

THE EFFECT OF INDIVIDUAL CHARACTERISTICS, WORK CULTURE, TEAMWORK, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS AN INTERVENING VARIABLE AT THE REGIONAL SECRETARIAT OF KARIMUN REGENCY

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Abstract

Human resources are important in an organization or agency if they have an active and quality nature. So that organizational goals can be achieved easily if they are encouraged by increasing the potential of their human resources, in a government agency the Regional Secretariat of Karimun Regency is also very necessary, with increasing employee performance on individual characteristics, work culture, teamwork, work discipline, and motivation factors that become benchmarks for employees in carrying out their obligations at work. The research uses a quantitative approach. The result of this research is that all X variables have an indirect effect, which has a greater value than the variables that directly affect employee motivation and performance. With the greatest indirect effect is work discipline with a total of 2873. According to the data managed it shows the R-square value of the Performance variable of 0.148. The R-square value of 0.148 means that the variability of the Performance construct which can be explained by the Variability of Motivation is 14.8% while the remaining 85.2% is influenced by other variables outside those studied, which means that the influence of all exogenous constructs of all variables X on Y is weak. The R-square value of the Motivation variable is 0.720. The R-square value of 0.720 means that the variability of the Motivation construct can be explained by the variability of the construct of all X variables of 72.06% while the remaining 28% is influenced by other variables outside the one studied, which means the influence of all exogenous constructs of all X variables on Z including very strong.

Keywords: *Individual Characteristics, Work Culture, Teamwork, Work Discipline, Performance, and Motivation.*

1.INTRODUCTION

Human resources are an integral part and play an important role in organizations that are planners and active actors in every organizational activity. Without quality resources, an organization cannot carry out its activities properly. Mangkunegara (2017:10), argues that with the limited existing human resources, the implementation of the organization's work is expected to be carried out optimally. One of the things that must be considered in the implementation of work can be carried out optimally, namely the realization of good employee performance. Without the role of humans, the organization also cannot run well to achieve the desired goals. Of course, organizational goals are easy to achieve if they are encouraged by increasing the potential of human resources. The increase in performance is influenced by several factors, namely individual characteristics, work culture, teamwork, work discipline, and motivation. In addition to individual characteristics, one way for human resources to work optimally is to provide encouragement in the form of motivation. Hasibuan (2016: 142), motivation is the giving of the driving force that creates the excitement of one's work, so that they want to cooperate, work effectively and integrate with all their resources and efforts to find satisfaction. The goal is to motivate employees to create a teamwork spirit. Teamwork is the synergy of the strength of several people in achieving a desired goal. Collaboration will unite the power of ideas that will lead to success (Bachtiar, 2012:15). work

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The phenomenon that occurs in the Karimun Regency Regional Secretariat Office, which is currently mainly the expected performance is still not in accordance with what is expected such as the lack of communication between employees and superiors, as well as employees and employees regarding work program information, these factors are caused by a work culture that has mutual respect. still minimal. Then in a work assignment given to employees, namely the lack of group team coordination and the division of group tasks because each individual lacks interaction with each other and is only concerned with personal interests which results in a lack of teamwork in an agency.

2. PROBLEM FORMULATION

Based on the background above, the formulation of the problem in this study is as follows:

1. How Individual Characteristics Affect Motivation.
2. How does work culture affect motivation.
3. How does Teamwork affect Motivation.
4. How does work discipline affect motivation.
5. How does motivation affect performance.
6. How Individual Characteristics Affect Performance.
7. How does work culture affect performance.
8. How does Teamwork affect Performance.
9. How Does Work Discipline Affect Performance.
10. How do individual characteristics affect motivation through performance.
11. How does work culture affect motivation through performance?

12. How does Teamwork affect Motivation through Performance.
13. How does work discipline affect motivation through performance.

3. LITERATURE REVIEW

3.1. Employee Performance

Simamora (2015:12), explaining if performance is a result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in the context of efforts to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. Sutrisno (2013:172), Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

3.2. Individual Characteristics

Gibson Ivancevich & Donnelly (2008:81) in the book organization and management, behavior, structure and processes, explains Individual Characteristics are people who view things differently will behave differently, people who have different attitudes will give different responses to orders., and interact differently with superiors, co-workers and subordinates. The organization is a place for individuals to achieve goals, both personal goals and organizational goals

3.3. Work Culture

Schein (2004: 4), in the book Organizational Culture and Leadership defines work culture as a pattern of basic assumptions that are created, discovered, or developed by certain groups as learning to overcome problems of external adaptation and internal integration that occur within the company and are therefore taught to new members as the right way to understand, think and feel related to these problems. Denison (2013: 5), defines work culture as values, beliefs and basic principles which are the basis for systems and management practices and behavior.

3.4. Teamwork

Tracy (2012:52), stated that teamwork is an activity that is managed and carried out by a group of people who are members of one organization. Teamwork can improve cooperation and communication within and between parts of the company/organization. Usually, teamwork consists of people who have different skills so that they are used as strengths in achieving company goals.

Dejanaz, S., and Dowd (2013: 145), in the book Interpersonal Skills in Organization. New York: McGraw-Hill Companies, suggested several aspects to improve teamwork skills, namely:

- 1) Have a clear goal.
- 2) Understand the tasks and roles in the team.
- 3) Mutual trust and support.
- 4) Capable participate in the team.
- 5) Responsible for the team.

3.5. Work Discipline

Rivai (2013:5), Discipline is a tool used by a leader to communicate with his subordinates so that they are willing to change a behavior as an effort to increase one's awareness and willingness to comply with all company regulations and applicable social norms. Work discipline is a rule and order that must be carried out or carried out firmly by humans in activities or work to achieve goals. The conclusion of discipline is the attitude, behavior, and actions of a person in accordance with the rules and norms that apply within the company. Discipline needs to be carried out by employees to guide in order to achieve what is the goal of the company and employees.

4. RESEARCH METHODOLOGY

This type of research uses quantitative research methods. Quantitative methods are used to determine the relationship between the dependent variable and the independent variable. Quantitative research is research that basically uses a deductive-inductive approach. This research was conducted in the Regional Secretariat of Karimun Regency, in 12 sections. Conducted on 132 Civil Servant respondents (male and female). Data was collected by means of a questionnaire,

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documentation and observation. Research variables in this study there are three variables, namely the dependent variable (Y), the independent variable (X), and the mediating variable (Z).

- 1) Independent variable (independent variable) or independent variable (X), namely:
 - a. Individual characteristics (X1)
 - b. Work culture (X2)
 - c. *Teamwork*(X3)
 - d. Work discipline(X4)
- 2) The dependent variable (dependent variable) or the dependent variable (Y), namely:
 - a. Performance.
- 3) The mediating variable or intervening variable (Z), namely:
 - a. Motivation

5.RESULTS AND DISCUSSION

This study aims to identify and analyze six variables, namely individual characteristics, work culture, teamwork, work discipline, employee performance, and motivation. The analysis technique in this study uses Partial Least Square to determine the relationship between exogenous and endogenous constructs through connecting or mediating variables, treatment with 2 models, namely the outer model and the inner model. The following data has been obtained:

| Direct Influence | | | | | |
|--------------------------------------------------------|-----------------|----------------|--------------------|--------------|----------|
| Variable | Sample Original | Sample Average | Standard Deviation | T Statistics | P Values |
| Work Culture (X2) -> Performance (Y) | 0.268 | 0.269 | 0.186 | 2,441 | 0.010 |
| Work Culture (X2) -> Motivation (Z) | 0.064 | 0.074 | 0.098 | 2.650 | 0.001 |
| Work Discipline (X4) -> Performance (Y) | 0.178 | 0.174 | 0.204 | 2,379 | 0.003 |
| Work Discipline (X4) -> Motivation (Z) | 0.666 | 0.671 | 0.084 | 7,922 | 0.000 |
| Individual Characteristics (X1) -> Performance (Y) | 0.276 | 0.277 | 0.137 | 2017 | 0.004 |
| Individual Characteristics (X1) -> Motivation (Z) | 0.016 | 0.017 | 0.079 | 2.209 | 0.035 |
| Motivation (Z) -> Performance (Y) | 0.059 | 0.060 | 0.156 | 2,382 | 0.003 |
| Teamwork (X3) -> Performance (Y) | 0.056 | 0.046 | 0.186 | 2,302 | 0.036 |
| Teamwork (X3) -> Motivation (Z) | 0.146 | 0.133 | 0.089 | 2,638 | 0.002 |
| Work Culture (X2) -> Motivation (Z) -> Performance (Y) | 0.004 | 0.008 | 0.020 | 2,486 | 0.003 |

Source: Processed PLS Data (2022)

| Indirect Influence | | | | | |
|--------------------------------------|-----------------|----------------|--------------------|--------------|----------|
| Variable | Sample Original | Sample Average | Standard Deviation | T Statistics | P Values |
| Work Culture (X2) -> Performance (Y) | 0.268 | 0.269 | 0.186 | 2,441 | 0.010 |
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| Work Discipline (X4) -> Motivation (Z) -> Performance (Y) | 0.040 | 0.038 | 0.104 | 2,873 | 0.004 |
| Individual Characteristics (X1) -> Motivation (Z) -> Performance (Y) | 0.001 | 0.002 | 0.013 | 2,074 | 0.041 |
| Teamwork (X3) -> Motivation (Z) -> Performance (Y) | 0.009 | 0.006 | 0.025 | 2,352 | 0.027 |

Source: Processed PLS Data (2022)

From table 4.11 it can be concluded that the indirect variable has a greater value than the direct effect variable, this can be described as follows:

1. Variable X1: Indirect Influence Value (2.074) > Direct Influence Value (2.017), and this influence is positive
2. Variabel X2: Indirect Influence Value (2,486) > Direct Effect Value (2,441), and this influence is positive
3. Variable X3: Indirect Effect Value (2.352) > Direct Effect Value (2.302), and this influence is positive
4. Variable X2: Indirect Effect Value (2.873) > Direct Effect Value (2.379), and this influence is positive

The structural model in PLS is evaluated by R square which can be seen from the table. value is used to measure the level of variance of changes in the independent variable to the dependent variable.

R-Square

| | <i>R Square</i> | <i>Adjusted R Square</i> |
|-----------------|-----------------|--------------------------|
| Performance (Y) | 0.148 | 0.086 |
| Motivation (Z) | 0.720 | 0.711 |

Source: Processed PLS Data (2022)

Based on table 4.12 above, it shows that the Rsquare value of the Performance variable (Y) is 0.148. The R-square value of 0.148 means that the variability of the performance construct that can be explained by the motivational variability is 14.8% while the remaining 85.2% is influenced by other variables outside the study which meansthe effect of all exogenous constructs X1, X2, X3 and X4 on Y is weak.

The R-square value of the Motivation variable (Z) is 0.720. The R-square value of 0.720 means that the variability of the Motivation construct which can be explained by the construct variability of Individual Characteristics (X1), Work Culture (X2), Teamwork (X3), and Work Discipline (X4) is 72.06% while the remaining 28 % is influenced by other variables outside those studied. which meansthe effect of all exogenous constructs X1, X2, X3 and X4 on Z is very strong. The greater the R-square number indicates the greater the independent variable can explain the dependent variable so that the structural equation is better.

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6. CONCLUSIONS AND SUGGESTIONS

6.1. CONCLUSION

1. Individual characteristics influence motivation.
2. Work Culture Affects Motivation
3. Teamwork has an effect on motivation.
4. Work Discipline has an effect on motivation.
5. Motivation has an effect on performance.

6.2. SUGGESTIONS

1. It is hoped that attention should be paid to the individual characteristics of employees in order to maintain the vision and mission of the organization, in order to realize quality human resources. Employee characteristics can be measured through Personality, Attitude, Ability, Trust, and Work Experience. The development of apparatus resources is good, but there is still one indicator that still needs to be improved by the regional secretariat, which is expected to improve and instill a spirit of confidence in every employee to work responsibly.
2. It is necessary to give awards to employees who have good performance, because employees have good individual characteristics, good work culture, application of self-discipline and discipline at work, able to work together in teamwork and have work motivation in order to achieve good performance as expected.
3. There needs to be encouragement for career development in maintaining the motivation of every employee. Employee work motivation can be measured through achievement, recognition or recognition, the work itself or the work itself, responsibility or responsibility, progress or advancement, and the development of individual potential or the possibility of growth.

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