
The Influence of Individual Characteristic, Job Characteristic and Organizational Characteristic toward the Employee's Motivation

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Abstract

Motivation is important for an organization to support the human behavior to be active and enthusiastic in the workplace to get the optimal work result in order to achieve the organizational goals. This research examined the influence of three motivational factors such as individual characteristic, job characteristic, and organizational characteristic toward the employee's motivation to work. Method used in this research was survey. The 51 participants used as the sample were the employees selected from a National Private Bank in Manado, North Sulawesi. Data collecting was conducted by filling out some questionnaires.

Keywords:

Individual Characteristic;
Job Characteristic;
Organizational Characteristic;
Motivation;

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1. Introduction

The very tight competition in the world of work exposes the organizations to the strong efficiency and competitiveness, and demands that each organization continue to strive to have a competitive advantage as a consequence to win the competition or maintain it in order to be able to survive (Ahmad Tuhelelu, 2010). A company that wants to grow must be able to optimally utilize the existing resources. This condition requires an organization or a company to always carry out various innovations in order to anticipate a tighter competition and to achieve the main goal of the company, which is to maximize the welfare of the owners and the other stakeholders.

One of the important responsibilities to answer these challenges is how to prepare professional workforces who are highly capable and have a high competitive advantage locally, nationally and globally. In order to realize these responsibilities and goals, one of the strategic aspects is to have a workforce with a high qualification and dedication in order to be able to show an optimal performance.

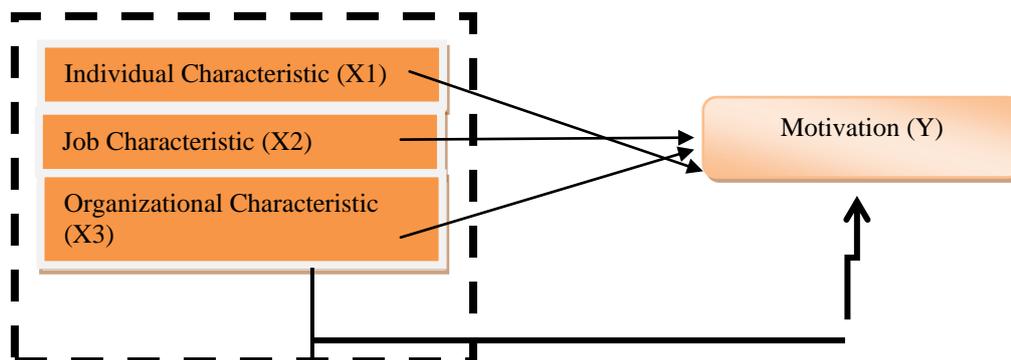
To achieve the goals, various approaches can be made, one of which is to pay attention to the motivational factors in a systematic and structured manner. Motivation is a potential strength which exists in a human being that can be developed independently or through a number of external forces which can give the positive performance results, therefore motivation is closely related to the performance.

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According to (Stoner and Freemand in Sumarsono, 2004; 227) quoted from Ahmad Tuhelelu (2010) there are three factors influencing the emergence of employee's motivation, they are individual characteristic, job characteristic and organizational characteristic. Individual characteristic consists of the personality, attitude, interest, talent, need and ability brought by a person to the work situation. Job characteristic includes the nature of the employee's duties which include the types of tasks, the number of responsibilities and the level of satisfaction obtained from the job characteristic itself. Organizational characteristic is the conditions in which the person works.

A certain motivation from the employees who are influenced by these three characteristics is thought to affect a certain performance of the employee as well. The research object studied were the employees from one of the National Private Banks in Manado, North Sulawesi, having 60 employees. With the increasing competitions in the banking business, the banks both government and private and even rural banks are competing to provide the best services to the customers in order to keep their trust in placing their funds, in which they will be redistributed to the public in the form of loans in order to improve the economy and the living standards of the community by making a good use of the potential resources and human capital in the company. This study emphasized the impact of individual characteristic, job characteristic and organizational characteristic toward the employee's motivation in carrying out each task and responsibility in the world of work.

Conceptual Framework



Formulation of the Problem:

Based on the background of the problem which had been stated, the researcher identified the problems as follows:

1. Did individual characteristic have a positive effect on the employee's motivation?
2. Did job characteristic have a positive effect on the employee's motivation?
3. Did organizational characteristic have a positive effect on the employee's motivation?

Referring to the background and the problem formulations, a theory which supported the existence of each variable was needed.

LITERATURE REVIEW

Theoretical Basis

Motivation

Motivation comes from the Latin "movere" which means encouragement or to move. Motivation is all conditions providing encouragement from within a person which is

described as desire, will, drive and so on. Motivation is a state in a person which activates or moves.

From a manager's point of view, someone who is motivated will:

- Work hard
- Keep up the pace of hard work
- Having a self-controlled behavior toward the target (Gibson, 1997; 340)

Luthans (1998) stated that motivation is the process of moving, activating, directing and sustaining behavior and performance. That is the process to encourage people to act to achieve something they want (Tella, 2007). Vroom's (1964) Motivation Theory of Cognitive Theory about Motivation explained why a person will not do something that he believes he cannot do even if the result of the job is desirable.

Furthermore, Vroom explained that the level of a person's motivation is determined by three main components, they are:

1. Expectations of success on a task
2. Instrumentalist, which is a research on what will happen if a person is successful in performing a task
3. Valence, which is the response to the outcomes such as positive, neutral or negative feelings.

A high motivation if the benefit is higher than the cost and low motivation if the cost exceeds the benefit that will be obtained. Thus, motivation includes unyielding efforts and goals. Motivation involves a person's desire to show the performance. Actual performance is what a manager can judge not to directly determine what the person wants. Furthermore, quoted from Andi S & Tri B (2012), according to Sutrisno (2009) divided three main characteristics of motivation, they are :

1. Effort: Referring to the strength of a person's work behavior. This involves a wide variety of activities and efforts, both tangible and invisible
2. Willpower: Referring to the willpower shown by a person when applying his efforts to his job duties. With a strong will, everything will be done and failure will not discouraged him to keep trying until the goal is achieved.
3. Direction and Purpose.

By looking at the three main characteristics of the motivation above, motivation is an effort accompanied by someone's willpower which brings someone to a clear direction and a goal to achieve. Something desired both for self-interest and for the interests of many people that bring someone to work more regularly and patterned in order to get the maximum results.

Factors Affecting Motivation

From various studies, there were various factors influencing motivation suggested by various previous studies, but in this study three main factors that influenced the employee's motivation were classified, they were:

Individual Characteristic

An organization is a consciously coordinated social unit that functions relatively and continuously to achieve a common goal or a set of goals (Robbins, 1998). Everyone has different views, goals, needs and abilities. This difference will be carried over in the world of work, which will lead to a different satisfaction from one person to another, even though working in the same place. Individual characteristic in this study includes: Ability, which is an Individual capacity to carry out various tasks in a particular job (Robbins 2003; 52), Attitude, which is statements or evaluative judgments related to the object of a person or event (Robbins 2003; 93), Interest, Individual Need, Knowledge Skill Competency about work, Emotion and Mood (Ardana, et al. 2009, Andi S & Tri B, 2012). From several previous studies, it was stated that motivation in work was determined by individual

characteristic such as personality factors which included *locus of control*, desire, positive and negative emotions and self-efficacy), cognitive abilities, demographic factors and by factors related to the individual work and career. The characteristic context itself has an important role in determining the motivation and climate of the work environment (Quinones, Ford, Sego & Smith, 1995). Individual characteristic relates to the work itself and the specific expectation of the results to be achieved.

Hypothesis 1: Individual characteristic has a positive and significant effect on motivation

Job Characteristic

Although many organizations have implemented job enrichment and job creation programs and the results are inconclusive, neither job design approach provides a conceptual framework for analyzing the jobs or guiding the managers to design the motivational jobs, but the job characteristic model provides such a framework. Robbins and Coulter (2005; 143) described the characteristics of work as follows:

1. Skills Variation: The level about how far the various activities are required by a particular job, thus the employees can use a variety of talents and different skills.
2. Task identity: The level to which the job demands a completion of the whole and identifiable pieces of work.
3. Task significance: The level about how far the work has a major impact on life or work of others
4. Autonomy: The degree to which a job gives a person great freedom, independence and flexibility in scheduling the job and determining the procedures used to carry it out.
5. Feedback: The degree to which the implementation of work activities required by a particular job causes the person to get direct and clear information about the effectiveness of his performance.

The five theories above are a part of the classical theories of the Job Characteristic Model which reinforces the value of job enrichment (Hackman & Oldham, 1975, 1976) which has a positive impact on the work results such as job satisfaction, motivation and job effectiveness. One of the important theoretical assumptions that supports the Job Characteristic Model is that job characteristic is autonomous and intrinsically provides motivation and satisfaction because each individual has a desire to grow and advance, thus the content of the job is a mean for the individuals to be able to meet these needs (Parker & Ohly).

The Classical Theory above has been extended and developed in its relation to the motivation in several important ways (Parker, Wall & Cordery 2001). First, the five job characteristics that have been described are only a small part and there are still important attributes of work that have a big influence on motivation which consist of three types of autonomy such as a freedom to work schedule, a freedom to make decisions and a freedom to determine work methods, knowledge of motivation characteristics, social work characteristics and contextual characteristics. Second, the new mediators of the relationship between job characteristics and behavioral outcomes are considered. Third, determining broader performance outcomes are also considered that focus on efficiency and task performance such as proactive attitude, creativity and innovation. Finally, changes in job content and work force.

Hypothesis 2: Job characteristic has a positive and significant effect on motivation

Organizational Characteristic

According to Rukmo, (2009) there are several organizational characteristics, they are: having a specific purpose and a collection of various kinds of people, having secondary (impersonal) relationships, having special and limited goals, having supporting collaborative activities which is integrated in a wider social system, and producing goods

and services for the environment which is greatly affected by any changes in the environment. Abdul Azis Wahab (2008) described some of the characteristics of an organization including a social entity, aiming or goal-directed, having a deliberate structured system of activities and clear boundaries. Meanwhile, according to Gerlof (1998) the characteristics of an organization are people's goals and plans. Organizational characteristic is a place where all integrated parts create a work environment for each individual, in which there is a policy or culture that helps to motivate the employee to work. The dimensions of the organizational characteristic studied are: commitment to the organization, company policies, organizational culture, working conditions such as working hours, working environment, physicality and so on, relationships with the colleagues and relationships with the superiors.

Hypothesis 3: Organizational characteristic has a positive and significant effect on motivation

2. Research Method (12pt)

Research Design

Based on the background and the problem formulation of the object studied, it could be classified that this study used a hypothesis. Researcher used the data based on the facts obtained from the sample. This study analyzed the influence of the relationship between individual characteristic, job characteristic and organizational characteristic toward the motivation.

Types and Sources of Data

The type of data used was interval data stated in the smallest number to the largest number, besides that the data had the same distance between one number and another with the following notation: Alternative choices: 1 = Strongly Disagree, 2 = Disagree, 3 = No Opinion, 4 = Agree, 5 = Strongly Agree. The data source was primary data obtained through questionnaires given to the respondents.

Variable Identification

Independent Variables: Individual Characteristic (X1), Job Characteristic (X2), Organizational Characteristic (X3). Dependent Variable: Motivation (Y).

Sampling Technique

The sample determination in this study was random sampling because it was known that the existing samples were 60 people using the Krecjie table, which was $\alpha = 5\%$ $N = 60$, thus the sample used was 51 people.

Data Collection Tools and Methods

The data required was primary data obtained through a questionnaire that had been filled in by the respondents by selecting the answers provided according to their perceptions. Measurement using the likert scale was as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = No Opinion, 4 = Agree, 5 = Strongly Agree.

Data Analysis Technique

The collected data were analyzed using the SPSS for windows program.

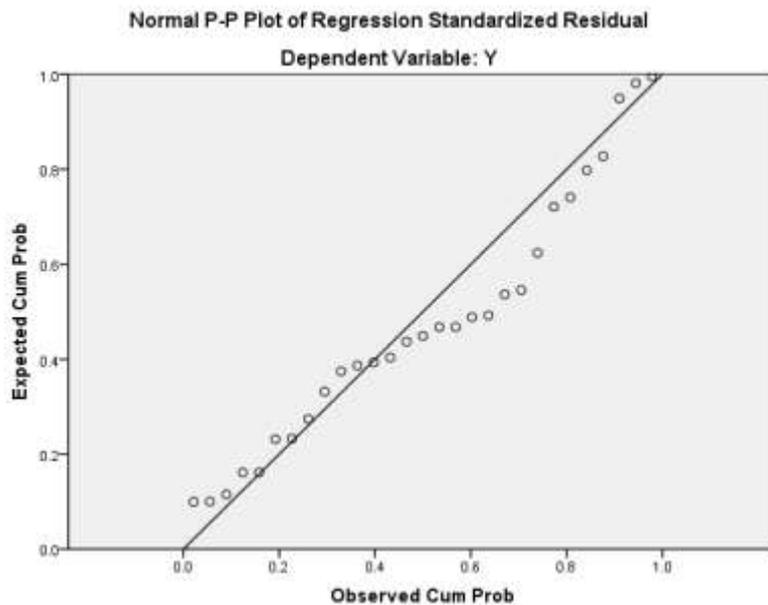
3. Results and Analysis (10pt)

Classic Assumption Test

The multiple linear regression equation model can be accepted econometrically if it meets the Best Linear Estimation (BLUE) requirements and meets the classical assumptions, which is free from multicollinearity, heteroscedasticity and autocorrelation among the independent variables in the regression model.

Normality Test

Normality testing is a test of the normal distribution data. This test is the most widely performed test for parametric statistical analysis. The use of the normality test is because the assumptions that the owned data must be normally distributed. The point of normally distributed data is that the data will follow the form of a normal distribution.



Source: Data processed by SPSS 18

From the picture above, it could be seen that the data points spread around the diagonal line and the distribution of data points had unidirectional pattern following the diagonal line. Thus it could be concluded that the data used in this study were normal.

Multicollinearity Test

The multicollinearity test is intended to determine the perfect relationship between the variables in the regression model. To detect the presence of multicollinearity in this study, the Colinearity Diagnostic Table was used. Colinearity Diagnostic Table is a table to detect the multicollinearity. The basic rule of this table is that if the VIF (Variance Inflation Factor) value is close to one, the conclusion is that there is no multicollinearity symptom, whereas if the VIF coefficient is away from the value of one, the conclusion is that there is multicollinearity symptom.

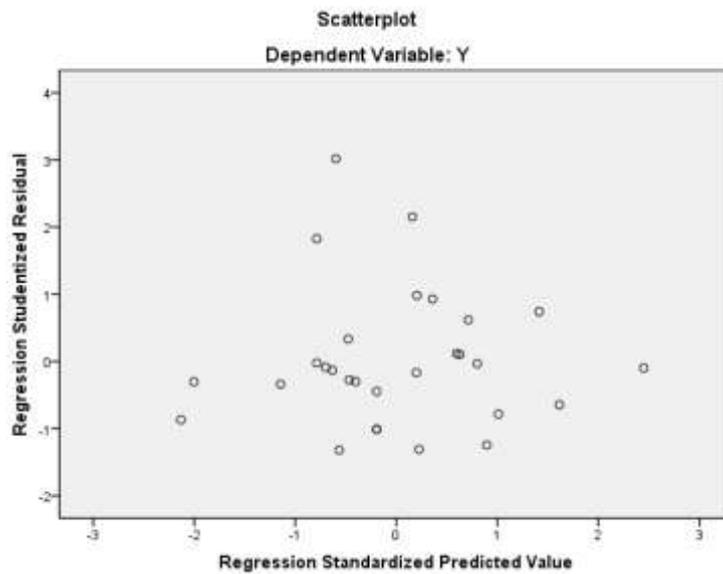
Independent Variable	VIF Value
Individual Characteristic	1.405
Job Characteristic	1.574
Organizational Characteristic	1.147

Source: Data processed by SPSS 18

From the table above, it could be seen that the VIF values were 1.405, 1.574 and 1.147. Based on the calculation results above, it could be seen that the VIF value of the independent variable was less than 5 (<5). Thus it could be concluded that there was no symptom of correlation between variables, and multicollinearity symptom occurred because the VIF value was greater than 1 (>1). Therefore the independent variable had a perfect relationship in the regression.

Heteroscedasticity Test

To detect the presence or absence of heteroscedasticity in a model, it could be seen in the scatterplot image pattern of the model.



Source: Data processed by SPSS 18

From the scatterplot model image above, it could be seen that:

1. The distribution of data points was not patterned
2. The data points spread above or below the zeros
3. Data points did not just gather above or below

Based on this, it could be concluded that the model in this study did not have heteroscedasticity (regression in which the variance of the residuals is not the same for one observation to another).

Validity Test

Validity is a measure that shows the extent to which the measuring instrument is able to measure what will be measured.

In this study, the validity test was conducted by correlating the score between the questions and the total score of the construct or variable with the hypothesis:

H₀ = the score of the questions was not positively correlated with the total construct score

H_A = the score of the questions had a positive correlation with the total construct score

The Validity Test of Individual Characteristic

Question Points	Construct Score
Q1	0,611
Q2	0,602
Q3	0,809
Q4	0,732
Q5	0,594
Q6	0,780

Source: Data processed by SPSS 18

From the results of the correlation analysis between each question score, the results that could be obtained were:

1. The correlation coefficient of the 1st and 6th question items with the scores for each question was statistically significant.
2. With all the questions that were positively correlated with the concept of individual characteristic, the conclusion that could be drawn was that the individual characteristic questionnaire was statistically significant.

The Validity Test of Job Characteristic

Question Points	Construct Score
Q1	0,694
Q2	0,339
Q3	0,629
Q4	0,640
Q5	0,318
Q6	0,637

Source: Data processed by SPSS 18

From the results of the correlation analysis between each question score, the results that could be obtained were:

1. The correlation coefficient of the 1st and 6th question items with the scores for each question was statistically significant.
2. With all the questions that were positively correlated with the concept of job characteristic, the conclusion that could be drawn was that the job characteristic questionnaire was statistically significant.

The Validity Test of Organizational Characteristic

Question Points	Construct Score
Q1	0,465
Q2	0,630
Q3	0,187
Q4	0,670
Q5	0,738
Q6	0,685

Source: Data processed by SPSS 18

From the results of the correlation analysis between each question score, the results that could be obtained were:

1. The correlation coefficient from the 1st to 6th item with the score for each question was statistically significant.
2. With all the questions that were positively correlated with the concept of organizational characteristics, the conclusion that could be drawn was that the organizational characteristics questionnaire was statistically significant.

Validity Test of Motivation

Question Points	Construct Score
Q1	0,666
Q2	0,818
Q3	0,303
Q4	0,565
Q5	0,551
Q6	0,780

Source: Data processed by SPSS 18

From the results of the correlation analysis between each question score, the results that could be obtained were:

1. The correlation coefficient from the 1st to 6th item with the score for each question is statistically significant.
2. With all the questions that were positively correlated with the concept of individual characteristic, the conclusion that could be drawn was that the individual characteristic questionnaire was statistically significant.

Reliability Test

If a measurement tool has been declared valid, the next step is to measure the reliability of the tool. Reliability is a measure that shows the consistency of measuring instruments in measuring the same symptoms on the other occasion.

No	Variable	Cronbach's Alpha	Alpha	Reliability
1	Individual Characteristic (X1)	0,774	0,60	Reliable
2	Job Characteristic (X2)	0,711		Reliable
3	Organizational Characteristic (X3)	0,727		Reliable
4	Motivation (Y)	0,725		Reliable

Source: Data processed by SPSS 18

From this output, the alpha value for each variable questionnaire could be seen that the alpha value was greater than 0.6. Thus the conclusion that could be drawn was that each variable questionnaire was reliable.

Hypothesis Test

Multiple Regression

The linear relationship of more than two variables when expressed in the form of a mathematical equation was:

$$Y = a + b_1x_1 + b_2x_2 + \dots + b_kx_k +$$

$$b_1 = \frac{(\sum x_2^2)(\sum x_1y) - (\sum x_2y)(\sum x_1x_2)}{(\sum x_1^2)(\sum x_2^2) - (\sum x_1x_2)^2}$$

Regression Analysis Results

Model	$(\sum x_1^2)(\sum x_2y) - (\sum x_1y)(\sum x_1x_2)$	$(\sum x_1^2)(\sum x_2^2) - (\sum x_1x_2)^2$	$(\sum x_2y)(\sum x_1x_2)$
$b_2 =$	Unstandardized Coefficients		Standardized Coefficients
$a =$	$\sum Y - b_1\sum X_1 - b_2\sum X_2$	n	
	B	Std. Error	Beta
1 (Constant)	8,800	4,553	
X1	0,267	0,133	0,382
X2	0,204	0,182	0,225
X3	0,176	0,164	0,184

Source: Data processed by SPSS 18

$$Y = 8,800 + 0,267X_1 + 0,204X_2 + 0,176X_3$$

From the regression analysis above it could be explained that:

1. The constant value of 8,800 and positive meant that the value of motivation before being influenced by the independent variable (individual characteristics and job factors) was positive.
2. The regression coefficient X1 was 0.267, which stated that if individual characteristic was high, increasing or being increased while other variables were constant, then the motivation would increase.
3. The regression coefficient X3 of 0.176 stated that if the organizational characteristic was high or increasing while other variables remained (constant) then the motivation would increase.

Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.597 ^a	.356	.279	1.808	.356	4.610	3	25	.011

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

The value of determination coefficient from the regression equation of this study was 0.279 (adjusted r square), which meant that 27.9% of individual characteristic, job characteristic and organizational characteristic influenced the employee's motivation, while 72.1% were influenced by other variables.

Hypothesis Test

a. Partial Test

The t test aimed to determine the effect of individual characteristic (X1), job characteristic (X2), organizational characteristic (X3) toward the employee's motivation partially.

The test used the SPSS 18 program and from this test it could be determined if:

1. p-value in column sig. table coefficients < level of significant (α) then H_a was accepted.
2. p-value in column sig. table coefficients > level of significant (α) then H_o was accepted.

T-test Results

VARIABLE	t-COUNT	sig.	Result
X1	3,085	0.005	H_a accepted
X2	2,889	0,008	H_a accepted
X3	3.941	0,001	H_a accepted

Source: Data processed by SPSS 18

Based on these results which indicated that the significance value was smaller than alpha 0.05, the hypothesis of individual characteristic and job characteristics had a partial effect on the employee's motivation, while organizational characteristics did not have partial effect.

Simultaneous Test

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.222	3	15.074	4.610	.011 ^a
	Residual	81.743	25	3.270		
	Total	126.966	28			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

The F test was used to test the influence of individual characteristic, job characteristic and organizational characteristic to jointly influence the employee's motivation. Based on the data analysis, it was known that the calculated F value was 4.610 with a significance level of $0.000 < \alpha = 0.011$, which meant that the probability was less than $\alpha = 0.05$.

With conditions where the significance value was smaller than the alpha value, it could be concluded that the hypothesis was accepted, which meant that individual characteristic, job characteristic and organizational characteristic simultaneously influenced the employee's motivation.

4. Conclusion

1. Individual characteristic had a positive effect on the employee's motivation
2. Job characteristic had a positive effect on the employee's motivation
3. Organizational characteristic had a positive effect on the employee's motivation

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