

The Effect of Individual Characteristics, Employees Commitment, Job Stress on job satisfaction and employees performance in PT. Timbul Persada in Turban East Java

Tika Wahyunanti

Student of Master of
Management Faculty of
Economics and Business

University of 17 Agustus 1945
Surabaya Indonesia
tikawn@gmail.com

Dewa Ketut Raka Ardiana

Lecturer of Faculty of
Economics
And Business

University of 17 Agustus 1945
Surabaya Indonesia
ardiana@untag-sby.ac.id

Mohammad Sihab Ridwan

Lecturer of Faculty of
Economics
And Business

University of 17 Agustus 1945
Surabaya Indonesia
mohammadsihabr@gmail.com

ABSTRACT

Human resources have a very important role in the company's activities. Therefore, the contribution of employees is needed for the company to achieve its objectives. The purpose of this study is to attest and analyze the influence of individual characteristics, employee commitment, job stress on job satisfaction and employee performance on PT. Timbul Persada Tuban East Java. This research uses the type of causality research with quantitative approach. Population taken in this research is all staff and manager at PT. Timbul Persada who is a permanent employee. Using total sampling technique with 95 employees. Data collection was done by distributing questionnaires. Data analysis technique used is SEM analysis with PLS program. the results of the study were accepting the hypotheses 1,3,4,5 and 7 while the hypotheses 2 and 6 were rejected.

Keywords

Individual characteristics, job stress, job satisfaction, employee performance.

INTRODUCTION

The important role is held by human resources in carrying out company activities. The success of a certain company in achieving its goals depends on the ability of the human resources or its employees to carry out their duties can be seen through their performance, so that employees' performance is very important to the success of the company.

The demands for high employees performance are part of every company since a successful company cannot be separated from performance of its employees, but not all company have high performance employees, as found by the researcher at PT. Timbul Persada that there are several employees whose performance are still less than maximum seen from the target that cannot be achieved. Further, the result of the interview with General Manager of PT. Timbul Persada indicates that there is an impact of individual characteristics such as the different skill and ability levels between employees when they are working.

The performance can be influenced by the commitment due to the commitment of the work itself. The initial interview results indicate

the existence of work stress which has an impact to the low employment satisfaction, as explained by Robbins and Judge (2016) which said that the psychological impact of stress can reduce employees' job satisfaction.

According to the background and explanation above, this study aims to analyse the effects of individual characteristics, employees' commitment, job stress on job satisfaction and employees performance at PT. Timbul Persada in Tuban, East Java.

THEORETICAL REVIEW

Hasibuan (2014) defined the individual characteristics as the nature of human who can be changed through education or the environment. Revai (2014) stated that the individual characteristics, morals, mental characteristics, or characters possessed by someone can be distinguished with the others.

Zurnali (2010) defined commitment as a strong and close feeling of a person towards the goals and values of an organization in relation to their role to achieve these goals and values. According to Mowday in Muchlas (2008), employees' commitment is often called as organizational commitment.

Mangkunegara (2010) defined job stress is the feeling of distress experienced by employees while working. This can be seen from emotional instability, feeling depressed, increased blood pressure and indigestion. Handoko (2011) stated that work stress is an emotion, someone's condition and the process of thinking influenced by a condition of tension. High stress can suppress a person's ability in dealing with the environment.

Job satisfaction is closely related to employee attitudes towards various factors in work, such as: work situation, social influence in work, reward, and leadership, and the other factors. Job satisfaction is a response or emotional effectiveness to various aspect of work (Kreiner and Kinicki, 2014). Employment satisfaction refers to the commonly attitude seen by employees towards their work.

Recently, performance is what the employees do or do not do. In general, employees' performance includes elements of quantity of results, quality, presence, and timeliness and ability to work together (Mathis and Jackson, 2016). Work performance or

achievement is a work result obtained by someone in carrying out the job given. Sutrisno (2014) also explained the same thing, he stated that the performance of employees is the result of employees' work assessed from the aspect of quantity, quality, work time, and cooperation in order to achieve the goals set by the company.

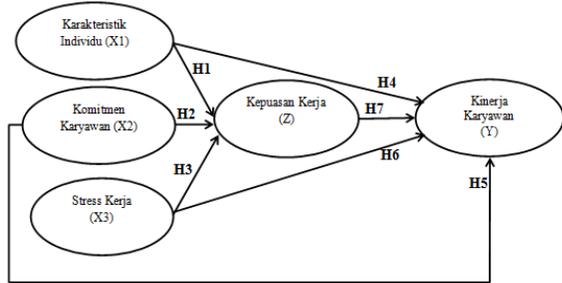


Figure 1: Conceptual framework

Hypothesis

- H1 : Individual Characteristics have a significant effect on Job Satisfaction in PT. Timbul Persada in Tuban, East Java.
- H2 : Employees Commitment has a significant effect on Job Satisfaction in PT. Timbul Persada in Tuban, East Java.
- H3 : Job Stress has a significant effect on Job Satisfaction in PT. Timbul Persada in Tuban, East Java.
- H4 : Individual Characteristics have a significant effect on Employees Performance in PT. Timbul Persada in Tuban, East Java.
- H5 : Employees Commitment has a significant effect on Employees Performance in PT. Timbul Persada in Tuban, East Java.
- H6 : Job Stress has a significant effect on Employees Performance in PT. Timbul Persada in Tuban, East Java.
- H7 : Job Satisfaction has a significant effect on Employees Performance in PT. Timbul Persada in Tuban, East Java.

RESEARCHMETHODS

These studies uses a causal research that explains the relationship between free variables and bound variable, and measure their strengths (Kuncoro, 2013) and use quantitative methods. The population in this research is all managers and staffs in PT. Timbul Persada Tuban, East Java, who are the permanent employees, consist of 95 employees. In this study, the sampling technique used is *sampling jenuh*. Therefore, the numbers of samples taken in this study are 95 managers and staff of PT. Timbul Persada Tuban, East Java, who are the permanent employees.

Individual characteristics in this study are measured through several dimensions which refer to Saputri and Yuniati (2016: 7), namely: Ability, Personality, Attitudes, Interests, and Needs. Research measures Employees Commitment through several indicators which refer to Allen and Meyer in New Zealand (2010) which consist of: Affective Commitment, Continuance Commitment, and Normative Commitment. In this study, job stress is measured through several indicators which refer to Hasibuan (2014), such as: Workload, leader attitude, work time, conflict, communication, and work authority. This study measures Job Satisfaction through several indicators which refer to Luthans (2011), such as: The work itself, Pay, Promotion opportunities,

Supervision, Co-workers. Employees' performance is measured using indicators which refer to Mathis and Jackson (2016: 378), such as: Work quantity, work quality, time utilization, cooperation.

In order to collect the data needed, therefore the data used in this research is the primary data. The source of primary data used is by spreading the questionnaire. The questionnaire used by the researcher is closed questionnaire, which are given the answer choice so that the respondents only choose the answer in the prepared column (Arikunto, 2013). The technique used to analyse the data and to examine the hypothesis in this study is The Structural Equation Model (SEM). To examine the hypothesis, the technique used is Partial Least Square (PLS) with 2.0 version of SmartPLS software.

THE DATA ANALYSIS AND DISCUSSION

Validity Test

According results of the analysis, which shown that, the value of convergent validity in each indicator has a loading value in over 0.5 which means all indicators are valid.

Discriminant validity test towards the indicators can be known in cross loadings between the indicator and its construct. The result shows that there is a good discriminant. Discriminant validity is also measured by the Average Variance Extracted (AVE). The AVE is used to examine the construct variable reliability. The result of the AVE test can be seen in Table 1 below:

Table 1. The Value Average Variance Extracted (AVE)

Construct	AVE
Individual Characteristics (X1)	0.515
Employees Commitment (X2)	0.540
Work Stress (X3)	0.620
Job Satisfaction (Z)	0.646
Employee Performance (Y)	0.640

The results of the AVE value to indicator block that measure the construct, have a good discriminant validity value. This means that all construct variables are reliable.

Reliability Test

The reliability test which uses composite reliability from indicator block that measures construct (Ghozali and Latan, 2012).

Table 2. Composite Reliability

Based on the table 2, it can be explained that from the provision of composite reliability, so it can be declared that the overall

Construct	AVE
Individual Characteristics (X1)	0.914
Employees Commitment (X2)	0.912
Work Stress (X3)	0.951
Job Satisfaction (Z)	0.948
Employee Performance (Y)	0.934

constructs analysed are fulfil the criteria of composite reliability, therefore every construct is able to be positioned as research variable. It indicates that all variables have sufficient internal consistency in measure the laten variable measured, so it can be used in the next analysis.

Hypothesis Test

To answer the research hypothesis, it can be seen in t-statistic in the table 3 below.

Table 3. Table Inter Construct

	Original sample estimate	Mean of sub samples	Standard deviation	T-statistics	Information
Individual Characteristics (X1) -> Job Satisfaction (Z)	0.468	0.439	0.140	3,341	Significant
Employee Commitment (X2) -> Job Satisfaction (Z)	0.029	0.051	0.201	0.146	Not Significant
Job Stress (X3) -> Job Satisfaction (Z)	-0.266	-0.272	0.103	2,589	Significant
Individual Characteristics (X1) -> Employee Performance (Y)	0.264	0.282	0.103	2,565	Significant
Employee Commitment (X2) -> Employee Performance (Y)	0.253	0.228	0.117	2,166	Significant
Job Stress (X3) -> Employee Performance (Y)	-0.028	-0.034	0.099	0.284	Not Significant
Job Satisfaction (Z) -> Employee Performance (Y)	0.444	0.446	0.117	3,799	Significant

4.2 Discussion

The effect of Individual Characteristics towards Job Satisfaction in PT. Timbul Persada, Tuban, East Java.

Based on the results of the research, there is positive and significant impact between Individual Characteristics towards Job Satisfaction. It can be seen from the t-statistic value of 3,341 which means greater than 1,96. It means that, if the employees of PT. Timbul Persada Tuban East Java have good individual characteristics, so it will be followed by higher job satisfaction.

The effects of both variables show the positive impacts, therefore the better individual characteristics, the more job satisfaction of

employees will increase. It proves that the high satisfaction can be formed through good individual characteristics, so that if PT. Timbul Persada Tuban East Java wants to improve the job satisfaction, it is very important to pay attention on individual characteristics. It supports the theory by Thoha (2010) which explains that an individual characteristic is a behaviour or character that exists in an employee both positive and negative.

The results of this research support the findings on the research by Husein and Hady (2012), and Lubis (2012) who found that individual characteristics have positive impact to job satisfaction of the employees.

The effect of the Employees Commitment towards Job Satisfaction in PT. Timbul Persada Tuban East Java

The result of the data analysis shows that the Employees Commitment does not have a significant impact on the Job Satisfaction in PT. Timbul Persada Tuban East Java. It is indicated by the T-Statistics values produced by Employees Commitment lower than 1,96 which is 0,146. Thus, the hypothesis is not accepted.

The insignificant impact of employees commitment towards job satisfaction shows that the stronger employees commitment is not necessary able to increase the job satisfaction of the employees. It rejects the theory found by Noe et al (2011) which explains that the organizational commitment is the extent to which an employee identifies the organization and to propose his self. The employees who have high organizational commitment will propose themselves to assist the organization in facing challenges.

The results of this research are not in accordance with the findings found by Renyut et al (2017) and Dadie and Nugraheni (2016) which prove that the organizational commitment has positive and significant impacts to job satisfaction.

The effect of Work Stress towards Job Satisfaction in PT. Timbul Persada Tuban East Java.

Based on the results of the research, it is known that Work Stress has a negative and significant impacts on Job Satisfaction, it is seen from the t-statistics value of 2,589 which greater than 1,96. The direction of the relationship of both variables is negative which means that the lower works stress, the higher job satisfaction of the employees. Then, the hypothesis is accepted.

It indicates that the high job satisfaction can be formed through the low work stress, therefore, if PT. Timbul Persada Tuban East Java wants to improve job satisfaction, it is important to reduce work stress experienced by the employees. It supports the theory found by Robbins and Judge (2016: 377) which explains that reducing job satisfaction is one of the impacts of psychological stress.

The results of this research is in accordance with the findings of Shofiah et al (2017), Adawiyah and Siswanto (2015) which prove that work stress has negative and significant impact to job satisfaction.

The effect of Individual Characteristics towards Employees Performance in PT Timbul Persada Tuban East Java

Based on the results of the research, it is known that there are positive and significant impacts between Individual Characteristics towards Employees Performance. It can be seen through t-statistics value of 2,565 which means greater than 1,96. It means that, the employees in PT. Timbul Persada Tuban East Java have good individual characteristics will able to improve their performance. Therefore, the hypothesis is accepted.

The positive impact means that high employees' performance will be formed through good individual characteristics, therefore if PT. Timbul Persada Tuban East Java wants to improve the employees' performance, so it is important to pay attention on the individual characteristics.

This research is in accordance with the findings of Saputri and Yuniati (2016) who examine the employees of PT BRI (Persero) Tbk Branch Kapas Krampung in Surabaya. It is found that the individual characteristic has a significant impact to the employees' performance.

The effect of Employees Commitment towards the Employees Performance in PT. Timbul Persada Tuban East Java

The result of the data analysis shows that the Employees Commitment has significant impact on the Employees Performance in PT. Timbul Persada Tuban East Java. It is indicated by the T-Statistics value produced by Employees Commitment variable is above 1,96 which is 2,166. Therefore, the hypothesis is accepted.

The employees' performance can be improved through the high employees' commitment. Therefore, this study supports the theory explained by Verawati and Utomo (2011) which stated that performance can be influenced by commitment, since work commitment itself is a source to increase the employees' comfortness in working. Therefore, if PT. Timbul Persada Tuban East Java wants to increase its employee's performance, it is very important to pay attention on how much employee's commitment to the company.

This research is in accordance with the finding of the research by Hidayat (2012) and Suryahadi (2015: 629) which state that to improve a higher employees' performance, it needs serious attention.

The Effects of Work Stress towards Employees Performance in PT. Timbul Persada Tuban East Java

The result of the data analysis shows that Work Stress does not has a significant impact on Employees Performance in PT. Timbul Persada Tuban East Java. It indicates by the T-Statistics value produced by Work Stress variable lower than 1,96 which is 0,284. Therefore, the hypothesis is accepted.

This result denies the theory explained by Robbins and Judge (2016) which stated that a high level of stress can influence performance, since it becomes a threat to someone's ability in facing the environment. This result also is not in accordance with the theory by Siagian (2009). The insignificant impact of work stress to employees' performance is in accordance with the finding by Adawiyah and Siswanto (2015).

The effects of Job Satisfaction towards the Employees Performance in PT. Timbul Persada Tuban East Java

The result of the data analysis shows that Job Satisfaction has positive and significant impacts to the Employees Performance in PT. Timbul Persada Tuban East Java. It is indicated by the T-Statistics value produced by Employees Commitment variable upper 1,96 which is 3,799. Therefore, the hypothesis is accepted.

The employees' performance can be improved by the higher employees' job satisfaction. It is in accordance with the theory by Umar (2005) which explains that the impact of job satisfaction will be linked to several outputs produced, one of them is by the performance. Therefore, if PT. Timbul Persada Tuban East Java wants to improve its employees' performance, it is very important

to pay attention on how much the satisfaction of the employees while working on the company.

The result of the research is in accordance with the finding of Renyut et al (2017), Syaifuddin (2017), Dadie and Nugraheni (2016) who found that job satisfaction has positive and significant impacts to the employees performance.

CONCLUSION

Based on the results of the research which have been done, it can be concluded below:

1. The Individual Characteristics has significant and positive impacts to the Job Satisfaction in PT. Timbul Persada Tuban East Java.
2. The Employees Commitment does not have significant impact to the Job Satisfaction in PT. Timbul Persada Tuban East Java.
3. Work Stress has significant and negative impacts to the Job Satisfaction in PT. Timbul Persada Tuban East Java.
4. The Individual Characteristics has significant and positive impacts to the Employees Performance in PT. Timbul Persada Tuban East Java.
5. The Employees Commitment has significant and positive impacts to the Employees Performance in PT. Timbul Persada Tuban East Java.
6. Work Stress does not have significant impact to the Employees Performance in PT. Timbul Persada Tuban East Java.
7. The Job Satisfaction has significant and positive impacts to the Employees Performance in PT. Timbul Persada Tuban East Java.

REFERENCES

- Adawiyah, R., dan Siswanto. 2015. "Stres Kerja, Pengaruhnya Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasi", *El-Dinar*, Vol. 3, No. 1, pp.27-40.
- Arikunto, S. 2013. *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Dadie, C.I.B., dan R. Nugraheni. 2016. "Analisis Pengaruh komitmen Organisasi dan Kepemimpinan terhadap Kinerja Karyawan Dengan kepuasan Kerja Sebagai Variabel Intervening (Studi pada PT. Madu Baru Bantul Yogyakarta)", *Jurnal Studi Manajemen dan Organisasi*, Vol. 13, pp.1-13
- Ghozali, I., dan Latan, H. 2012. *Partial Least Square : Konsep, Teknik dan Aplikasi. SmartPLS 2.0 M3*. Semarang: Badan Penerbit Universitas
- Handoko, T. H. 2011. *Manajemen Personalia dan Sumberdaya Manusia*. Yogyakarta: Penerbit BPFE.
- Hasibuan, M. S.P 2014. *Manajemen Sumber Daya Manusia* (Edisi Revisi). Jakarta: Bumi Aksara.
- Hidayat. 2012. "Perilaku Kepemimpinan dan Komitmen Karyawan Pengaruhnya terhadap Kepuasan Kerja dan Kinerja Karyawan (Studi pada Dinas Kependudukan dan Pencatatan Sipil Provinsi DKI Jakarta)", *Jurnal Aplikasi Manajemen*, Vol. 10, No.1, pp.21-39
- Husien, N.M., dan A. Hady. 2012. "Pengaruh Lingkungan Kerja dan Karakteristik Individu Terhadap Kepuasan Kerja Karyawan Hotel Melati di Kecamatan Banjarmasin Tengah", *Jurnal Manajemen dan Akuntansi*, Vol.13. No.2, pp.35-44

- Kreitner, R. dan A. Kinicki. 2014. *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Kuncoro, M. 2013. *Metode Riset untuk Bisnis dan Ekonomi*, Edisi 4. Jakarta: Erlangga.
- Lubis, Y. 2012. "Pengaruh Karakteristik Individu, Karakteristik Pekerjaan, Iklim Organisasi terhadap Kepuasan dan Kinerja Karyawan", *Trikonomika*, Vol. 11, No.2, pp. 212-228.
- Luthans, F. 2011. *Perilaku Organisasi*. Yogyakarta: Penerbit Andi Offset.
- Mangkunegara, A.A. Anwar Prabu. 2013. *Manajemen Sumber Daya Manusia*. Bandung: PT. Remaja Rosdakarya.
- Mathis R. L., dan J.H Jackson. 2016. *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Muchlas, M. 2008. *Perilaku Organisasi*. Yogyakarta: Gadjah Mada University Press.
- Oei, Istijanto. 2009. *Riset Sumber Daya Manusia*. Edisi Revisi. Jakarta: Gramedia Pustaka Utama.
- Renyut, B.C., H.B. Modding., J. Bima., dan St. Sukmawati. 2017. "The effect of organizational commitment, competence on Job satisfaction and employees performance in Maluku", *IOSR Journal of Business and Management*, Vol. 19, Issue.11, pp.18-29
- Rivai, V. 2014. *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. Jakarta: PT. Rajagrafindo Persada
- Robbins, S.P., dan T. A Judge. 2016. *Perilaku Organisasi*. Edisi Keenambelas, Cetakan Pertama. Jakarta: Salemba Empat
- Saputri, T.D.D., dan T. Yuniati. 2016. "Pengaruh Karakteristik Individu, Pekerjaan, Dan Lingkungan Kerja Terhadap Kinerja Karyawan", *Jurnal Ilmu dan Riset Manajemen*, Vol. 5, No. 8, pp.1-18.
- Siagian, S. 2013. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Subyantoro, A. 2009. "Karakteristik Individu, Karakteristik Pekerjaan, Karakteristik Organisasi dan Kepuasan Kerja Pengurus yang Dimediasi oleh Motivasi Kerja (Studi pada Pengurus KUD di Kabupaten Sleman)", *Jurnal Manajemen Dan Kewirausahaan*, Vol.11, No. 1, pp.11-19
- Suryahadi, Y.W. 2015. "Pengaruh Komitmen Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Lukas Tours Dan Travel", *AGORA*, Vol.3, No. 2, pp.625-630.
- Sutrisno. 2014. *Manajemen Sumber Daya Manusia*. Jakarta: Kencana
- Syaifuddin. 2017. "Analysis of the Effect of Individual Characteristics, Employees' Competency and Organizational Climate on Job Satisfaction and Employees' Performance at a State-Owned Trading Company in Indonesia", *Expert Journal of Business and Management*, Volume 5, Issue 2, pp. 83-90
- Thoha, M. 2010. *Kepemimpinan Dalam Manajemen*. Jakarta : Rajawali Pers.
- Umar, H. 2005. *Riset SDM Dalam Organisasi*. Jakarta : PT SUN.
- Verawati, Y., dan J. Utomo. 2011. "Pengaruh Komitmen Organisasi, Partisipasi Dan Motivasi Terhadap Kinerja Karyawan Pada PT. Bank Lippo Tbk Cabang Kudus", *Analisis Manajemen*, Vol. 5, No.2, pp.1-8
- Zurnali, C. 2010. *Knowledge Worker: Kerangka Riset Manajemen Sumber Daya Manusia Masa Depan*. Bandung: Penerbit Unpad Press.