

The Influence of Individual Characteristics and Job Characteristics on Employee Performance at the Regional Personnel and Education and Training Agency of Bima Regency

Adriansyah¹, Kartini Aprianti², Rahmatia³

Sekolah Tinggi Ilmu Ekonomi Bima, Indonesia

correspondence; adriansyah.stiebima22@gmail.com, kartinaprianti93@gmail.com, rahmatiameciku.stiebima@gmail.com

Article history

Submitted: 2026/03/01; Revised: 2026/04/11; Accepted: 2026/06/14

Abstract

This study aims to analyze the influence of individual characteristics and job characteristics on employee performance at the Regional Personnel Agency and Education and Training (BKD and Diklat) of Bima Regency. The study used a quantitative approach with an associative research type. The study population was 75 employees, while the sample was 64 respondents determined using a purposive sampling technique. Data were collected through a questionnaire with a Likert scale and analyzed using multiple linear regression. Before testing the hypothesis, validity, reliability, and classical assumption tests were conducted, including tests for normality, multicollinearity, heteroscedasticity, and autocorrelation. The results showed that individual characteristics had a positive and significant effect on employee performance. Conversely, job characteristics did not have a significant effect on employee performance. However, simultaneously, individual characteristics and job characteristics had a significant effect on employee performance. These findings indicate that employee abilities, skills, motivation, and initiative are important factors in improving organizational performance. Therefore, BKD and Diklat of Bima Regency need to strengthen employee competency development and implement more effective work arrangements to support sustainable performance improvement.

Keywords

Individual Characteristics, Job Characteristics, Employee Performance, Human Resource Management, Public Sector Organization.



©2026 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution 4.0 International (CC BY SA) license, <https://creativecommons.org/licenses/by-sa/4.0/>.

INTRODUCTION

State Civil Apparatus (ASN) are required to have high professionalism and performance in the provision of public services. ASN performance is a crucial factor in determining the effectiveness of government organizations in achieving development goals and providing services to the public. One agency that plays a strategic role in managing civil servant resources is the Regional Civil Service and

Education and Training Agency (BKD and Diklat) of Bima Regency. This agency is responsible for managing personnel administration, competency development, transfers, promotions, employee procurement, and the provision of education and training for ASN within the Bima Regency Government. Therefore, employee performance at the BKD and Diklat of Bima Regency is an important indicator in supporting the smooth running of the bureaucracy and the quality of public services.

Performance is the work results achieved by an individual in carrying out the tasks and responsibilities assigned by the organization. Performance reflects the level of employee success in achieving predetermined targets, both in terms of quality and quantity. Robbins and Timothy, in Purba et al. (2023), explain that performance management encompasses all activities undertaken to improve organizational performance, including individual and workgroup performance. Meanwhile, Mangkunegara (2021) states that performance is the work results achieved by employees based on their ability to carry out tasks in accordance with the authority and responsibilities assigned. The level of employee performance is influenced by various factors, both originating from the individual and the work performed.

Individual characteristics are one of the factors that influence employee performance. Each employee has different characteristics, including abilities, skills, experience, motivation, and work attitudes. These differences can impact how employees complete tasks and face various work challenges. Emiyanti et al. (2020) explain that individual characteristics are distinctive traits possessed by a person that reflect their ability, initiative, motivation, and adaptability to change and the work environment. Good individual characteristics will encourage employees to work more effectively and productively. Sukmawati et al. (2020) also emphasize that individual characteristics influence employee performance. Furthermore, demographic factors such as gender, age, and work experience can influence an individual's ability to perform certain tasks (Emiyanti et al., 2020).

In addition to individual characteristics, job characteristics are also important factors influencing employee performance. Job characteristics relate to how a job is designed to motivate and satisfy employees. Job characteristics include skill variety, task identity, task significance, autonomy, and feedback. Well-designed jobs enable employees to clearly understand their roles, take responsibility for their work, and obtain information about the results achieved. Astuti and Albany (2026) state that job characteristics such as autonomy, task variety, task identity, task significance, and feedback have a direct influence on employee performance. Good job characteristics

not only increase work motivation but also contribute to work well-being, which ultimately impacts performance improvement.

The Regional Personnel Agency (BKD) and the Bima Regency Training Center (Diklat), as organizations responsible for managing civil servant resources, require employees with optimal performance in carrying out their duties and functions. However, initial observations indicate that various issues remain that could potentially impact employee performance. From an individual perspective, differences in abilities and skills among employees, low work motivation, and a lack of initiative in completing tasks were identified. These conditions indicate that not all employees have the same capacity and readiness to carry out their assigned tasks.

Problems are also found in the job characteristics aspect. Unequal distribution of tasks, lack of clarity of responsibilities, and minimal feedback on work results result in ineffective work execution. This situation has the potential to reduce employee motivation and hinder the achievement of organizational goals. Unsupportive job characteristics can make it difficult for employees to understand their roles and contributions to the organization, impacting the quality of their work. The impact of these various issues is evident in suboptimal employee performance. Some employees are still unable to complete work within the stipulated timeframe, their work discipline is suboptimal, and their work quality falls short of organizational expectations. This situation demonstrates that individual and job characteristics are factors that require attention in efforts to improve employee performance at the Regional Personnel Agency (BKD) and the Bima Regency Training Center (Diklat).

Several previous studies have shown that individual characteristics and job characteristics have a significant relationship with employee performance. Johan and Satrya (2023) found that differences in individual characteristics can influence the quality of employee performance. Research by Astuti and Albany (2026) also proved that job characteristics have a positive effect on improving employee performance. However, research examining the influence of these two variables simultaneously in the Regional Personnel Agency (BKD) and the Bima Regency Training and Education Agency (Diklat) is still limited. Therefore, this study is important to obtain an empirical picture of the influence of individual characteristics and job characteristics on employee performance. Based on this description, this study aims to analyze the influence of individual characteristics on employee performance, the influence of job characteristics on employee performance, and the influence of individual characteristics and job characteristics simultaneously on employee performance at

the Regional Personnel Agency and Education and Training Agency (Diklat) of Bima Regency.

METHODS

This study uses a quantitative approach with an associative research type. Associative research aims to determine the relationship and influence between two or more variables (Sugiyono, 2022). This study analyzes the influence of individual characteristics (X_1) and job characteristics (X_2) on employee performance (Y) at the Regional Personnel Agency and Education and Training (BKD and Diklat) of Bima Regency. The study population consisted of all 75 BKD and Diklat employees of Bima Regency, including 34 Civil Servants (PNS), 24 Government Employees with Work Agreements (PPPK), 6 Part-Time PPPK, and 11 honorary employees. The sample determination used a purposive sampling technique, namely a sampling technique based on certain considerations and criteria determined by the researcher (Sugiyono, 2020). The research sample was determined at 64 respondents consisting of 34 Civil Servants, 24 PPPK, and 6 Part-Time PPPK, while honorary employees were not included in the research sample.

The research was conducted at the Regional Personnel and Education and Training Agency of Bima Regency, located in the Bima Regent's Office Complex, Jalan Soekarno Hatta No. 1, Woha, West Nusa Tenggara. The location was selected based on the relevance of the research object to the problems studied related to individual characteristics, job characteristics, and employee performance. The main instrument used in data collection was a questionnaire compiled using a five-level Likert scale. Each statement was measured through the answer alternatives Strongly Agree (score 5), Agree (score 4), Neutral (score 3), Disagree (score 2), and Strongly Disagree (score 1). The use of a Likert scale allows researchers to measure respondents' perceptions of the variables studied in a more systematic and measurable manner.

Data collection techniques used were observation, questionnaires, and literature review. Observations were conducted to obtain a direct overview of the conditions and activities of employees at the Regional Personnel Agency (BKD) and the Bima Regency Training Center (Diklat). Questionnaires were used to obtain primary data related to respondents' perceptions of individual characteristics, job characteristics, and employee performance. Literature review was conducted by reviewing various literature, books, scientific journals, and documents relevant to the research topic to strengthen the theoretical foundation and support data analysis. Prior to analysis, the research instrument was tested through validity and reliability tests. The validity test

aims to determine the ability of each statement item to measure the studied variable. An item is declared valid if the correlation coefficient (r-count) is greater than the critical r value of 0.30 and is positive (Sugiyono, 2022). Reliability testing was conducted using the Cronbach's Alpha method. An instrument is declared reliable if it has a Cronbach's Alpha value ≥ 0.60 , indicating that the instrument is able to produce consistent data (Sugiyono, 2022).

Data analysis begins with testing classical assumptions, including normality, multicollinearity, heteroscedasticity, and autocorrelation. The normality test aims to determine whether the residual data is normally distributed by observing the distribution pattern on the Normal Probability Plot graph (Ghozali, 2021). The multicollinearity test is conducted to ensure there is no high correlation between independent variables through the Tolerance and Variance Inflation Factor (VIF) values. The regression model is declared free of multicollinearity if the Tolerance value is > 0.10 and the VIF value is < 10 (Ghozali, 2021). The heteroscedasticity test is conducted by observing the distribution pattern of points on the Scatterplot graph. The regression model is declared free of heteroscedasticity if the points are randomly distributed and do not form a specific pattern (Ghozali, 2021). Next, the autocorrelation test is conducted using the Durbin-Watson test to determine whether there is a correlation between the residuals in the regression model. Hypothesis testing was conducted using multiple linear regression analysis to determine the extent of influence of individual and job characteristics on employee performance. The regression model used was formulated as:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where Y is employee performance, a is a constant, b_1 and b_2 are regression coefficients, X_1 is individual characteristics, X_2 is job characteristics, and e is error. In addition, multiple correlation coefficient analysis was used to determine the level of relationship between variables and the coefficient of determination (R^2) to measure the contribution of the independent variables to the dependent variable. Significance testing was carried out using the t-test and F-test at a significance level of 5% ($\alpha = 0.05$). The t-test was used to determine the partial effect of each independent variable on employee performance. The hypothesis was accepted if the significance value was less than 0.05. Meanwhile, the F-test was used to determine the simultaneous effect of individual characteristics and job characteristics on employee performance. The research model was declared feasible if the significance value of the F-test results was less than 0.05 (Ghozali, 2021; Sugiyono, 2022).

FINDINGS AND DISCUSSION

Validity Test

From the results of the Validity Test carried out using the SPSS version 26.0 program, the results can be stated as follows:

Table 1 Validity Test of Individual Characteristics (X1)

Question	<i>Individual characteristics</i>	r limit	Sig	Note:
	R count			
1	0.738	0.30	0,000	Valid
2	0.528	0.30	0,000	Valid
3	0.769	0.30	0,000	Valid
4	0.773	0.30	0,000	Valid
5	0.631	0.30	0,000	Valid
6	0.618	0.30	0,000	Valid
7	0.765	0.30	0,000	Valid
8	0.608	0.30	0,000	Valid

(Data processed 2026)

From the results of the Validity Test carried out using the SPSS version 26.0 program, it can be stated that the individual characteristics variable (X1), on all the instruments used, is declared Valid because it is > 0.30.

Table 2 Validity Test of Job Characteristics (X2)

Question	<i>job characteristics</i>	r limit	Sig	Note:
	R count			
1	0.774	0.30	0,000	Valid
2	0.573	0.30	0,000	Valid
3	0.530	0.30	0,000	Valid
4	0.425	0.30	0,000	Valid
5	0.698	0.30	0,000	Valid
6	0.703	0.30	0,000	Valid
7	0.798	0.30	0,000	Valid
8	0.704	0.30	0,000	Valid
9	0.811	0.30	0,000	Valid
10	0.788	0.30	0,000	Valid

(Data processed 2026)

From the results of the Validity Test carried out using the SPSS version 26.0 program, it can be stated that the job characteristics variable (X2), on all the instruments used, is declared Valid because it is > 0.30.

Table 3 Employee Performance Validity Test (Y)

Question	<i>Employee</i>	r		Note:
----------	-----------------	---	--	-------

	<i>performance</i>	limit	Sig	
	R count			
1	0.576	0.30	0,000	Valid
2	0.596	0.30	0,000	Valid
3	0.680	0.30	0,000	Valid
4	0.571	0.30	0,000	Valid
5	0.552	0.30	0,000	Valid
6	0.474	0.30	0,000	Valid
7	0.669	0.30	0,000	Valid
8	0.661	0.30	0,000	Valid
9	0.607	0.30	0,000	Valid
10	0.543	0.30	0,000	Valid

(Data processed 2026)

From the results of the Validity Test carried out using the SPSS version 26.0 program, it can be stated that the employee performance variable (Y), on all the instruments used, is declared Valid because it is > 0.30 .

Reliability Test

Reliability measurement was conducted using the One Shot method or a single measurement using the SPSS version 26 Cronbach Alpha (α) Statistical Test. A construct or variable is said to be reliable if it provides a Cronbach Alpha value > 0.60 as seen in the following table.

Table 4 Reliability test of individual characteristics (X1), job characteristics (X2) and employee performance (Y)

Variables	r limit	N	R table	Information
Individual characteristics (X1)	0.836	8	0.60	Reliable
Job characteristics (X2)	0.872	10	0.60	Reliable
Employee performance (Y)	0.792	10	0.60	Reliable

(Data processed 2026)

From the table above, the Cronbach Alpha (α) for each variable is greater (>0.60), so the variables Individual Characteristics (X1), Job Characteristics (X2) and Employee Performance (Y) can be said to be reliable.

Classical Assumption Test

Normality Test

Normality testing of the regression residuals of two independent variables on employee performance can be seen in the image below:

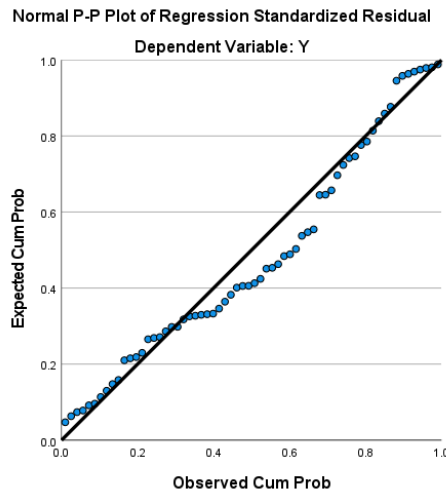


Figure 1 Normality Test

Based on Figure 4.1, the regression residuals are perfectly distributed, meaning that the error follows the normal distribution function so that the normality assumption is met.

Multicollinearity Test

To detect the presence or absence of multicollinearity, the Tolerance and Variance Inflation Factor (VIF) values can be seen. If the Tolerance value is > 0.10 and the VIF is < 10 , it indicates the absence of multicollinearity. Testing for multicollinearity assumptions can be seen in Table 4.6 as follows:

Table 5 Multicollinearity Test

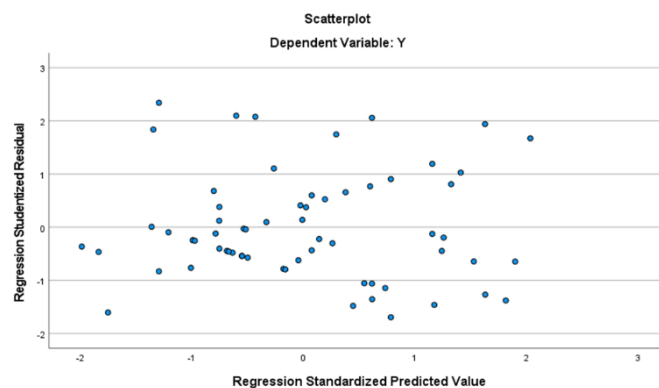
Model	Coefficients ^a	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Experiential Marketing	.952	1,050
	Store Atmosphere	.952	1,050

a. Dependent Variable: Y

Based on the calculation results in Table 4.6, the independent variables show the Tolerance value for individual characteristics (X_1) = $0.952 > 0.10$ and $VIF\ 1.050 < 10$, the Tolerance value for job characteristics (X_2) = $0.952 > 0.10$ and $VIF\ 1.050 < 10$, so the conclusion from the data test is that there is no multicollinearity.

Heteroscedasticity Test

The results of the heteroscedasticity test can be seen in Figure 4.1 as follows:



Based on Figure 2, the plot above can be seen that the plot points do not form a particular pattern and tend to spread around the Y=0 axis. Therefore, it can be concluded that heteroscedasticity does not occur.

Autocorrelation Test

Testing for the presence or absence of autocorrelation in the dependent variable regression is done by examining the Durbin-Watson (DW) statistic. The results of the Autocorrelation Test Based on the output of SPSS Version 26.0, the Durbin-Watson test can be seen in table 4.7, a summary of the Durbin-Watson results as follows:

DUrbin Watson	DI	DU	4-du	Kdescription
1,757	1.4990	1.6946	2.3054	Tino autocorrelation positive and negative

Source: processed data 2026

Based on the table data above, the Durbin Watson value in the Summary model is 1.757. Based on the 5th Darbin Watson test criteria table, where if $du < d < 4 - du$, it can be concluded that there is no negative or positive autocorrelation. So, because $1.6946 < 1.757 < 2.3054$, there is no autocorrelation.

Multiple Linear Regression

Based on the results of data processing using SPSS version 26.0, the following results were obtained:

Table 7 Multiple Linear Regression

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

1	(Constant)	15,534	4,306		3,608	.001		
	X1	.612	.123	.543	4,992	.000	.952	1,050
	X2	.043	.079	.059	.546	.587	.952	1,050

Based on the results of multiple linear regression analysis, the following regression equation was obtained:

$$Y = 15.534 + 0.612X_1 + 0.043X_2$$

The regression equation shows the relationship between individual characteristics (X₁) and job characteristics (X₂) variables on employee performance (Y) at the Regional Personnel and Education and Training Agency of Bima Regency. The constant value of 15.534 indicates that if individual characteristics and job characteristics are considered to have a value of zero or no change, then the employee performance value is estimated at 15.534 units.

The regression coefficient for the individual characteristics variable is 0.612 and is positive. This indicates that each one-unit increase in individual characteristics will increase employee performance by 0.612 units, assuming job characteristics remain constant. This finding indicates that the better an employee's individual characteristics, such as ability, skills, motivation, initiative, and adaptability, the higher their performance. Meanwhile, the regression coefficient for the job characteristics variable is 0.043 and is also positive. This value indicates that each one-unit increase in job characteristics will increase employee performance by 0.043 units, assuming individual characteristics remain constant. Although the effect is relatively small compared to individual characteristics, the positive direction of the relationship indicates that improvements in job characteristics, such as task clarity, job variety, job autonomy, task significance, and feedback, tend to be followed by improvements in employee performance.

Multiple Correlation Coefficient

Based on the results of data processing using SPSS version 26.0, the following results were obtained:

Table 8 Correlation Coefficient

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.559a	.313	.290	3.89733	1.757

Based on the results of the processed SPSS version 26.0 data, a correlation value of 0.559 was obtained, and to determine the level of closeness of the relationship

between individual characteristics (X1), job characteristics (X2) and employee performance (Y) was at Medium. This is adjusted to the correlation coefficient interpretation table below.

Table 9 Correlation Coefficient

Internal coefficient	Relationship level
0.00 - 0.199	Very Low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1,000	Very strong

Multiple Determination Coefficient

In correlation analysis there is a number called the coefficient of determination which is often called the determining coefficient, because its value is the square of the correlation coefficient (r).

Table 10 Coefficient of Determination

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.559a	.313	.290	3.89733	1,757

Based on the results of processing SPSS version 26.0 data in table 4.11 above, the coefficient of determination value is obtained = 0.313. This test states that individual characteristics (X1), job characteristics (X2) and employee performance (Y) have an influence of 31.3%. Meanwhile, 68.7% is influenced by other variables outside of the variables tested by this researcher such as job promotions, workload and others.

Hypothesis Testing

t-test

Based on the output results of SPSS 26.0 to see the t-test in this study, it can be seen in table 4.12 as follows:

Table 11 t-statistic test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15,534	4,306		3,608	.001		
	X1	.612	.123	.543	4,992	.000	.952	1,050
	X2	.043	.079	.059	.546	.587	.952	1,050

The Influence of Individual Characteristics on Employee Performance

The results of the first hypothesis test indicate that individual characteristics have a significant effect on employee performance at the Regional Personnel and Training Agency of Bima Regency. Based on the results of the t test, the calculated t value is 4.992, while the t table value is 1.66980 at a significance level of 5% with degrees of freedom (df) of 62. These values indicate that the calculated $t > t$ table ($4.992 > 1.66980$). In addition, the significance value obtained is 0.000, smaller than 0.05. Thus, the first hypothesis (H1) which states that individual characteristics have a significant effect on employee performance can be accepted.

The results of this study indicate that individual characteristics, including abilities, skills, motivation, initiative, and adaptability, play a crucial role in improving employee performance. Employees with positive individual characteristics tend to complete tasks effectively, demonstrate a high level of responsibility, and produce optimal work quality. The better an employee's individual characteristics, the higher their performance level, supporting the achievement of organizational goals. The findings of this study align with those of M. Nabila (2020), who concluded that individual characteristics have a positive and significant impact on employee performance. Similar findings were also found by NH Fauziah (2019) and D. Desyinta (2019), who demonstrated that individual characteristics are a crucial factor in determining employee success in carrying out their duties and responsibilities, particularly in public sector organizations.

The Influence of Job Characteristics on Employee Performance

The results of the second hypothesis test indicate that job characteristics do not have a significant effect on employee performance at the Regional Personnel and Education Training Agency of Bima Regency. Based on the results of the t test, the calculated t value is 0.546, while the t table value is 1.66980 at a significance level of 5% with degrees of freedom (df) of 62. These results indicate that the calculated $t < t$ table ($0.546 < 1.66980$). In addition, the significance value is 0.587, which means it is greater than 0.05. Therefore, the second hypothesis (H2) which states that job characteristics have a significant effect on employee performance is rejected.

These findings indicate that job characteristics, including task variety, task identity, task significance, autonomy, and feedback, have not significantly influenced employee performance. This may be due to the fact that work within the Regional Personnel Agency (BKD) and the Bima Regency Training and Education Office (Diklat) is regulated through relatively fixed standard operating procedures and task allocations, thus preventing changes in job characteristics from directly impacting

employee performance. Furthermore, other factors, such as competence, motivation, work discipline, and organizational culture, likely exert a more significant influence on performance achievement.

The results of this study align with those of Ananda (2018) and Nabila and Mistar (2020), which found that job characteristics did not significantly influence employee performance. These findings indicate that while job characteristics play a role in creating a supportive work environment, employee success in achieving optimal performance is largely determined by internal factors inherent in the individual employee. Therefore, improving employee performance at the Regional Personnel Agency (BKD) and the Bima Regency Training Center (Diklat) needs to focus more on developing individual characteristics through enhancing competency, skills, and work motivation.

F test

The summary of the SPSS 26.0 output to see the F test in this study can be seen in Table 4.13 as follows.

Table 12 F Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	421,445	2	210,722	13,873	.000b
	Residual	926,540	61	15,189		
	Total	1347,984	63			

The Influence of Individual Characteristics and Job Characteristics on Employee Performance Simultaneously

The results of the third hypothesis test indicate that individual characteristics and job characteristics simultaneously have a significant effect on employee performance at the Regional Personnel and Education Training Agency of Bima Regency. Based on the results of the F test using the SPSS version 26.0 program, the $F_{\text{calculated}}$ value was obtained at 13.873. With three variables and a sample of 64 respondents, the degrees of freedom $df_1 = 2$ and $df_2 = 62$ were obtained, so the F_{table} value was 3.145. The analysis results show that $F_{\text{calculated}}$ is greater than F_{table} ($13.873 > 3.145$). In addition, the significance value obtained is 0.000, which means it is smaller than the significance level of 0.05. Thus, the third hypothesis (H3) which states that individual characteristics and job characteristics simultaneously have a significant effect on employee performance can be accepted.

These findings indicate that employee performance is not influenced by a single factor, but rather results from a combination of individual and job characteristics. Individual characteristics such as ability, skills, motivation, initiative, and adaptability will contribute more optimally when supported by appropriate job characteristics, such as task clarity, job variety, job autonomy, task significance, and adequate feedback. The synergy between these two variables can create working conditions that encourage increased productivity and employee performance quality.

Although partial testing of job characteristics did not show a significant effect, when analyzed together with individual characteristics, both variables significantly influenced employee performance. This indicates that job characteristics still play a role in supporting the effectiveness of individual characteristics in producing better performance. Therefore, improving employee performance needs to be done through developing individual competencies as well as improving job design and management to create a more productive work environment and support the achievement of organizational goals. The results of this study align with research conducted by Nabila and Mistar (2020), which found that individual and job characteristics simultaneously significantly influence employee performance in the Bima Regency government environment. Similar findings were also presented by Ervina Damayanti and Angga Juanda (2026), who concluded that individual and job characteristics jointly positively influence employee performance at PT Infracom Technology, Central Jakarta. The similarity of these research results further reinforces the point that the combination of individual and job factors is a crucial aspect that needs to be considered in efforts to improve employee performance within an organization.

CONCLUSION

Based on the results of research on the influence of individual characteristics and job characteristics on employee performance at the Regional Personnel Agency and Education and Training of Bima Regency, it can be concluded that individual characteristics have a positive and significant influence on employee performance. These results indicate that the abilities, skills, motivation, initiative, and adaptability of employees play an important role in improving the quality and quantity of work results. The better the individual characteristics possessed by employees, the higher the performance that can be achieved in carrying out organizational duties and responsibilities. Job characteristics do not have a significant influence on employee performance. This finding indicates that aspects of work such as task variety, task identity, task significance, autonomy, and feedback have not been the dominant

factors influencing the improvement of employee performance in the Regional Personnel Agency and Education and Training of Bima Regency. This condition may be caused by the existence of established work standards and procedures so that employees are still able to carry out their duties even though the characteristics of the work are not perceived as optimal. Simultaneously, individual characteristics and job characteristics have been proven to have a significant influence on employee performance. These results indicate that the combination of individual qualities and work conditions together contribute to the achievement of employee performance. Therefore, efforts to improve performance need not only be focused on developing individual competencies, but also on improving job design and management to optimally support employee productivity.

REFERENCES

- Agustiasih, R., dkk. (2022). The influence of job characteristics, placement, and leadership style on employee performance of the Ministry of Trade. *JENIUS: Jurnal Ilmiah Manajemen Sumber Daya Manusia*, 6(1).
- Astuti, R. J., & Albany, B. T. (2026). Job Characteristics on Employee Performance: Well-Being as Mediation and Inclusive Leadership as Moderation. *Jurnal Manajemen Bisnis dan Kewirausahaan*, 6(1), 34-59.
- Darsana, I. M. (2023). *Kinerja karyawan berbasis organizational citizenship behavior, kepribadian dan budaya organisasi*. CV. Intelektual Manifes Media.
- Emiyanti, L., Rochaida, E., & Tricahyadinata, I. (2020). Pengaruh karakteristik individu dan motivasi intrinsik terhadap komitmen afektif dan kinerja pegawai. *The Manager Review*, 8(3), 123-137.
- Ferdy., dkk. (2023). Pengaruh Karakteristik Individu Dan Karakteristik Pekerjaan Terhadap Kinerja Karyawan. *Jurnal Ilmu Wawasan Pendidikan*, 1(2).
- Gardjito, A. H., Musadieg, M. Al, & Nurtjahjono, G. E. (2020). Pengaruh lingkungan kerja terhadap kinerja karyawan. *Jurnal Ilmu Manajemen*, 1-3
- Ghozali, I., 2021. *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26*. Edisi 10. Semarang: Badan Penerbit Universitas Diponegoro.
- Grobelna, A. (2019). Effects of individual and job characteristics on hotel contact employees' work engagement and their performance outcomes: A case study from Poland. *International Journal of Contemporary Hospitality Management*, 31(1), 349-369
- Indrawati, et al. (2024). Pengaruh Karakteristik Individu terhadap Kinerja Karyawan melalui Motivasi.
- Iswan, J., Cahya, D. D., Kurniawan, M. A., & Akila, A. (2024). Pengaruh Karakteristik

- Individu Dan Karakteristik Pekerjaan Terhadap Kinerja Pegawai IPC Terminal Petikemas. *Jurnal Media Wahana Ekonomika*, 21(1), 33-45.
- Jalil, A. R., dkk. (2015). Pengaruh Karakteristik Individu terhadap Kinerja Karyawan.
- Johan, R. F., & Satrya, A. (2023). Effects of workload and job stress on employee performance of banking employees: The mediating role of job satisfaction. *Jurnal Scientia*, 12(1), 545–555.
- Kambey, Adolfina, & Trang, I. (2024). Influence of job characteristic and characteristic individual on employee performance. *Journal of Logistics, Informatics and Service Science*, 11(7), 547-558.
- Mangkunegara, A. A. Anwar Prabu, 2021. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya
- Melky Jakhin, David Paul Elia Saerang, & Joubert Barens Maramis. (2022). Pengaruh Motivasi, Disiplin Kerja dan Kepemimpinan terhadap Kinerja Pegawai di Balai Karantina Ikan, Pengendalian Mutu dan Keamanan Hasil Perikanan Manado. *Jurnal EMBA*, 10(2), 483-493
- Purba, S. T. S., et al. (2023). Pengaruh Kompensasi dan Disiplin Kerja terhadap Kinerja Karyawan pada PT Pengangkutan Auto Sidikalang. *Jurnal Manajemen dan Bisnis*, 5(1).
- Setyawan, P. C., & Bagis, F. (2022). Pengaruh Karakteristik Individu, Karakteristik Pekerjaan Dan Efikasi Diri Terhadap Kinerja Karyawan (Studi Pada Karyawan Bagian Gudang PT. Hyup Sung Indonesia, Purbalingga). *Master: Jurnal Manajemen dan Bisnis Terapan*, 1(2), 43-56
- Silaen dkk. 2021. *Kinerja Karyawan*. Bandung: CV. Widina Media Utama.
- Subyantoro, A., & Suwanto, F. X. (2020). *Manajemen Sumber Daya Manusia Strategi*. Yogyakarta: Andi
- Sukmawati, E., Ratnasari, S. L., & Zulkifli, Z. (2020). Pengaruh Gaya Kepemimpinan, Komunikasi, Pelatihan, Etos Kerja, Dan Karakteristik Individu Terhadap Kinerja Karyawan. *Jurnal Dimensi*, 9(3), 461–479.
- Sugiyono. (2022). *Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif, Kombinasi, dan R&D*. Alfabeta.
- Tasya, P. M. A., & Willian, R. (2024). The Influence Of Job Characteristics On Employee Performance With Work Motivation As An Intervening Variable At PT. Perkebunan Nusantara VI. *Journal of Management and Innovation Entrepreneurship (JMIE)*, 1(3)
- Trisninawati. (2020). Pengaruh Pengembangan Karir terhadap Kepuasan Kerja Karyawan PT Jasa Raharja Putera Palembang. *Jurnal Inspirasi Bisnis dan Manajemen*, 3(2), 113–121

The Influence of Individual Characteristics and Job Characteristics on Employee Performance at the Regional Personnel and Education and Training Agency of Bima Regency
(Adriansyah)

Yuniarti dkk. 2021. Kinerja Karyawan Tinjauan Teori dan Praktis. Bandung: CV. Widina Media Utama