

THE EFFECT OF INDIVIDUAL CHARACTERISTICS, RESILIENT AND WORK ABILITY ON INTENTION TO LEAVE AND EMPLOYEE PERFORMANCE AT PT CLARIANT ADSORBENT INDONESIA, GRESIK

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**THE EFFECT OF INDIVIDUAL CHARACTERISTICS, RESILIENT AND
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PERFORMANCE AT PT CLARIANT ADSORBENT INDONESIA,
GRESIK**

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ABSTRACT

This study aims to determine and analyze the effect of individual characteristics. Resilience and Workability on Intention to Leave and Employee Performance. This study uses quantitative methods. The population is 214 employees of PT Clariant Adsorbent Indonesia, Gresik and the sample used is 109 respondents, namely all employees of the company's production division. Sources of data in this study using primary data obtained directly from employee respondents with google form. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS Version 3 software to validate with convergent validity, average variance extracted (AVE), and discriminant validity and perform reliability with Composite reliability and Cronbach's Alpha. The research method uses an explanatory clause with a sample of 109 respondents. Collecting data using a questionnaire and analyzed using Smart PLS 3.0 to test the validity and reliability. The results showed that individual characteristics and work ability had a significant positive effect on exit intentions with path coefficients of 0.168 and 0.6979, while resilience had a positive but not significant effect with path coefficients of 0.0023. Individual characteristics and work ability have a positive but not significant effect on employee performance with path coefficients of 0.0092 and 0.0517. Intention to leave and resilience have a positive and significant effect on employee performance with path coefficient numbers 0.6019 and 0.2837. The results of this study can prove that individual characteristics, work ability and intention to leave are factors up and down the performance of PT Clariant Adsorbent Indonesia employees so that a strategy is needed to improve employee performance in terms of quality, quantity, work duties and responsibilities.

Key word : Individual Characteristics, Resilient, Work Ability, Intention to Leave, Employee Performance

INTRODUCTION

PT. Clariant Adsorbent Indonesia (CAI), Gresik determines the conditions and behavior of employees from their performance, where a phenomenon that often occurs is that a performance that has been so good can be damaged, either directly or indirectly by various employee behaviors that are difficult to prevent. The performance of each individual is different from other individuals according to the level of knowledge, skills and motivation possessed by the individual. Likewise with groups, the performance of one group with another will not be the same because the composition of group members has different understandings of performance differently. To provide uniformity of performance, the company must establish standard and standard measurements so that it can be used as a guideline by every employee.

Individual characteristics have an influence on employee performance, strengthened by previous research that the strength of an employee's individual character can have a positive influence on increasing performance at work, and vice versa (Martadiani et al, 2019). Individual characteristics include the abilities, values, attitudes and interests of employees in determining work. Employees with a good background of individual characteristics can influence the leadership in assigning job responsibilities. Employees need to have resilience in themselves for the work assigned by the company, if resilience can be an ability then employee performance is ensured to be good, but on the contrary if resilience is not reliable then employees easily give up in their work (Lukita et al, 2021)

The work ability of employees can be seen from their talents, skills and knowledge as well as health conditions and strengths in carrying out their work responsibilities, so employees assess their abilities His work knowledge, training and work experience prove that it is able to influence employee performance well or even worse (Nurhaedah et al, 2018). In addition, the impact that is also caused is that the continuity of the company's operations is threatened because it is possible that employees who leave work do not have representatives who can replace their positions and the positions left are still waiting for new employees. For this reason, it is important for companies to avoid an increase in intention to leave activities with consideration of costs and the continuity of the company's operations so that the overall performance of employees is not disturbed. (Nugroho et al, 2016).

This problem was clarified in the researcher's interview with Barqi Muhammad Babulloh's supervisor that the percentage of Intention to leave in 2017 to 2019 increased from year to year and from 2020 to the end of August 2021 also experienced an increase in percentage. According to him, the employee's ability factor in operating the production system equipment must use a formula according to the raw materials being weighed, besides that employees must also be tough in dealing with raw materials that have small particles, namely dust that can harm employees, so employees are required to use Personal Protective Equipment (PPE), glasses, N-95 masks and earphones to reduce noise during the production process. Another factor that he stated was that the majority of employees in the production division had their last education at the high school level, where this

period was a stepping stone in getting the job they wanted.

Another problem is the inconsistency in previous research that research with the title "The Effect of Individual Characteristics, Competence on Job Satisfaction and Employee Performance of IKM Batik in Pamekasan" by Firmansyah in 2020 stated that the results of individual characteristics were not significant on employee performance and work ability was not significant on employee performance. However, a study entitled "The Effect of Individual Characteristics and Characteristics of Jobs on Employee Performance at Three Private Universities (Pts) In Denpasar" by Martadiani in 2019 revealed the results of individual characteristics having a significant effect on employee performance.

The research entitled "The Influence of Co-Workers Perceived Warmth, Competence and Inclusion on Employees Turnover Intention: The Mediating Effect of Job Attitudes" by Baqir in 2017 revealed that work ability had no significant effect on Intention to leave, while the research entitled "the effect of pay and employee job satisfaction and competence on turnover intention and its impact on the service quality of honorary employees Service Quality Antecedent in the Airport Operational Unit Office of Class III North Kalimantan" by Asnoni in 2021 stated that work ability results have a significant effect on Intention to leave.

Based on this, the researcher will conduct a study entitled the influence of individual characteristics, resilience and work ability on intention to leave and employee performance at PT Clariant Adsorbent Indonesia, Gresik. The hypothesis

is as follows: H1 = individual characteristics have a significant effect on the intention to leave employees of PT Clariant Adsorbent Indonesia, Gresik. H2 = individual characteristics have a significant effect on the performance of employees of PT Clariant Adsorbent Indonesia, Gresik. H3 = Resilient has a significant effect on the Intention to leave employees of PT Clariant Adsorbent Indonesia, Gresik. H4 = Resilience has a significant effect on employee performance at PT Clariant Adsorbent Indonesia, Gresik. H5 = Work ability has a significant effect on Intention to leave employees of PT Clariant Adsorbent Indonesia, Gresik. H6 = Work ability has a significant effect on employee performance at PT Clariant Adsorbent Indonesia, Gresik. H7 = Intention to leave has a significant effect on the performance of employees of PT Clariant Adsorbent Indonesia, Gresik.

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Individual Characteristics

According to (Ratih, 2014 p. 48) providing an understanding of individual characteristics is a psychological process that affects individuals in obtaining, consuming and receiving goods and services as well as experiences. Individual characteristics are internal (interpersonal) factors that move and influence individuals.

According to (Subyantoro, 2009 p. 70) everyone has views, goals, needs and abilities that are different from one another. This difference will be carried over in the world of work, which will cause satisfaction from one person to another, even though they work in the same place. Arief Subyantoro said that the indicators of individual characteristics include: Abilities, Values, Attitudes, Interests:

- 1) Ability, is the capacity of an individual to do various tasks in a job (Robbins, 2015, p. 67). In other words, ability is a function of knowledge and skills.
- 2) Values, a person's value is based on satisfying, enjoyable work, relationships with people, intellectual development and time for family (Robbins, 2015, p. 67).
- 3) Attitude, attitude is an evaluative statement-whether favorable or unfavorable-about objects, people, or events. In this study, attitudes will focus on how a person feels about work, work groups, providers and organizations (Robbins, 2015, p. 67).
- 4) Interest, is an attitude that makes people happy about the object of a situation or certain ideas. This is followed by feelings of pleasure and a tendency to seek the object of interest. Interest terms A person is one of the factors that determine the suitability of people with their work. People's interest in the type of work varies (As'ad, 2004, p. 12).

Resilient

According to (Desmita, 2017 p. 107) Resilience is the flexibility, resilience, ability or human capacity of a person, group, or community that allows it to deal with, prevent, minimize, and even eliminate the adverse effects of unpleasant conditions, or turning miserable living conditions into a natural thing to deal with.

According to the opinion (Herman et al., 2011, p. 84) says that resilient sources include the following:

- 1) [Redacted]

- gender, ethnicity), hope, resilience, emotional regulation, and so.
- 2) Biological factors, the initial environment will affect the development and structure of brain function and neurobiological systems.
- 3) Environmental factors, the level of the immediate environment includes social support including relationships with family and peers, secure attachment to the mother, family stability, safe and secure relationships with parents, and social support from peers. This environment is related to the level of resilience. Furthermore, the wider environment, namely the community system, such as a good school environment, community services, opportunities to carry out sports and arts activities, cultural factors, spirituality and religion as well as at least experience related to violence, are related to the level of resilience.

Work ability

Ability to work is what causes, distributes, and supports employee performance, so that they are willing to work hard and enthusiastically to achieve optimal results. Work ability is increasingly important because managers give work to their subordinates to be done well and integrated with the desired goals.

In research (Raharjo et al., 2016, p. 81) indicators of work ability include the following:

- 1) Knowledge Knowledge is the foundation on which to build skills and abilities. Organized knowledge of information, facts, principles or procedures that, when applied, result in an adequate performance of the job.
- 2) Training (training) A short-term educational process that uses systematic

and organized procedures so that non-managerial workers learn technical knowledge and skills for specific purposes.

- 3) Experience (experience) The level of mastery of a person's knowledge and skills in his work which can be measured from years of service and the level of knowledge and skills possessed.

Intention to Leave

Intention to leave is the desire of employees to leave an organization; it is the intention for the employee to stop working voluntarily. but can also be triggered by non-organizational factors as well as several organizational factors (Robbins. TA, 2017, p.78).

The indicators of intention to leave are as follows:

- 1) Personal factors which include job satisfaction, age, gender, education, length of work, geographical distance.
- 2) Organizational factors which include reward systems, salaries, promotions are the extent to which work in a position becomes routine. employees who have the intention to leave will decrease work motivation and decrease performance, so it can be said that the intention to leave employees has a negative and significant effect on employee performance (Mujanah, 2017, p. 117).

Employee performance

Performance (Work Achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is the result of a job that has been done, either in the form of physical or material or non-physical or non-material with the level of targets that must be achieved or tasks that must be carried

out within a certain period of time (Eko, 2015, p.131).

In this measurement criteria, groups,

Employee performance indicators according to (Mangkunegara, 2017, p.75) include:

- 1) Quality of work is how well an employee does what he is supposed to do.
- 2) Quantity of work is how long an employee works in one job day.
- 3) This work quantity can be seen from the work speed of each employee.
- 4) Task execution is how far the employee is able to do his job accurately or without errors.
- 5) Responsibility for work is an awareness of the employee's obligations to carry out the work given by the company.

RESEARCH METHOD

Research subjects are employees of PT Clariant Adsorbent Indonesia, Gresik totaling 211 employees and the sampling technique used is Purposive Sampling. According to (Sugiono, 2012, p. 96) explains that the technique of determining the sample with certain considerations, then in this study the sample used was only 109 employees of the production department. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS Version 3 software to validate with convergent validity, average variance extracted (AVE), and discriminant validity and perform reliability with Composite reliability and Cronbach's Alpha. The research method uses an explanatory clause with data collection using a questionnaire as primary data.

RESULTS AND DISCUSSION

Validity test

For the discriminant validity stage, the measurement is assessed based on the cross loading of the measurement with the construct or by comparing the AVE roots for each construct with the correlation between one construct and another in the model. The table 1.1 AVE values and AVE roots are as follows:

Table 1.1
AVE Value and AVE Root

Type	Average Variance Extracted (AVE)	Akar Average Variance Extracted (AVE)
Intention to leave	0.743	0,862
Individual Characteristics	0.502	0,708
Work Ability	0.722	0,849
Employee Performance	0.583	0,764
Resilient	0.541	0,736

Source: Processed by Researchers

Reliability Test

Reliability test is needed to measure the stability and consistency of an instrument in measuring a concept or variable. The reliability test can be said to be a reliable construct, the rule of thumb that applies is > 0.7 for the composite reliability value. The results for the reliability test of this study can be seen as follows:

Table 1.2
Composite Reliability

Variable	Composite Reliability
Intention to leave	0.945
Individual Characteristics	0.908
Work Ability	0.947
Employee Performance	0.925
Resilient	0.875

Source: Processed by Researchers

Structural Model Testing (Inner Model)

In PLS, the structural model is evaluated by calculating the Goodness of Fit (GoF). The reference in this GoF measurement is explained by (Hair, et al. 2014) GoF values range from 0-1 with an interpretation of 0.1 (small GoF), 0.25 (moderate GoF), 0.36 (large GoF). The following table shows the average value of communalities and also the average value of R-square.

Table 1.3
R-Square

Variable	R Square	R Square Adjusted
Intention to leave	0.7342	0.7266
Employee Performance	0.7366	0.7265

Source: Processed by Researchers

Hypothesis test

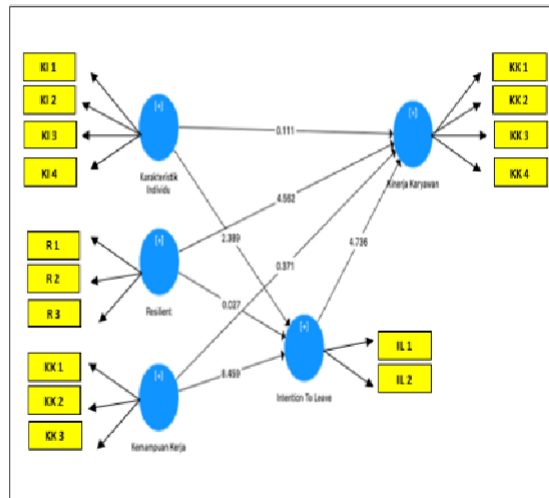
Further testing can be done by looking at the path coefficient value or the inner model which shows the level of significance in hypothesis testing.

Tabel 1.4
Path Coefficient

Variable	Original Sample (O)	T Statistics	Remarks
Intention to leave -> Employee Performance	0.6019	4.7362	Accepted
Individual Characteristics -> Intention to leave	0.1968	2.3888	Accepted
Individual Characteristics -> Employee Performance	0.0092	0.1113	Rejected
Work Ability -> Intention to leave	0.6979	8.4589	Accepted
Work Ability -> Employee Performance	0.0517	0.3712	Rejected
Resilient -> Intention to leave	0.0023	0.0271	Rejected
Resilient -> Employee Performance	0.2837	4.5617	Accepted

Source: Processed by Researchers

The image of data analysis on the inner model in this study is shown in Figure 1.1 as follows:



The results of the analysis in the table above show that individual characteristics have an effect of 0.1968 on Intention to leave. TStatistic obtained is 2.3888 ($p > 1.96$), so H_0 is rejected and H_1 is accepted. In other words, the individual characteristic variables have a significant positive effect on changes in the Intention to leave variable. That is, an increase in the value of individual characteristics will have an effect on a significant decrease in Intention to leave. Conversely, a decrease in the value of individual characteristics will have an effect on increasing Intention to leave significantly. Research (Nugroho et al., 2016) can be used as empirical evidence that has the same research results.

The results of the analysis in the table above show that individual characteristics have an effect of 0.0092 on employee performance. TStatistic obtained is 0.1113 ($p > 1.96$) so that H_0 cannot be rejected and H_2 cannot be accepted. In other words, the individual characteristic variables have a

positive but not significant effect on changes in employee performance variables. That is, an increase in the value of individual characteristics has no effect on a decrease in employee performance or vice versa. The research (Firmansyah, 2020) with the title "The Effect of Individual Characteristics, Competence on Job Satisfaction and Employee Performance of IKM Batik in Pamekasan" can be used as empirical evidence that has the same research results.

The results of the analysis in the table above show that Resilient has an effect of 0.0023 to Intention to leave. TStatistic obtained is 0.0271 ($p > 1.96$) so that H_0 cannot be rejected and H_3 cannot be accepted. In other words, the Resilient variable has a positive but not significant effect on changes in the Intention to leave variable. This means that an increase in the value of Resilient has relatively no effect on a decrease in Intention to leave or vice versa. The results of this study contradict the results of research (Widati & Muafi, 2020) with the title Analysis of the Effect of Work Meaning and Resilience on Intention to Leave Mediated by Job Satisfaction which states that resilience has a negative and significant effect on intention to leave.

The results of the analysis in the table above show that resilience has an effect of 0.2837 on employee performance. TStatistic obtained at 4.5617 ($p > 1.96$) so that H_0 is rejected and H_4 is accepted. In other words, the Resilient variable has a significant positive effect on changes in the Employee Performance variable. That is, an increase in the relative value of Resilient has an effect on increasing employee performance or vice versa. The results of the study (Pascari et al., 2020) entitled The Effect of Job Embeddedness, Resilience and Cyberloafing

on Performance and OCB as an Intervening Variable for Education Personnel at Untag 45 Surabaya can be used as empirical evidence that has the same research.

The results of the analysis in the table above show that the work environment has an effect of 0.6979 on the intention to leave. TStatistic obtained is 8.4589 ($p > 1.96$), so H_0 is rejected and H_5 is accepted. In other words, the work ability variable has a positive and significant influence on changes in the Intention to leave variable. That is, an increase in the value of Work Ability will have an effect on increasing Intention to leave or vice versa. The results of this study are different from previous research conducted by (Asnoni et al., 2021) with the title "The effect of pay and employee job satisfaction and competence on turnover intention and its impact on the service quality of honorary employees Service Quality Antecedent in the Airport. Operational Office of Class III North Kalimantan that work ability has a significant negative effect on intention to leave.

The results of the analysis in the table above show that the workload has an effect of 0.0517 on employee performance. TStatistic obtained is 0.3712 ($p > 1.96$) so that H_0 cannot be rejected and H_6 is not accepted. In other words, the workability variable has a positive but not significant effect on changes in the employee performance variable. That is, an increase in the value of Workability will not have an effect on a decrease in Employee Performance or vice versa. The results of this study contradict the previous research conducted by Research (Risqon & Purwadi, 2012) with the title The Effect of Leadership, Compensation and Work Ability on the Performance of Perum Perhutani KPH Mantingan Employees.

The results of the analysis in the table above show that the Intention to leave has an effect of 0.6019 on Employee Performance. TStatistic was obtained at 4.7362 ($p > 1.96$), so that H_0 was rejected and H_7 was accepted. In other words, the Intention to leave variable has a positive and significant influence on changes in the Employee Performance variable. This means that an increase in the value of Intention to leave will have an effect on decreasing employee performance or vice versa. The results of this study support previous research conducted by Research (Puspita et al., 2020) with the title "The influence of Transformational Leadership, Work Environment and Workloads on Intention to leave and Employee Performance". The conclusion of this study is that intention to leave has a significant positive effect on employee performance.

CONCLUSIONS AND SUGGESTIONS

Based on the results and discussion in the study, the conclusions in the study are as follows:

1. The effect of Individual Characteristics (X1) on Intention to leave (Z) shows a significant positive. This means that an increase in the value of individual characteristics will have an effect on a significant decrease in Intention to leave. Otherwise, a decrease in the value of individual characteristics will significantly increase the Intention to leave.
2. The influence of individual characteristics (X1) on employee performance (Y) shows a positive but not significant effect on changes in employee performance variables. That is, an increase in the value of Individual Characteristics has relatively no effect on a decrease in Employee Performance or vice versa.
3. The effect of Resilient (X2) on Intention to leave (Z) shows a positive but not

significant effect on changes in the Intention to leave variable. This means that an increase in the value of Resilient has relatively no effect on a decrease in Intention to leave or vice versa.

4. The influence of Resilient (X2) on Employee Performance (Y) shows a significant positive effect on changes in the Employee Performance variable. That is, an increase in the relative value of Resilient has an effect on increasing employee performance or vice versa.
5. The effect of Work Ability (X2) on Intention to leave (Z) shows a positive and significant effect on changes in the Intention to leave variable. That is, an increase in the value of Work Ability will have an effect on increasing Intention to leave or vice versa.
6. The influence of work ability (X3) on employee performance (Y) shows a positive but not significant effect on changes in employee performance variables. That is, an increase in the value of Work Ability will not have an effect on a decrease in Employee Performance or vice versa.
7. The effect of intention to leave (Z) on employee performance (Y) shows a positive and significant effect on changes in employee performance variables. This means that an increase in the value of Intention to leave will have an effect on decreasing employee performance or vice versa.

There are several suggestions that need to be given for further research to be better. There are some suggestions that can be as input for further research are as follows:

1. Companies in improving employee performance need to pay attention to data on the rise and fall of Intention to leave employees in the production division of PT Clariant Adsorbent Indonesia, Gresik.

2. Companies in improving employee performance need training or training so that employees' work abilities are getting better and able to cope with the workload in doing their jobs.
3. As for developing aspects that can improve employee performance, criteria are needed which can build a forum for company progress and provide a sense of security to employees so that they are resilient in the form of good work.
4. In improving employee performance, it would be nice to know the individual characteristics of each employee so that before giving a job the company knows the actual work needs.
5. Companies in improving employee performance need to pay attention to working conditions or environment so that employee resilience is maintained and employees feel safe in doing their jobs.

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