

Dimensions of Individual, Occupational, and Organizational Characteristics on the Performance

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh dimensi karakteristik individu, pekerjaan dan organisasi terhadap kinerja. Penelitian ini menggunakan pendekatan deksriptif-kuantitatif dengan tipe korelasional sebab-akibat. Penelitian ini dilaksanakan selama 2 (dua) bulan. Populasi yang digunakan dalam penelitian ini adalah seluruh pegawai pada Dinas Perikanan Kabupaten Maluku Tengah sebanyak 44 orang. Metode penentuan sampel adalah full sampling. Data dianalisis dengan menggunakan analisis regresi linear berganda. Hasil penelitian menyimpulkan bahwa (1) Karakteristik individu berpengaruh positif dan signifikan terhadap kinerja pegawai, (2) Karakteristik pekerjaan berpengaruh positif dan signifikan terhadap kinerja pegawai, (3) Karakteristik organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai, (4) Karakteristik individu, karakteristik pekerjaan dan karakteristik organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai

ABSTRACT

This research examines the influence of individual, job, and organizational characteristics on employee performance. The study utilizes a descriptive-quantitative approach with a cause-and-effect correlation type. The research spans over two months and involves all 44 Central Maluku Regency Fisheries Service employees. The sample is chosen using complete sampling, and data is analyzed through multiple linear regression analysis. The research findings indicate that job characteristics also have a significant and positive impact on employee performance, individual characteristics have a significant and positive effect on employee performance, organizational characteristics significantly and positively influence employee performance, and overall, personal, job, and organizational characteristics collectively have a significant and positive influence on employee performance. Job characteristics and organizational characteristics have a positive and significant effect on employee performance.

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INTRODUCTION

Human Resources (HR) constitutes an indispensable asset for an organization's enduring viability, encompassing current and forthcoming periods. Employees play a pivotal role in carrying out organizational activities and achieving goals. To attain excellent performance, employees need to work efficiently and effectively, and organizations can assist by providing support through individual development, thoughtful job design, and a supportive work environment. HR is the key to organizational success, and organizations must offer the necessary support for employees to deliver their best performance.

Individual characteristics are essential in organizations because each person has unique differences in their abilities, talents, and personalities. Human resources, as the main asset of an organization, contribute their creativity, energy, and effort to keep the organization running and thriving. The contributions of individuals are precious, and the diversity in individual characteristics can also be a strength for the organization (Handayati, 2016).

Job characteristics are part of job enrichment. The job characteristics model is widely used based on the above approach to job enrichment. According to Fatmah (2017), Job characteristics encompass internal elements of a job, such as the level of responsibility, job complexity, and types of tasks. The Job Characteristics Theory aims to identify the task characteristics within various positions and how these characteristics affect individual satisfaction, motivation, and performance.

An organization is where various elements create a work environment with policies and culture that influence individuals to achieve common goals (Hajati et al., 2018). Several studies related to individual characteristics and performance have been investigated by (Peoni, 2014) (Tambingon & Tewal, 2019) (Hajati et al., 2018) (Emiyanti et al., 2020). The relationship between performance and job characteristics by (Hajati et al., 2018), R. Ahmad et al. (2019), (Astutik & Priantono, 2020) and Affandy (2016). Likewise, the relationship between organizational characteristics and performance has been examined by (Hajati et al., 2018), (Titisari et al., 2016), Harmiyati, Kurdi, & Sulastri (2016), and (Rahman et al., 2020), (Ponto et al., 2023), (Prabowo & Yumna, 2023).

The formulation of the problem in this research is whether there is an influence of the dimensions of individual, job and organizational characteristics on employee performance. Although there has been a number of studies exploring the relationship between individual, job, and organizational characteristics and employee performance, there has been no comprehensive study that integrates these three dimensions in a specific individual context. Therefore, this research will focus on understanding the extent to which individual characteristics, job characteristics and organizational characteristics can influence employee performance in an organization. Through further understanding of the complex interactions between these factors, it is hoped that this research can provide deeper insight into how these aspects interact with each other and contribute to improving employee performance. In addition, this research also aims to provide recommendations for organizations in managing their human resources more effectively, based on a more comprehensive understanding of individual, job and organizational characteristics that influence employee performance.

The research problem formulated in this study revolves around assessing the impact of organizational characteristics, job dimensions, and individual factors on employee performance. The research's objective is to analyze how these dimensions influence employee performance.

This topic has high relevance and importance in the context of Human Resources (HR) because HR is the main asset that greatly influences the survival and performance of an organization. Efficient and effective HR management is the key to achieving organizational goals. Individual characteristics, job characteristics, and organizational characteristics each have an important role in shaping work patterns and employee contributions. A deep understanding of individual characteristics helps organizations optimize potential, while job characteristics can increase employee motivation and satisfaction. A good work environment, reflected in the characteristics of the organization, creates conditions that support employee productivity and well-being. A number of previous studies, mentioned in the paper, also highlight the importance of the relationship between individual, job and organizational characteristics and performance. Therefore, a deep understanding of these three dimensions is essential in designing effective and sustainable HR management strategies.

Literature Review

Individual Characteristics with Performance

Human Resources is a vital asset for the organization's sustainability, both presently and in the future. Employees serve as the primary drivers of organizational activities. To achieve organizational goals effectively, employees must work efficiently. The organization can enhance employee performance by providing substantial support, particularly by understanding individual characteristics. Consequently, Human Resources plays a pivotal role in organizational success, and administrative support in recognizing personal traits is crucial (Peoni, 2014).

Continuous developments and increasingly fierce organizational competition will challenge existing organizations or those just starting. For this reason, in accepting employees, the recruitment department must be observant in looking at the applicant, especially the personality or individual characteristics, because the characteristics of each individual are very influential in carrying out a job. There are many cases where employees have bad personalities that hurt employee performance. Individual characteristics within the organization are individual differences with other individuals. Personal characteristics in an organization are a real thing because every employee in an organization has a different character. Human Resources (HR) or employees contribute their talents, energy, effort, and creativity to the company to maintain its existence (Tambingon & Tewal, 2019).

Every employee has unique characteristics influenced by various factors such as attitude, background, interests, abilities, and other personal factors. This diversity affects the course of organizational activities. Individual characteristics influence employees' success within the organizational context. Employee performance improvement is influenced by various factors, including the personal characteristics of employees, which play a crucial role in enhancing their performance. The values held by each individual, influenced by their environment, should be known by the organization to assess the suitability of potential employees. Understanding individual values is essential in human resource management (Hajati et al., 2018).

Each individual has unique characteristics, such as attitudes, needs, and interests. These differences affect the level of motivation in the workplace. These distinctive traits have a part in influencing the motivation levels of employees within the organization. Individual characteristics a person possesses are unusual or different from one another and positively impact employee performance (Emiyanti et al., 2020).

Job Characteristics with Performance

Job characteristics influence employee performance because each job requires different skills. Different tasks, skills, and levels of autonomy within various job characteristics necessitate individuals who are a good fit for the job requirements. A strong understanding of job characteristics and how to address them can enhance employee performance. Appropriate skills and knowledge aligned with job characteristics help employees work more efficiently (Hajati et al., 2018).

According to R. Ahmad et al. (2019), applying job characteristic dimensions produces high-quality work performance. On job characteristics, it can be seen that employees who value meaning and responsibility and know the results for job enrichment to provide core job characteristics will give positive work results (performance). The relationship between performance and job characteristics has a significant impact.

Job characteristics include responsibilities, task nature, satisfaction level, and the type of work obtained. If each individual understands the characteristics of their career, the person concerned can be more productive in strengthening their work (Astutik & Priantono, 2020). Likewise, Affandy (2016) states that The job characteristics variable significantly and positively influences employee performance, indicating the important role of the relationship between employee performance and job characteristics. In human resource management, understanding how job characteristics affect employee performance is highly relevant in designing jobs that motivate and enhance employee productivity while achieving organizational goals.

Organizational Characteristics with Performance

The organization's success is markedly influenced by two key factors: the organization itself and the performance of its employees. The organization's unique characteristics, such as policies and work culture, also affect employee performance. There are several essential aspects to consider, including organizational and employee performance in achieving goals and organizational characteristics such as corporate culture. Strong commitment from the organization and employees and positive relationships among employees and superiors are also crucial to achieving organizational success. Effective organizational and employee performance management and a supportive work environment are the primary keys to efficiently attaining organizational goals (Hajati et al., 2018).

Elements within the work environment, known as organizational characteristics, influence an organization's overall performance. To achieve the best performance, leaders must understand how these factors affect individual organizational behavior. By considering organizational characteristics, leaders can create conditions that support employees in reaching their peak performance in pursuit of organizational goals (Titisari et al., 2016). Likewise, Harmiyati, Kurdi, and Sulastri (2016) concluded that organizational characteristics (leadership, work culture, compensation, and workload) significantly correlate with performance.

The organization's characteristics, such as its culture and structure, influence employee performance. The achievement of an organization's objectives relies heavily on its employees' performance and the organization's overall performance. The importance of strong commitment from both the organization and its employees, as well as positive relationships among them, is highlighted. Effective organizational and employee performance management and a supportive work environment are the keys to organizational success (Rahman et al., 2020).

RESEARCH METHODS

In this research, a descriptive-quantitative approach with a causal correlation type is used, indicating the presence of a cause-and-effect relationship between the variables under study. The study was conducted at the Central Maluku Regency Fisheries Service for two months, from March to April 2023.

This research involves all 44 employees at the Central Maluku Regency Fisheries Service as the population. Even though employees differ in various classifications (education, experience, position and class), the sample determination method is full sampling, considering that the number is relatively small and easy to estimate as a whole. The techniques used for data collection in this research are as follows:

1. List of questions (questionnaire)

This study utilizes a questionnaire or list of questions as a data collection method. This technique involves presenting and distributing questions to respondents expecting to receive their responses. These responses are subsequently assessed using a Likert scale.

2. Documentation study

Document review is a research method that involves collecting data by reviewing and studying various types of documents such as books, journals, and information from the internet relevant to the research topic to obtain secondary data that can be used in the research.

The obtained data is analyzed descriptively and through multiple linear regression analysis using the following equation:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where :

X₃ = Organizational Characteristics

X₂ = Job Characteristics

X₁ = Individual Characteristics

Y = Employee Performance

e = error term

b₀, b₁, b₂, b₃ = Regression coefficient

This study investigates the influence of independent variables on the dependent variable with a 95% confidence level, represented by an alpha value of 0.05. To achieve this, the research employs simultaneous and partial tests to evaluate the combined and individual impacts of the variables under study.

RESULTS AND DISCUSSIONS

Result

Implementing Multiple Linear Regression analysis assesses how independent variables associated with individual, job, and organizational characteristics affect employee performance in the Central Maluku Regency Fisheries Service (Y). The outcomes of this analysis are presented in Table 1, which is generated through data processing with SPSS 23.00.

Table 1.
Results of Multiple Linear Regression Analysis

Variable	Regression Coef.	t.count	t table df=40	Probability	r ² Partial
individual characteristics (X ₁)	0,217	4,275	2,011	0,0044	0,054
job characteristics (X ₂)	0,247	4,061	2,011	0,001	0,197
organizational characteristics (X ₃)	0,477	4,585	2,011	0,000	0,932
Constanta: 0,219		F. Ratio		: 227,752	
R square: 0,932		Prob.		: 0,000	
Multiple R: 0,928		N		: 44	

Table 1 focuses on the variable "organizational characteristics" having the highest regression coefficient value. It also provides the partial r² value and the computed t-value. These findings indicate that organizational characteristics have the most substantial impact, contributing to 47.4% of the total variation, as it exhibits the highest correlation coefficient with the other two variables. Regression coefficients are employed to determine the magnitude of the influence of each independent variable on the dependent variable, assuming that the other variables remain constant. The equation obtained based on Table 1 is as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 0,219 + 0,217 X_1 + 0,247 X_2 + 0,477 X_3 + 0,950$$

Where :

X₂ = Job Characteristics

X₁ = Individual Characteristics

X₃ = Organizational Characteristics

Y = Employee Performance

e = error term

b₀, b₁, b₂, b₃ = Regression coefficient

The explanation of the mathematical model above is as follows:

1. The b₀ value suggests that the performance estimate for the Central Maluku Regency Fisheries Service is 0.219, and this figure remains unaffected by job characteristics, individual traits, or organizational attributes.

2. The "b1" coefficient in regression analysis signifies a positive correlation between employee performance and individual characteristics. Its value of 0.217 suggests that each one-unit rise in the particular characteristic variable (X1) results in a 0.217 unit increase in employee performance while holding other variables constant.

3. The "b2" coefficient in the regression analysis signifies a positive correlation between the job characteristics variable (X2) and the performance of the Central Maluku Regency Fisheries Office. A value of 0.247 implies that every one-unit increase in the job characteristics variable will result in a 0.247-unit increase in employee performance while holding other variables constant.

4. The "b3" coefficient in the regression analysis indicates a positive relationship between the organizational characteristics variable (X3) and employee performance. A value of 0.477 implies that each one-unit increase in the organizational characteristics variable will lead to a 0.477-unit increase in employee performance while holding other variables constant.

The first hypothesis asserts that individual characteristics, job characteristics, and organizational characteristics have a partial, significant impact on employee performance (Y). To test this hypothesis, the computed t-value is compared with the critical t-table value at 40 degrees of freedom (df=40) to determine statistical significance. A statistically significant influence is indicated when the computed t-value exceeds the critical t-table.

1) The computed t-value for the individual characteristic variable is 4.275, which surpasses the t-table value (df=40) of 2.011. This outcome signifies the rejection of the Ho. These findings indicate that individual characteristics have a significant impact on employee performance.

2) The computed t-value for the job characteristics variable is 4.585, exceeding the t-table value (df=40) of 2.011. Consequently, the Ho is rejected, indicating that job characteristics partially influence employee performance. The research findings suggest that job characteristics contribute to employee performance, but their impact is not absolute or exclusive. This implies that other factors besides job characteristics can also affect employee performance, but job characteristics still play a significant role.

3) The t-value calculated for the organizational characteristics variable is 4.585, exceeding the t-table value (df=40) of 2.011. As a result, we can infer that the Ho is rejected, indicating that organizational characteristics partially impact employee performance. The research findings suggest that organizational characteristics contribute to employee performance, although their influence is not absolute or exclusive.

4) The fourth hypothesis states that the variables of individual characteristics, job characteristics, and organizational characteristics collectively have a significant influence on employee performance (Y). The results indicate that the estimated F value, 227.752, significantly exceeds the F table value at those degrees of freedom, which is 8.57. As a result, Ho is rejected, which means that the independent variables influence employee performance. The combined effect of these three independent variables affects employee performance in the Central Maluku Regency Fisheries Service by 93.2%. The remaining 6.8%, a small portion, is influenced by factors not examined in this study.

Discussion

1. The Effect of Individual Characteristics on Employee Performance

A regression coefficient of 0.217 means that for every one-unit increase in the individual characteristic variable, there is an increase of approximately 0.217 units in employee performance, assuming other factors remain constant. The partial determination coefficient

explains how each change in the independent variable (X) affects changes in the dependent variable (Y). The data processing results indicate that the partial coefficient (r) for individual characteristic variables is 0.544. This means that personal characteristics can account for a significant portion of the variations in employee performance, precisely 54.4%, assuming that other variables remain constant.

This study tests the regression coefficients of various variables, with a specific focus on the individual characteristic variable (X1), and evaluates the significance of the price variable (price t) using a two-way test with a 5% significance level. The results indicate that the individual characteristic variable significantly impacts employee performance because its regression coefficient is not equal to 0.

This study's results align with research (Emiyanti et al., 2020), where individual characteristics such as interests, attitudes, and needs influence employee performance and motivation. Each individual's unique characteristics positively impact performance, emphasizing the importance of a personalized approach in management. Individual characteristics within the organization are individual differences with other individuals. Personal characteristics in an organization are a real thing because every employee in an organization has a different character. Human Resources or employees contribute their talents, energy, effort, and creativity to the company to maintain its existence (Tambingon & Tewal, 2019).

Human resources are a crucial asset for organizations as they drive operational activities. Employees need to work efficiently and effectively to achieve organizational goals. Organizations can enhance performance by considering employees' unique characteristics. Employees play a significant role in organizational success, and appropriate support can improve their performance (Peoni, 2014).

The continuous development of the times and increasingly fierce competition between organizations will be a challenge for existing organizations or those just starting; for this reason, in accepting employees, the admissions department must be observant in looking at these applicants, especially personality or individual characteristics because the characteristics of each individual are very influential in carrying out a job. There are many cases where employees have bad characteristics that hurt employee performance. Individual characteristics within the organization are individual differences with other individuals. Personal characteristics within the organization are a real thing because every employee in the organization has a different character. Employees or human resources provide the organization's energy, talent, creativity, and effort to maintain its existence (Tambingon & Tewal, 2019).

Each employee possesses distinct characteristics shaped by their background, attitudes, abilities, interests, and personal attributes. This diversity in behavior significantly influences organizational activities. Employee performance enhancement is contingent upon numerous factors, with individual employee characteristics playing a pivotal role. Employees' traits substantially impact how they conduct themselves in the workplace, influencing overall organizational success.

Individuals carry values shaped by their environment, which influences their workplace behavior. Organizations need to recognize the differences in individual values for employee assessment. This underscores the importance of understanding the impact of personal values on work behavior and recruitment decision-making to align with the organization's culture and objectives (Hajati et al., 2018)

2. Influence of job characteristics on employee performance

The job characteristic variable has a positive impact, which means that employee performance will also increase if job characteristics increase. The regression coefficient value of 0.247 signifies that for each one-unit increase in the job characteristic variable, there is an associated increase of 0.247 units in employee performance, assuming all other variables remain constant.

The partial coefficient of determination (partial r) measures how much an independent variable (job characteristics) uniquely affects a dependent variable (employee performance) while considering other variables. A partial r of 0.210 implies a positive correlation, indicating that job characteristics can explain about 21.0% of performance variation when other factors remain constant.

The results of testing the regression coefficients of the variables indicate that the job characteristics variable has high statistical significance. This significance is determined through a two-tailed t -test with a 5% significance level. The test yields a t -count value of 4.061, which exceeds the t -table value of 2.011 at the 5% confidence level. In this context, the t -count value is greater than the t -table value. The values mentioned earlier can be explained by the fact that, when considered individually, job characteristic variables significantly impact employee performance because the calculated t -value exceeds the critical t -value. This indicates the rejection of H_0 , and the regression coefficient of the job characteristics variable is not equal to 0, meaning that the variable coefficient holds statistical significance and influences employee performance.

According to (Hajati et al., 2018), Job characteristics can influence employee performance because each type of job requires different skills. Variations in job characteristics, such as task identification, types of tasks, and the necessary level of autonomy, necessitate appropriate skills. Employees who understand their jobs well and possess suitable skills tend to work more effectively. Therefore, the relationship between job understanding, employee skills, and job characteristics can impact their performance. Affandy (2016) states that The job characteristics variable significantly and positively influences employee performance, indicating the important role of the relationship between employee performance and job characteristics.

According to R. Ahmad et al. (2019), the result of the process of applying dimensions in job characteristics results in high-quality work performance. On job characteristics, it can be seen that employees who value meaning and responsibility and know the results for job enrichment to provide core job characteristics will give positive work results (performance). So, it can be concluded that the relationship between job characteristics and version has a significant effect.

Job characteristics consist of the type of tasks, responsibilities, nature of tasks, and the satisfaction derived from the job. If each individual understands the characteristics of their work, they can be more productive in establishing their work (Astutik & Priantono, 2020).

3. Influence of organizational characteristics on employee performance

The regression coefficient of 0.477 indicates that for each one-unit rise in organizational characteristics, there is a corresponding 0.477-unit increase in employee performance, assuming other factors remain unchanged. The organizational characteristic variable (X_3) has a positive impact, meaning that increased organizational characteristics lead to improved employee performance. Enhancing organizational characteristics positively influences employee performance, with an approximate impact of 0.477 units.

This study shows that the organizational characteristics variable's partial coefficient (r) is 0.778. This indicates that the organizational characteristics variable can account for approximately 77.8% of employee performance changes, assuming that other variables remain constant. In other words, it signifies a strong correlation of 77.8% between organizational characteristics and employee performance, as long as other factors do not change. This coefficient helps us understand the extent of the impact of organizational characteristics on changes in employee performance in the context of this analysis.

The organizational characteristic variable (X_3) is tested for significance using a t-test in regression analysis. This t-test employs a significance level of 5%. The organizational characteristic variable's calculated t-value (count) is 4.585, while the critical t-value (table) at a 5% confidence level is 2.011. Since the t-count is greater than the t-table value, the organizational characteristic variable (X_3) is considered statistically significant.

The values indicate that organizational characteristic variables significantly influence employee performance, as the calculated t-value exceeds the t-table value. The computed t-value for the independent variable indicates the rejection of the null hypothesis (H_0), meaning that the regression coefficient of the organizational characteristic variable is significant and not equal to 0.

Hajati et al. (2018) state that organizational success is influenced by organizational and employee performance. Organizational characteristics are crucial in affecting employee performance to achieve the desired performance level. It underscores the importance of strong commitment, positive relationships among employees, and healthy employee-supervisor relationships as crucial factors for individual employees and organizations striving for success. Likewise, Harmiyati, Kurdi, and Sulastri (2016) concluded that organizational characteristics (leadership, work culture, compensation, and workload) significantly correlate with performance. To achieve the best performance, leaders must understand how these factors affect individual organizational behavior. By considering organizational characteristics, leaders can create conditions that support employees in reaching their peak performance in pursuit of organizational goals (Titisari et al., 2016).

4. The Effect of Individual Characteristics Variables (X_1), Job Characteristics (X_2), and Organizational Characteristics (X_3) on Employee Performance (Y) Simultaneously

With an R-squared (R^2) value of 0.932, the three research variables can explain approximately 93.2% of the variations in employee performance. The combined influence of three variables significantly affects employee performance (Y). These factors collectively play a pivotal role in shaping employee performance. However, it is essential to note that approximately 6.8% of the remaining variance in employee performance may be attributed to unexamined factors not encompassed in the research model. The study concludes that X_1 , X_2 , and X_3 collectively exert a strong and meaningful influence on employee performance. At the same time, additional unexplored variables contribute to the remaining variations in employee performance. This research rejects H_0 and accepts H_a , indicating that X_1 , X_2 , and X_3 collectively exert a significant simultaneous influence on employee performance (Y). This outcome is based on the statistical analysis's significant F-value (227.752), demonstrating robust statistical significance in the relationship between the three variables and employee performance (Y).

This research reveals that three variables—individual characteristics, job characteristics, and organizational characteristics—impact employee performance. When these variables interact with each other, there is a noticeable improvement in employee performance. For instance, an individual with suitable characteristics for their job, coupled with a clear understanding of how

the organization operates, tends to achieve better performance. These findings are consistent with prior research that has explored the relationship between individual characteristics and employee performance (Peoni, 2014) (Tambingon & Tewal, 2019) (Hajati et al., 2018) (Emiyanti et al., 2020). The relationship between performance and job characteristics by (Hajati et al., 2018), R. Ahmad et al. (2019), (Astutik & Priantono, 2020) and Affandy (2016). Likewise, the relationship between organizational characteristics and performance has been studied by (Hajati et al., 2018), (Titisari et al., 2016), Harmiyati, Kurdi, Sulastri (2016), and (Rahman et al., 2020).

Major findings from this research illustrate that individual, job and organizational characteristics together have a positive and significant influence on the performance of Central Maluku Regency Fisheries Service employees. The first finding suggests that individual differences among employees, such as their talent, creativity, and effort, positively influence their performance. The second finding highlights that job characteristics, which include job content and conditions, have a significant positive impact on employee motivation, satisfaction and performance. The third finding highlights that organizational characteristics, such as policies, culture, and work environment, also play an important role in shaping employee performance. The results of this research provide a comprehensive understanding of the factors that can improve the performance of Central Maluku Regency Fisheries Service employees, by emphasizing the importance of managing individual, job and organizational characteristics holistically. The implication is that increasing employee performance can be achieved through HR development strategies that pay attention to individual uniqueness, designing motivating work, and creating a supportive work environment.

CONCLUSIONS

Based on the results of the analysis and discussion that have been conducted, the following summary of conclusions can be drawn:

1. Individual characteristics significantly and positively affect on the performance of the Central Maluku Regency Fisheries Service employees.
2. Job characteristics significantly and positively affect the performance of the Central Maluku Regency Fisheries Service employees.
3. Organizational characteristics have a significant and positive effect on the performance of the Central Maluku Regency Fisheries Service employees
4. Organizational characteristics, job characteristics, and Individual characteristics have a significant and positive effect on the performance of Central Maluku Regency Fisheries Service employees

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