Determinant Employee Performance Through Individual Characteristics, Quality of Work Life, and Work Facilities

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ARTICLE INFO	ABSTRACT
	Optimal performance is often influenced complexity factors, including individual characteristics, quality of work life and work facilities which are one of the company's operational references in improving performance. Employee performance is the main focus of every company in order to achieve related goals. The case study in this research is at PT. Serbuk Jaya Abadi found in Lumajang. The purpose of study is to examine the effect of individual characteristics, quality life work and facilities work effect on performance employees. Population of this study 150 employess. This research used the Slovin method sampling and distributing questionnaires to 60 samples namely employees PT. Serbuk Jaya Abadi obtained from sampling method. The analysis method in this research uses analysis multiple linear regression with results, individual characteristics do not has a significant effect on performance, quality of work life has a significant effect on performance, work facilities has a significant effect on performance. Keywords: Employee Performance, Individual Characteristics, Quality of Work Life, Work Facilities.

INTRODUCTION

The dynamic world of work, human resources are the most important asset for a company. In a company, the performance of human resources is a crucial factor in achieving organizational goals. Especially in the current competitive business era, it is important for companies to understand the factors that influence employee performance. Optimal performance is often influenced complexity factors, including individual characteristics, quality of work life and work facilities which are one of the company's operational references in improving performance. Performance in an organization is a major concern for managers and leaders because good performance is the key to a company's success. Performance is something that is obtained both in quality and quantity that is achieved by an employee to carry out tasks in accordance with the responsibilities assigned (Suyono, Bakhtiar Abbas, 2024). In achieving the expected performance, the most important thing is to recognize the factors that play a role in determining that performance. One way is through

individual characteristics of employees. Individual characteristics are characteristics possessed by each member of the organization that differentiate one individual from another. Individual characteristics are internal (interpersonal) aspects that move and influence individual behavior. They are psychological processes that affect how people acquire, consume, and receive experiences as well as commodities and services. Individual characteristics are internal (interpersonal) aspects that move and influence individual behavior. They are psychological processes that affect how people acquire, consume, and receive experiences as well as commodities and services. (Annisa Desty Puspatriani, 2023). Factors such as personality, abilities, values, attitudes, interests and motivation are part of individual characteristics that can influence performance. Other factors taking into account quality of work life refer to individuals' perceptions of their working conditions, including aspects such as work environment, organizational justice, social support, and work-life balance. According to (Hasmalawati et al., 2018), Employees' view of their mental and physical health at work is known as their quality of work life. Employees' view of their mental and physical health at work is known as their quality of work life. Based on this, in supporting employee work activities, it is not only the quality of work life that needs to be considered but also the work facilities that have been provided by the company. According to (Sufiyati et al., 2021), work facilities are equipment used to expedite and simplify work activities and facilities are also supporting tools according to their function so that they have a long period of time and can provide benefits for the future.

For success in the company, one of them is PT. Serbuk Jaya Abadi, individual employee characteristics are an important measurement because through this the company can assess the characteristics of each person and can recognize how he works and completes the work he is responsible for. Characteristics of individual employees at PT. Serbuk Jaya Abadi is very diverse, especially according to the initial survey results of the average. Employee of PT. Serbuk Jaya Abadi is dominant with a Senior High School education level, this creates ever-changing interests and attitudes at work which will determine its performance. Good individual characteristics can influence employee performance. This is supported by research (Rizki, 2020) which states that individual characteristics influence performance. Meanwhile, according to (Sihombing et al., 2018) individual characteristics have a positive but not significant effect on employee performance. Apart from individual characteristics, attention to the quality of work life employees PT. Serbuk Jaya Abadi also needs to be considered considering that it not only provides a sense of security when working, in this case PT. Serbuk Jaya Abadi must be able to provide space or opportunity for employees to determine how they work in order to achieve the goals of the organization which must be carried out systematically in organizational life. The significance of the work environment's quality of life has a big impact on how well employees accomplish their jobs. Consistent with earlier studies by (Elny et al., 2023), Employee performance has positive and significanton work-life balance. However study findings indicate that employee performance have significant and also negative effect on by work-life balance. (Agow et al., 2020) states that the quality of work life has a significant negative effect on employee performance. The company's work facilities also give an impact on employee performance At PT. Serbuk Jaya Abadi has several supporting facilities such as heavy equipment, wheel loaders, excavators, trucks, trontons, trailers, printing machines, dryers and wood crushers.

Table 1. Work facilities at PT. Serbuk Jaya Abadi 2022-2024

Years	Work Facilities	Quantity on units	Number of facilities in need of repair
2022-2023	Heavy equipment	1	-
	Wheel loaders	3	1
	Excavator	2	-
	Truck	11	3
	Tronton	1	-
	Trailers	1	-

	Printing machine	3	1
	Dryer	1	-
	Wood shredder	2	-
2024	Heavy equipment	1	-
	Wheel loaders	4	-
	Excavator	2	-
	Truck	15	2
	Tronton	1	-
	Trailers	1	-
	Printing machine	4	-
	Dryer	2	-
	Wood shredder	2	-

Source : PT. Serbuk Jaya Abadi,2024.

Based on table 1, there are work facilities which requires repairs because are used for production and operations in work, but to fulfill related to facilities such as equipment weight listed in table requires time both related repairs and procurement addition of units for needs to fulfill requests and target in PT. Serbuk Jaya Abadi. This matter needs attention considering the existence of work facilities really support related targets and performance employee. According to (Manullang et al., 2022) workfacilities have an effect positive and significant on performance. But there are research studies which state the facilities do not has an effect on performance, wrong the only result of research (Murwani, 2017).

Literature Riview
Individual Characteristic
(Rivai, 2011) states that individual characteristics are basically formed by personality and experiences that has someone that differentiates from other people. (Rizki, 2020) Internal factors from Individual characteristics (from within interpersonal) influence individual behavior so that each individual has characteristics that vary from person to person else. Individual characteristics are a character or personality that each person has, which can distinguish one individual from another. These individual characteristics determine a person in terms of abilities, attitudes, interests, desires and ways of doing things, handling a problem or even in making decisions. Indicators according to Nur Hanifah Fauziah (2019) : ability, value is conception,attitude,interest.

Quality of Work Life
(Fred Luthans, 2006) says that the concept a better environment reveals the importance respect for humans in work it works . Thus an important role of quality a better environment changing work climate environment in a technical and and manner brings to a better environment the life. Quality of work life effort to create security and employee satisfaction at work, which the human resources can be more competitive and improve their performance. The company sees from the employee's point of view at work. In this case, employees feel more cared at work and they can optimization their performance. Indicators (Zin, 2004) growth and development participation, system rewards the innovative, work environment .
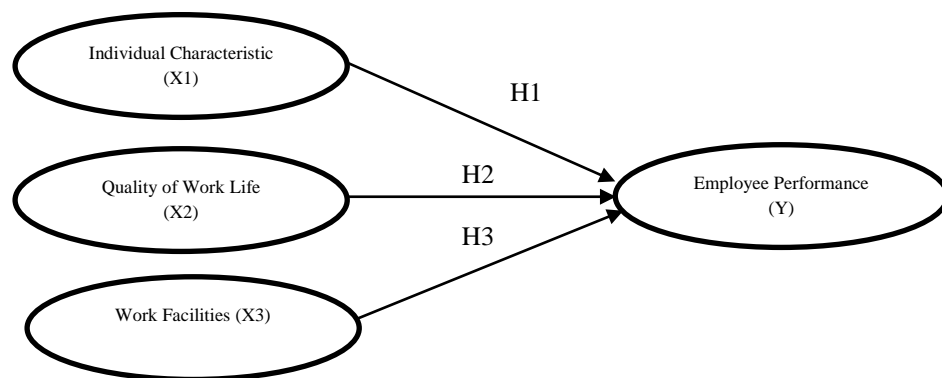
Work Facilities
According (Fenetruma, 2021), work facilities is everything or something in the form of means and infrastructure that can help facilitate an activity or activity that does someone or group. Work facilities are part of the work environment or work equipment that is around employees and supports employees at work, such as facilities, infrastructure, buildings, offices, transportation support. This includes work facilities used by employees at work. According to

Rangkuti *et al.*, (2021:555-556) indicators facilities work namely : machines and equipment, infrastructure, equipment office , equipment inventory, land and buildings, tools transportation.

Employee Performance

Performance refers to the resulting output that can be achieved by individuals or groups in an organizational environment. This output can be measured both quantitatively and qualitatively, and is aligned with the authority, obligations, and responsibilities of each individual involved (Rizki, 2024). Employee performance is the result of employe wor by their duties and responsibilities, quantitatively and qualitatively. The indicators of are quality, quantity, accuracy, effectiveness, and independence.

Figure 1. Conceptual framework
Source : Data processed, 2024.

Hyphotesis :
H1 : Individual characteristic affect employee performance
H2 : Quality of work life affect employee performance
H3 : Work facilities affect employee performance

METHODS

This research uses quantitative research, and research method use multiple linear regression. The population is 150 and the sample use 60 with Slovin method.

$$\frac{N}{1 + N.e^2} n$$

$n = \frac{150}{1+150.10\%^2}$
$n = \frac{150}{1+1,50}$
$n = \frac{150}{2,5}$
$n = 60$

Data in this research from distributing questionnaires which filled by respondents, they are employees of PT. Serbuk Jaya Abadi. Data process with SPSS 26 and the method multiple linear regression analysis with classic assumption tests (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis and also hypothesis testing.

RESULTS AND DISCUSSION

Result
Description of respondents
Recapitulation descriptions of respondents :

Table 2. Characteristic Respondents

Demographics	Frequency	Percentage (%)
Gender		
Male	57	95
Female	3	5
Age		
20-30	24	40
31-40	17	28,3
41-50	12	20
>50	7	11,7
Educational level		
Elementary School	3	5
Junior High School	24	40
Senior High School	33	55
S1	0	0
Length of work		
1-5	56	93,3
6-10	4	6,7

Source: Researcher data, 2024.

Based on table 2, the conclution based on gender dominant with male as 57 employees because at PT. Serbuk Jaya Abadi's work requires male workers for production and distribution, while 3 female employees are placed in administration and bookkeeping. Based on age, there are more than 24 employees aged 20-30 years, in this case entering the working productive age, 17 employees aged 31-40 years, and 12 employees aged 41-50 years entering the mature age and have work experience, and there are 7 employees over 50 years old. Based on the average educational level employee of PT. Serbuk Jaya Abadi is a high school graduate, this is because based on his job producing sawdust requires more energy. And the employee's length of service with a period of 1-5 years gives an idea that the employee can carry out their work well and survive in the company

Results of Data Analysis
The results of data analysis, validity and reliability tests. If the Cronbach Alpha value is greater than 0.60, the research instrument is considered dependable; if the rcount value is greater than 0.30, it is considered valid. The validity test's findings are as follows:

Tabel 3. Hasil Uji Validitas

Variable	Items	Person Product Moment	r-minimal	Information
Individual Characteristics	X_1-1	0.652		
	X_1-2	0.800		
	X_1-3	0.800		
	X_1-4	0.461	0,3	Valid
Quality of Work Life	X_2-1	0.699		
	X_2-2	0.731		
	X_2-3	0.653		

	X_2-4	0.665
Work Facilities	X_3-1	0.888
	X_3-2	0.429
	X_3-3	0.911
	X_3-4	0.691
	X_3-5	0.853
	X_3-6	0.574
Employee Performance	Y1	0.876
	Y2	0.691
	Y3	0.603
	Y4	0.816
	Y5	0.723

Source: Researcher data, 2024.

Results of reliability test in table 4:

Table 4. Results Of The Reliability Test

| Variable	Cronbach Alpha	Reliability	Information
Individual Characteristics	0,622		Reliable
Quality of Work Life	0,608	>0.60	Reliable
Work Facilities	0,800		Reliable
Employee Performance	0,795		Reliable

Source: Data Processed, 2024.

Based on table 2 and 3, the instrument in this fulfill validity and reability.

Classical Assumption Test
Normality Test
The figure 1 is the results normality test in this study:
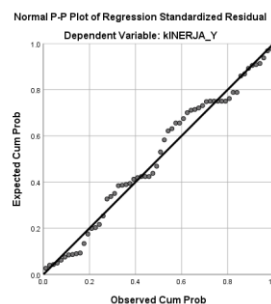
**Figure 1. Results Of The Normality Test**
Source: Data Processed, 2024.

Based on the figure 1, can concluded P-Plot shows data spreads and follows direction diagonal line. So this research meet the assumption of normality.

Multicollinearity Test
The results of the multicollinearity test are all of independent variables (X), namely individual characteristics X_1 (0,861), quality of work life X_2 (0,954) and work facilities X_3 (0,878) has a tolerance value ≥0.1 and VIF ≤10 individual characteristics X_1 (1.161), quality of work life X_2 (1.048) and work facility X_3 (1.139). This regression model does not have multicollinearity problems.

Heteroskedasticity Test

The results of heteroscedasticity test :
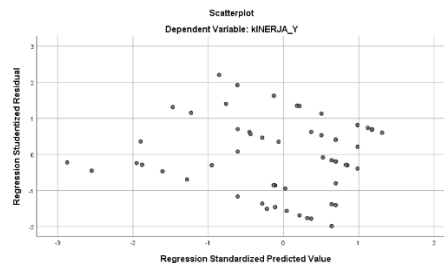
Figure 2. Results heteroscedasticity Test
Source: Data Processed, 2024

Based on image 2 , it can be seen that residual is distributed in a random at around point zero then in this study does not occur heteroscedasticity.

Multiple Linear Regression Analysis

The results of multiple linear regression analysis on the table, as follows:

Table 5. Multiple Linear Regression Analysis Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	4.871		.731	.468		
	ki_x1	-.151	.215	-.084	-.705	.484	.861	1.161
	kkk_x2	.363	.160	.257	2.270	.027	.954	1.048
	fk_x3	.536	.128	.492	4.170	.000	.878	1.139

a. Dependent Variable: kINERJA_Y

Source: Data Processed, 2024

Based on the results it is obtained the regression equation as follows :
Y= a + b1X1 + b2X2 + b3X3 + e
Y = 3.560 + (-0,151) KI + 0,363 KKK + 0,536 FK + e

a. The constant value displays 3,560, that means individual characteristics, quality of work life and work facilities are not carried out or equal to zero, the performance level is still there at 3,560.
b. The individual characteristics variable regression coefficient value is -0.151, which indicates that performance will rise by -0.151 for every 1% increase in the value of individual characteristics.
c. The quality of work life variable regression coefficient value is 0.363, which indicates that performance will rise by 0.363 for every 1% increase in the quality of work life value.The work facility variable has a known positive regression coefficient value of 0.536, which indicates that performance will rise by 0.536 for every 1% increase in work facility value.

Hypothesis Test

The partial test is used to test the effect of the independent variables to dependent variable. In this research (individual characteristics X_1, quality of work life X_2, and work facilities X_3) on employee performance (Y). The t distribution table α = 5%, with degrees of freedom (df) n-k-1 or 60-3-1 = 56, thus a t-table of ± 2.003 is obtained, with the result :

1) The individual characteristics variable (X_1) t value -0.705 < t table 2.003 and significance 0.484> 0.05, then Ho is accepted and Ha is rejected, thats mean the individual characteristics have no significant effect on employee performance.
2) The quality of work life variable (X_2) t value 2.270> 2.003 and significance 0.027 <0.05, then Ho is rejected and Ha is accepted, thats mean the quality of work life have a significant effect on employee performance.
3) The work facility variable (X_3) the value 4,170> 2,003 significance of 0.000 <0.05, then Ho is rejected and Ha is accepted, thats mean the work facility have a significant effect on employee performance.

Disscussion
Effect individual characteristics on employee performance
Individual characteristics do not have a significant effect on employee performance. According to (Rizki, 2020) individual characteristics are internal factors (from within interpersonal) that influence individual behavior so that each individual has different characteristics from one person to another. The characteristics of a person who is based on being diligent will be seen when carrying out the work given and the final result of the work done (Wailan et al., 2021). At PT Serbuk Jaya Aadi, individual characteristics do not have a significant effect on performance so when working employees only do their job, and fulfill what is their burden, duties and responsibilities, some of the employees do not understand that there are values that must be upheld in the company when working. This is what makes characteristics not influential. Related to understanding values, interest in doing work to continue to improve the quality of the self from employees has not been conveyed. Employees only understand what to do when working, but lack in paying attention to their surroundings when working.

Effect of quality of work life on employee performance
Quality of work life has a positive and significant effect on employee performance. This is because at PT Serbuk Jaya Abadi in terms of organization, both growth and development, participation, reward system and work environment are well considered so that employees can work safely and comfortably. It can be seen from the results of filling out questionnaires by respondents and interviews conducted that employees at PT Serbuk Jaya Abadi always get the opportunity to develop themselves at work so that employees feel highly valued in relation to their work. Employees are also given the opportunity to make decisions about the work they are responsible for, and the surrounding environment related to the company is very supportive and the salary given is in accordance with the burden and the job market. According To (Fred Luthans, 2006) the idea of quality of work life highlights how crucial it is to treat human resources with respect in the workplace. When employees of PT Serbuk Jaya Abadi feel fulfilled regarding how the quality of work life in the company is safe and comfortable, then when doing work from the procurement process, wood waste production, processing to distribution and others, the company's targets will be met and the performance of these employees will be good. Based on the research gap conducted by (Agow et al., 2020).

Effect of work facilities on performance
Work facilities affect performance. Work facilities such as machines used for the production and operational processes at PT Serbuk Jaya Abadi have been fulfilled. All forms of facilities to support work, office equipment, warehouses, buildings and places where work is carried out are well met. Based on the data in table 1, the existing facilities at PT Serbuk Jaya Abadi do have several units of damaged vehicles or machines, although repairs take a long time, but within a span of 3 years PT Serbuk Jaya Abadi is also able to add new units of facilities by waiting for units that are in the repair period for production and operations, such as the company has provided vehicles for the implementation of work according to their respective tasks, in this case what is meant is trucks. These adequate and sufficient work facilities greatly assist employees in completing their work and meeting for company's targets. According to (Fenetruma, 2021), Work facilities are everything in the form of facilities and infrastructure that can help facilitate an activity or activity

carried out by a person or group. Good work facilities can improve employee performance. In line with research conducted by (Manullang et al., 2022) work facilities have a positive and significant effect on performance.

CONCLUSION

Based on the results of the research analysis, this study has results, namely individual characteristics do not have a significant effect on employee performance, in this case getting new findings where there is no influence which can later be used by other studies as a research gap. In the variable quality of work life affects employee performance, and work facilities affect employee performance. Companies can improve the Quality of Work Life through developing work programs, a comfortable work environment with adequate facilities and rest areas. Optimizing work facilities such as ensuring facilities are optimal, complete and according to field needs, and routine maintenance of facilities. And companies can balance employees' personal lives and work. It is necessary to add other variables in this study such as motivation, compensation, leadership and OCB for further research development.

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