomics, physical demand, working condition, the using of tools (Morgeson & Humphrey, 2006; Grant et al., 2010).

Employee management must be seen in instrument company in supporting motivation for the employee to get good result (Cokins, 2009). The employee performance directly relates to organization performance. The success of organization depends on the commitment of each individual to get the goal

of organization specifically. The company also hopes to get efficient, productive, dedicated employee. Good employee integrates the skill that he has with motivation to create productive environment to ensure high success rate (Chien et al., 2020).

In organization, high quality human resources impact to company performance (Van Esch et al., 2018). The purpose of organization to get vision and mission to get human resources as optimal as possible to get the goal. PT Indomarco Prismatama in Manado Branch engages in trading business or retail in form of minimarket, trading goods in form of agricultural products, medicines, daily needs, cosmetics, and medical tools. The activity which is done in a company is teamwork with the society and business entity that opens retail business with franchise system.

We can say that activity of the employee relates to the society especially to the consumer. Increasing profit will happen if the consumer feels satisfaction with the service that has been given. Good employee with excellent condition can serves the consumer well that impacts to the increasing of the performance. Because of that, it is important to the company to understand individual characteristic and work motivation in increasing employee performance. This research discusses about the influence of individual characteristic, job characteristic, and work motivation to increase employee performance.

## **2. Method**

The location of this research was in PT Indomarco Prismatama Manado Branch. It was located in A.A. Maramis street, Kairagi Dua, Kec. Mapanget, Kota Manado, North Sulawesi. This research was conducted on May until September 2023. For this research, it used quantitative research with SEM-PLS method analysis. Structural Equation Modelling (SEM) is grouped as Multivariate analysis which could use for linear relationship from latent variable and observation variable (Sholiha & Salamah, 2015). Meanwhile Partial Least Square (PLS) is method analysis which do not depend on measurement scale (Wold, 2013).

For data analysis was processed by SmartPLS software. Questionnaire was used as the instrument to collect the data by using likert scale. For the questionnaire which used likert scale, there were five answer options. For the technique of sampling, it used non probability sampling. The population of this research was all of the employees of PT Indomarco Prismatama Manado Branch. Then, for the sampling, there were 140 respondents. Figure 1 showed the conceptual framework of this research.

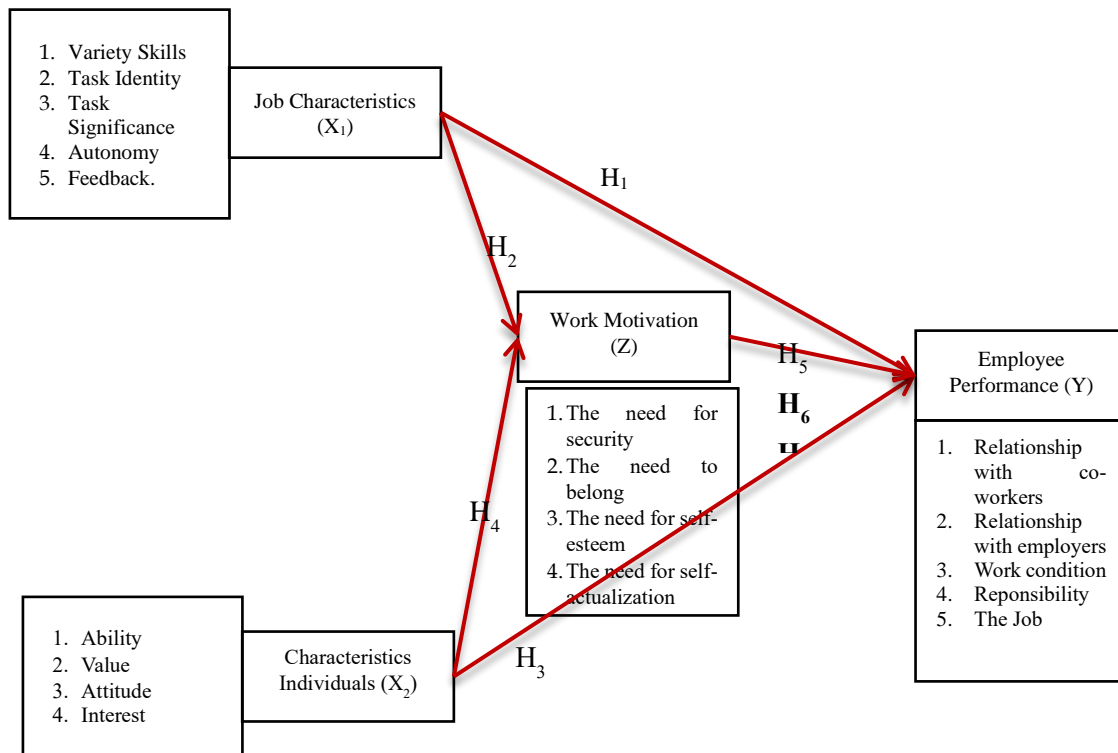


Fig.1: Theoretical Framework

### 3. Result And Discussion

#### Measurement Model (Outer Model)

Outer model was used to relate the influences from endogenous variable and exogenous variable. The testing of outer model could be seen from the validity of through loading factor and AVE (Average Variance Extracted). For reliability test, it was tested by composite reliability and Cronbach alpha (Surya, et al., 2020).

#### Convergent Validity

Validity was used to see whether the construct has high correlation or not. Validity of the construct was determined by loading factor and AVE scores. For the scores, there were; loading score > 0,7 and AVE > 0,5 (Ghozali & Latan, 2015). Table 1 showed loading factor and AVE scores.

Table 1. Loading Factor and AVE Models

Variable	Dimensions	Inquiry	Indicator	Loading Factor	AVE
Job Characteristics	Variety Skills	X1.1	1. The work that I do requires various of high skill and complexity	0,801	0,565
		X1.2	2. The work consists of task which needs to be done.	0,777	
		X1.3	3. My work is flexibility where I can do another work.	0,782	
	Task Identity	X1.4	1. My work has clear beginning and at the end.	0,817	
		X1.5	2. Giving directly in large number of task to make the result can be seen	0,782	
		X1.6	3. My work opens opportunities to finish my task that I have started	0,773	
	Task Significance	X1.7	1. Efficiency of my work influences for others work	0,736	

Variable	Dimensions	Inquiry	Indicator	Loading Factor	AVE	
	Autonomy	X1.8	2. My work influences in economics aspect of company	0,734	0,661	
		X1.9	3. Core work of the thing that I do impacting for the quality of my performance	0,734		
		X1.10	1. My work gives me freedom to be independent in doing my work.	0,724		
		X1.11	2. Work gives me responsibility for the result that I do for my work.	0,762		
		X1.12	3. my Work gives me freedom in deciding the scgedule of work that I do.	0,711		
		X1.13	1. Work has adequate media to give me feedbackof my performance.	0,720		
	Feedback.	X1.14	2. I can monitor my work that I have already done.	0,710		
		X1.15	3. The formation of work in athe company is appropriate with information in each department.	0,704		
		<hr/>				
	Characteristics Individuals (X2)	Ability	X2.1	1. I have well understanding of my work.		0,872
			X2.2	2. Work provides a chance for me to finish my task that has been given.		0,737
		Value	X2.3	1. I feel satisfied on my work		0,857
			X2.4	2. I have responsibility for my work that I have been done.		0,820
		Attitude	X2.5	1. My work always gives a chance to me to evaluate it.		0,893
			X2.6	2. be positively and friendly on the work that has been given.		0,769
Interest		X2.7	1. I feel interested and happy for my work that I have done.	0,723		
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Employee Performance (Y)	Relationship with co-workers	Y1	I can communicate well and be friendly to others employee.	0,887		
	Relationship with employers	Y2	I can communicate and be friendly to the employer and employee.	0,947		
	Work condition	Y3	My work provides good environment.	0,921		
	Reponsibility	Y4	My work gives me a chance to finish my task which has been given from beginning until the end.	0,768		
	The Job	Y5	My work gives me task with high level quality and more complex.	0,908		
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Work Motivation (Z)	The need for security	Z1	My work gives me salary which can fulfill my physiological needs and family.	0,845		
		Z2	1. My work provides me protection and health insurance. .	0,926		
		Z3	2. My work creates work environment which fulfil health and safety requirements.	0,841		
	The need to belong	Z4	1. My work consists of partner who can accept me.	0,901		
		Z5	2. Work provides a chance for me to interact with other to have positive relationship between the leader and other employee.	0,909		
	The need for self-esteem	Z6	1. Work gives respected feling to me.	0,920		
	The need for self-actualization	Z7	1. Work gives me freedom to use my skill in doing the task.	0,867		
		Z8	2. My work opens opportunitiesfor me to reveal my idea, opinion, or other aspects in the company..	0,780		

Source: (Hackman and Oldham, 1976; Hanafi, 2016; Robbins, 2018)

Construct can be said valid if has score of loading factor > 0,7 and AVE > 0,5. In table 1 showed loading factor score was 0,947. Meanwhile, the smallest loading factor was 0,704. The biggest and

smallest score AVE in table 1 were 0,789 dan 0,565. Based on the result, we could know all of the construct in the research has been valid. The data could be process for the next step. Figure 2 showed outer model of the research.

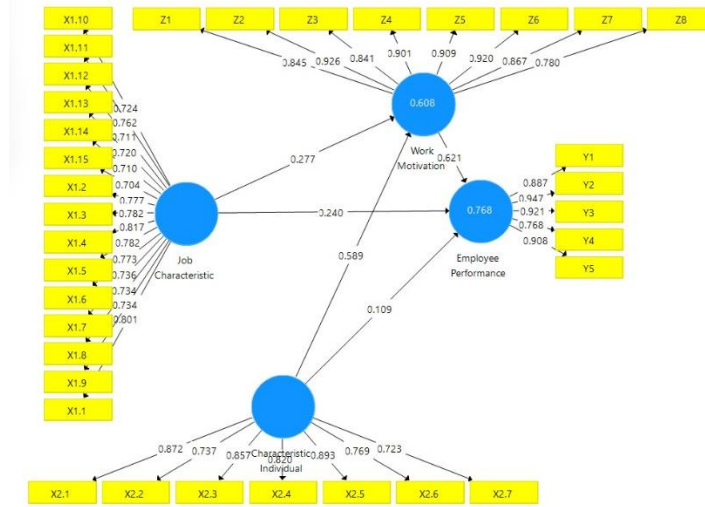


Fig.2: Outer Loading Model  
(Source: Data processing, 2023)

**Reliability**

Reliability showed the data was reliable from a construct. It could be seen from the consistency of answers which were given to the respondents in answering the questions. Reliability was determined with the testing of cronbach’s alpha and composite reliability. The construct could be said reliability if cronbach’s alpha and composite reliability > 0,6. Table 2 showed reliability score.

Table 2. Cronbach's Alpha and Composite Reliability

Information	Cronbach's Alpha	Composite Reliability
Characteristic Individual (X2)	.914	.931
Employee Performance (Y)	.932	.949
Job Characteristic (X1)	.947	.951
Work Motivation (Z)	.956	.963

Source : Data processing, 2023

Construct could be said reliable if the construct had cronbach’s alpha score and composite reliability > 0,6. Job characteristic in table 2 was known that cronbach’s alpha was 0,947 and composite reliability was 0,951. Exogenous variable of individual characteristic had cronbach’s alpha was 0,914 and composite reliability was 0,931. The mediation variable of work motivation in table 2 was known had Cronbach’s Alpha score and composite reliability were 0,956 and 0,963. Endogenous variable of employee performance had cronbach’s alpha score dan composite reliability score were 0,932 and 0,949. Based on the data, it ws known all of the constructs in the research has be reliable so that it could be processed to the next step.

**Structural Model (Inner Model)**

The purpose of this testing by using inner model to see the changing of exogenous and endogenous variable. The result of iiner model can be seen from R-square and significant score (Jogiyanto, 2011). If R-square > 0,75, it was strong model and the score showed 0,25 > R-square > 0,75 explained moderate

model. If R-square was  $< 0,25$ , it meant that the model was weak (Ghozali & Latan, 2015).

**R-Square**

R-square had function to explain the impact of exogenous latent variable to the endogenous latent variable whether it has significant impact or not.

**Table 3 . R- Squares ( $R^2$ )**

	R Square	R Square Adjusted
Employee Performance	.768	.763
Work Motivation	.608	.602

Source : Pengolahan Data, 2023

The significant impact of job characteristic and individual characteristic to the employee performance were 0.768 or 76.8%. The changing that had given from job characteristic and individual characteristic were more than 76,8%. It was categorized strong model. Table 3 showed the impact of work motivation. It was .608. It meant that the impact of significant of job characteristic, individual characteristic, and employee performance on work motivation were 60,8%. Model with impact simultaneous was 60,8% could be said moderate model (medium).

**Hypothesis test**

**Direct Effect**

The hypothesis test used to test whether there was significant or not from endogenous and exogenous variable. The researcher could see the impact of endogenous to exogenous variable directly without moderate variable with direct effect. Table 4 showed the result of direct effect.

**Table 4. Results of the Pathway Analysis of the Direct Influence Test**

Information	T Statistics	P Values	Information
Job Characteristic → Employee Performance	3,261	0,001	Accepted
Job Characteristic → Work Motivation	3,046	0,002	Accepted
Characteristic Individual → Employee Performance	0,729	0,466	Declined
Characteristic Individual → Work Motivation	6,296	0,000	Accepted
Work Motivation → Employee Performance	3,943	0,000	Accepted

Source : Data processing, 2023

Analysis through SEM-PLS which listed from table 4 was known *t-statistic* score was 3,261 and *p-value* score was 0,001. The result of the data that has been collected and processed were *t-statistic* 3,261  $> 1.978 T_{table}$  and *p-value* 0,001  $< 0,05$ . It showed that H1 was received and H.01 was declined where job characteristic impacted directly and significantly to employee performance. The same result also got by Suryadi (2019). Company which had good planning of work characteristic could fulfil the needs and the development of employee so that the employee would feel satisfy and increased employee performance. This result was contrary with Sugianto et al (2018). He found that job characteristic had positive impact but it was not significant on employee performance. The reason of this differencess was because of the employee accepted the condition of organization. Employee who was used with his

work did not need to improve his skill.

The company needed to pay attention for the things which made employee felt satisfied in doing his work. Job characteristic was important factors which needed to be processed effectively and efficiently. Satisfied employee in his work could increase his performance in reaching the company's goal. Employee empowerment in improving the skill in work could give positive impact in improving employee performance (Alma'aita & Abdullah, 2020). Another study also conducted by Yosuf et al (2023) that had the same opinion with this research. He explained that job characteristic was comparable with increasing employee performance with his position. The employee would use his skill to finish the project well and making the decision. This thing was done to make one work did not give negative impact to other employee in doing the project. Bethel (2022), every position in one organization needed skill which was appropriate with the position. Work could give chance to the employee in making decision which related to the planning of a project in increasing the responsibility. Feedback was also important to be given to avoid the same mistake in the future.

The research got *t-statistic* score was 3,046 and *p-value* score was 0,002. Based on the result that has got *t-statistic* score was  $3,046 > 1.978 T_{table}$  and *p-value* score was  $0,002 < 0,05$ . The score showed that H2 was accepted and H.02 was declined. It meant that job characteristic had direct impact to work motivation. In each working position, it had different job characteristic. It influenced working motivation which would help employee prosperity. Because of that, activity which could be done in occupying one position was easy to be predicted on the future (Hackman & Oldham, 1976). Five indicators of job characteristic did differently in influencing work attitude in fulfilling the purpose of organization. The pattern setting must be planned well to get motivating the employee to appreciate work activity (Zhao et al., 2016).

This research was also same with Saber et al (2019). It showed that statistic analysis of job characteristic was influenced significantly to work motivation. Positive impact was oriented for the satisfaction of basic psychological needs. This satisfaction could create work motivation (Liu et al., 2018). Small indicator of skill variety could not develop employee skill and it made them easy to get bored. Task significance referred to the experience of work. If there was not indicator for the employee in doing his work, it make him did not have ability in setting work procedure. Feedback for the employee would increase his motivation. The company needed to provide a place for employee to develop his potential to get better result.

Table 4 showed that *t-statistic* score was 0,729 and *p-value* was 0,466. H3 was declined and H.03 was accepted. It was because *t-statistic* score was  $0,729 < 1.978 T_{table}$  and *p-value* was  $0,466 > 0,05$ . It meant that individual characteristic did not influence directly and significantly to the employee performance. The research measured individual characteristic which has four aspects, they were; ability, value, attitude, and interest. Every employee had different characteristic. This result was contrary with the research that had been done by Setyawan & Bagis (2021). They said that there was positive relationship between individual characteristic and employee performance.

The result was got that *statistic* score was 6,296 and *p-value* was 0,000. This research got H4 was accepted and H.04 was declined where *t-statistic* score was  $6,296 < 1.978 T_{table}$  dan *p-value* score was  $0,000 < 0,05$ . It meant that individual characteristic directly influence and significant to work motivation. It was same with the study that has been conducted by Setyawan & Bagis (2021). The best of individual characteristic of the employee in a position, it could make well performance. The appropriate placement of employee could improve work motivation for him to study, get information, and give new idea in the planning and doing the project that had been given.

The result of this research got *t-statistic* score was  $3,943 < 1.978 T_{table}$  dan *p-value* score was  $0,000 < 0,05$ . It meant that work motivation could influence directly and significantly to PT Indomarco Prismatama in Manado branch. This company has motivated the employee to have high motivation. The indicators of motivation were safety, ownership, pride, and self actualization. This study was also

same with the result that has been got by Famdan & Hartono (2022), Tamam & Sopiah (2022), Likdanawati et al (2022), Lutfi et al (2022), and Kirana et al (2022). Prawira (2021) got the relationship between work motivation and employee performance was very close. Government employee tended to have motivation based on his responsibility. Meanwhile, private sector employee got the motivation based on the gift, insentive, and award. Motivation usually could be started within yourself. The employee who liked the challenging could develop his skill higher. If it finishes, it would make him satisfied tersebut (Fonseca Da Costa Guterres et al., 2020). Reward in financial form and salary would influence in motivating the employee (Chien et al., 2020).

### Indirect Effect

Table 5. Results of the Pathway Analysis of the Direct Influence Test

	T Statistics	P Values	Information
Individual characteristic → Work Motivation → Employee Performance	3,255	.001	Accepted
Job Characteristic → Work Motivation → Employee Performance	2,172	.030	Accepted

Source : *Data processing, 2023*

Based on the test, Work motivation variable mediated individual characteristic to employee performance which had *t-statistic* score was 3,255 and *p-value* was 0,001. It could be said that  $H_6$  was accepted because of *t-statistic* score was  $>1,978$  dan *p value* was  $< 0,05$ . This research got *t-statistic* score was 2,172 dan *p-value* score was 0,030. Based on the scores, they were known *t-statistic* score was  $>1,978$  and *p value* score was  $< 0,05$ . Positive psychological environmental condition could increase high motivation for the employee. He also would give the maximum result and increase employee performance. Various indicators of job caharacteristic were; variety skill, task identity, task significance, and feedback could give contribution for the employe performance.

## 4. Conclusion

The research obtained results that job characteristics had a positive and significant effect on employee performance *t-statistic* 3.261  $> 1.978$  *Ttable* and *p-value* of 0.001  $< 0.05$ . The relationship between job characteristics and work motivation also has a positive and significant effect, *t-statistic* 3.046  $> 1,978$  *Ttable* and *p-value* 0.002  $< 0.05$ . Different things happened to individual characteristics and employee performance which resulted in no effect, *t-statistic* 0.729  $< 1,978$  *Ttable* and *p-value* 0.466  $> 0.05$ . Furthermore, the influence between individual characteristics - work motivation and work motivation - employee performance obtained a positive and significant influence, shown by a *p-value* of 0.000  $< 0.05$ . Mediation from work motivation in linking individual characteristics with employee performance obtained positive and significant results as shown by the *t-statistic* results of 3.255 and *p-value* of 0.001. Work motivation can mediate job characteristics with employee performance as indicated by a *t-statistic* value  $> 1.978$  and a *p value*  $< 0.05$ .

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