`The Influence of Individual Characteristics, Competence and Organizational Climate on Employee Performance of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province

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The Influence of Individual Characteristics, Competence and Organizational Climate on Employee Performance of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province

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Abstract: Employee performance is one of the determining factors for the success of a company or organization in achieving its goals. Employees with good characteristics will make it easier for them to do their jobs so that the resulting performance is optimal and has a very good impact on the company. Competence or ability of employees is reflected in the performance, so good performance is optimal. Organizational climate is the relative environmental quality of the organization experienced by its members, where it affects their behavior and how the organization functions properly. And Regional Assets of West Nusa Tenggara Province. The population in this study were all employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province, with a total sample of 155 people. The approach used in this study is a quantitative descriptive analysis approach to determine the extent of its influence on employee performance. The results showed that individual characteristics, resource competence, and organizational climate had a simultaneous and partial effect on the Regional Financial and Asset Management Agency of West Nusa Tenggara Province employees. It is better if the management of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province needs to develop and understands employees' characteristics in terms of knowledge and skills. They are improving employee competence through training according to the field of work to increase knowledge and skills in the future. It is necessary to use additional independent variables related to employee performance for further research.

Keywords: Individual characteristics, Competencies, Organizational climate and Employee performance

I. INTRODUCTION

Human Resources (HR) are all individuals, from subordinates to superiors, who work and become company members. Humans are the driving force of every work process in the company. No matter how sophisticated the tools used by the company are, nothing escapes the supervision of humans. Therefore, human resources can hardly be replaced by other resources and are one factor that determines success or failure. Whether or not an organization or company achieves its goals. The most decisive element for achieving goals is the human factor. Human resources must continue to be improved to support and work as much as possible to achieve organizational goals (Suwatno and Yuniarsih, 2011:1).

Performance is generally defined as a person's success in carrying out a job. Employee performance is the work achieved by a person in carrying out the tasks assigned to him to achieve work targets. Employees can work well if they have high performance to produce good work. Employee performance is one of the determining factors for the success of a company or organization in achieving its goals. Therefore, the performance of the employees must get the attention of the company's leaders because the decline in the performance of employees can affect the company's overall performance. Several indicators influence employee performance: knowledge, abilities, attitudes, work style, personality, interests/interests, basics, attitude values, beliefs, and leadership style (Wibowo, 2017: 272). Thus, a superior employee is an employee who demonstrates competence at a higher level scale with a higher frequency and with better results than an ordinary employee.

Individual characteristics are a process of increasing employees' technical, theoretical, conceptual and moral skills through training education to encourage or move and influence individual behavior at work. Individual characteristics that are different for each individual create different performance contributions to the company. Employees with good characteristics will make it easier for them to do their jobs so that the resulting performance is optimal and has a very good impact on the company. On the other hand, employees with bad characteristics will hinder the company from operating and developing. Individual characteristics include age, gender, education level, marital status, and years of service (Robbins, 2015: 46).

Human resource competencies are competencies related to knowledge, skills, abilities, and personality characteristics that directly affect their performance. Competence or ability of employees is reflected in the performance, so good performance is optimal. Employee performance is one of the capital for the company to achieve its goals, so employee performance is something that company leaders should consider. Competence describes what people do in the workplace at various levels and details the standards of each level, identify the characteristics, knowledge and skills needed by individuals that enable them to carry out responsibilities effectively to achieve professional standards in work and covers all aspects/indicators, namely performance management records, specific skills and knowledge, attitudes, communication, application and development. Competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing, as the flagship of that field (Wibowo, 2017: 271).

Organizational atmosphere or climate is a set of work environment characteristics based on the perceptions of people who live and work in that environment that can influence their motivation and behavior. High performance depends on high commitment. An organizational climate that emphasizes employee pride, personal loyalty and achievement of goals is needed for the company's continuity and success. The company's goals can be achieved if employees commit to implementing the strategy for achieving goals. This study aims to determine the effect: (1). Individual characteristics affect the performance of employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province. (2). Competence

affects the performance of employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province. (3) Organizational climate affects the performance of employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province.

II. LITERATURE REVIEW

Individual Characteristics

Stoner (1996:431), individual characteristics are the interests, attitudes and needs that a person brings into a work situation. A similar opinion was also raised by Hurriayati (2005:79), that individual characteristics are a psychological process that affects individuals in obtaining, consuming and receiving goods and services and experiences. Individual characteristics are interests, attitudes towards oneself, work situations, individual needs, abilities and competencies, knowledge about work and emotions, moods, feelings of beliefs and values (Ardana *et al.,* 2008:31).

Competence

Wibowo (2017: 110), competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job. Meanwhile, according to Veithzal (2003:298), competence is a skill, skill, and ability. The basic word itself, namely competent, means capable, capable, and skilled. Competence refers to the attributes/characteristics of a person that makes him successful in his work.

Organizational Climate

Owens (1991) states that "organizational climate is the study of perceptions that individuals have of various aspects of the environment in the organization." Thus, the organizational climate assessment can be done by digging data from individuals' perceptions of the organization. Maguire and Litwin in Soetopo (2010) define organizational climate as a quality of the organization's internal environment experienced by its members, influencing their behavior and can be described by the values of the organization's characteristics.

Performance

Mangkunegara (2004:67) expresses that "performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him."
Rivai (2004: 309) defines performance as a real behavior displayed by everyone as work performance produced by employees according to their role in the company (organization).

Previous Research

Research conducted by Yuliana (2017) with the title the influence of competence and work motivation on the performance of company employees at PT. Star logistics direction. This study aims to determine how competence and work motivation influence performance. The results of this study indicate that competence has a significant positive effect on employee performance. At the same time, work motivation has no significant positive effect on employee performance.
Suhartini's research (2010) The Influence of Human Resource Competence Factors on Employee Performance (Case Study on Shop Sales Supervisors Throughout Malioboro

Yogyakarta) The results showed that the variables of communication competence, group cooperation competence, competence.

Research conducted by Setia Chandra Wiati (2015) "The influence of organizational climate, workload, and role conflict on emotional exhaustion of workers at PT. Dreamwear Bogor" This study aims to determine the effect of organizational climate, workload, and role conflict on the emotional exhaustion of workers at PT. Dreamwear in Bogor. The results showed that organizational climate, workload, and role conflict on emotional exhaustion significantly affected each other.
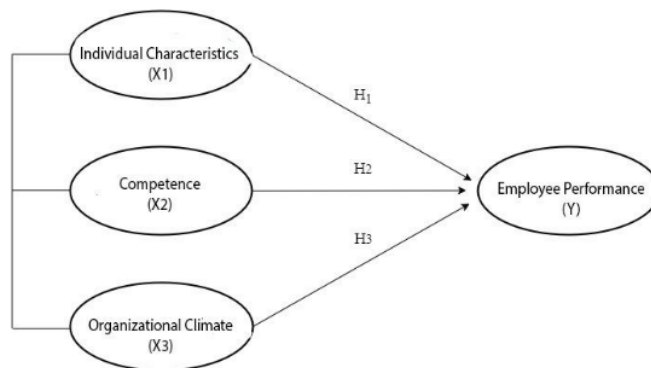
refers to the following hypothesis:

Figure 1. Conceptual Framework

III. RESEARCH METHODS

Research Approach

The research approach used in this research is quantitative research with a descriptive approach. The associative method aims to see the relationship between dependent and independent variables' research variables. Sugiono (2013: 2), The research method is a scientific way to obtain data with certain goals and uses.

Population, Sample Size and Research Sampling Technique

A population is an object or subject in an area and fulfills certain conditions related to the research problem. Ridwan (2012: 8). The population in this study were employees of a coffee house in Manado, totaling 155. The sample size in this study used the entire existing population. The sampling technique in this study used non-probability sampling with a saturated sampling type.

Analysis Techniques

The data analysis technique used in this research is multiple linear regression analysis processed through the SPSS version 21 program. The statistical techniques used include validity test, reliability test, classical assumption test, F-test and t-test.

Validity Test and Reliability Test

The questionnaire or questionnaire is said to be valid if the questionnaire or questionnaire can reveal something that the questionnaire or questionnaire will measure. This validity test uses Pearson Correlation, namely by calculating the correlation between the values obtained from the questions. A question is said to be valid if its significance level is below 0.05 (Ghozali, 2012: 52). A questionnaire or questionnaire is said to be reliable or reliable if a person's answer to a question is consistent or stable from time to time, with a value of 0.6.

Classical Assumption Test: Normality Test

Ghozali (2012: 160) suggests whether the purpose of the normality test in the regression model is variable dependent and whether independent variables have a contribution or not. A good regression model is data with a normal distribution or close to normal. Detect normality can be done by looking at the spread of data (points) on the diagonal axis of the graph.
Ghozali (2012: 139) suggests that the heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from one observation residual to another observation.

Multicollinearity Test

Ghozali (2012: 105) suggests that the multicollinearity test tests whether a regression model correlates with the independent (independent) variables. Multicollinearity test saw from the amount of VIF (Variance Inflation Factor) and tolerance.

Hypothesis testing
F Test (Simultaneous)

Ghozali (2012: 98) suggests that the F statistical test shows whether all independent variables or independent variables included in the model have a joint influence to the dependent variable the dependent variable.
If the value of Fount > Ftable, then H0 is rejected and Ha is accepted; or if Sig. 0.05
2. If the value of Fount < Ftable, then H0 is accepted and Ha is rejected, or if Sig. > 0.05

t-test (Partial)

T statistical test is used to determine the ability of each independent variable individually (partial) in explaining the behavior of the dependent variable (Ghozali, 2012: 98).
1. If th tt then H0 is rejected, Ha is accepted; or if Sig. 0.05
2. If th < tt, then H0 is accepted, Ha is rejected, or if Sig. > 0.05

IV. RESULT AND DISCUSSION

This study explains the influence of individual characteristics, competencies, and organizational climate on the performance of employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province Data analysis used descriptive statistics to describe the research variables, and analysis used multiple linear regression analysis to see the direction and magnitude of the influence of independent variables on the dependent variable.

Research Hypothesis

H1: Individual Characteristics and Competencies have a significant effect on the performance of employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province

H2: Individual Characteristics have a significant effect on the performance of employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province

H3: Competence has a significant effect on the performance of employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province

a. Descriptive statistics

Descriptive statistics explain the results of each research variable, and then these variables are included in the predetermined category. The results of descriptive statistics are shown in table 1 as follows.

Table 1. Descriptive Statistical Results

Variable	Min.	Max.	Mean	Category
Individual Characteristic Variables	2.00	5.00	3.94	Hight
Competency Variable	1.80	5.00	4.03	Hight
Organizational Climate Variables	1.80	5.00	3.86	good
Employee Performance Variables	2.00	5.00	3.91	Hight

Based on table 1 regarding the results of descriptive statistics, it can be seen that the research variables have various values. The individual characteristic variable has a minimum value of 2.00, a maximum value of 5.00 and an average of 3.94. This shows that the individual characteristics of the employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province are high.

In the competency variable, the minimum score is 1.80, and the maximum is 5.00, with an average of 4.03. This means that the competence of employees in the Regional Financial and Asset Management Agency of West Nusa Tenggara Province is relatively high. The organizational climate variable has a minimum value of 1.80, a maximum of 5.00 and an average of 3.86 and is included in the good category. This shows that the organizational climate in the Regional Financial and Asset Management Agency of West Nusa Tenggara Province is classified as good.

In the employee performance variable, there is a minimum value of 2.00, a maximum of 5.00 with an average of 3.91 and is included in the high category. This shows that the performance of employees at the Regional Financial and Asset Management Agency of West Nusa Tenggara Province is classified as good.

b. Research Instrument Test

The research instrument test used validity and reliability tests. The instrument test was carried out to see the feasibility of the question items and the reliability of the data collection tool, namely the questionnaire.

The validity test results obtained from the 21 question items showed that the calculated r-value was greater than the r table, namely 0.1582. So that all question items are declared valid (Sugiyono, 2013). In the reliability test, the test results show that the calculated value of individual characteristics (0.800), competence (0.880), organizational climate (0.908) and

employee performance (0.825) shows a value greater than the set threshold of 0.60. So that the research questionnaire is declared reliable (Sugiyono, 2013).

c. Classic assumption test

The classical assumption test was conducted to test the feasibility of the multiple linear regression model used in this study.

A normality test is used to test the regression model whether the data collected is normally distributed. The normality test was tested using the Kolmogorov-Smirnov test with the Asymp value testing criteria. Sig. 2-tailed is greater than 0.05 (Suliyanto, 2011). The results of the normality test show the Asymp value. Sig. (2-tailed) has a value of 0.130 and is greater than 0.05. So it can be concluded that this research is normal.

The multicollinearity test tests the regression model to determine whether there is a correlation between independent variables in influencing the dependent variable. A good regression is that there is no correlation between the independent variables. The provision in this multicollinearity test is that the calculated tolerance value is greater than 0.1, and the variance value is less than 10 (Suliyanto, 2011). The results of the multicollinearity test are shown in table 2 as follows.

Table 2. Multicollinearity Test Results

Variable	Tol.	VIF	Description
Individual Characteristic Variables	0.427	2.341	Multicollinearity Free
Competency Variable	0.892	1.121	Multicollinearity Free
Organizational Climate Variables	0.437	2.287	Multicollinearity Free

Based on the test results in table 2, it can be seen that the Tolerance and VIF values of each variable are by the established criteria so that there is no symptom of multicollinearity between variables.

The heteroscedasticity test tests whether the respondents used as research samples are homogeneous or similar. Heteroscedasticity test using the glejser method. The criteria for testing are done by looking at the significance value greater than 0.05 (Suliyanto, 2010). The test results are shown in Table 3 as follows.

Table 3. Heteroscedasticity Test Results

Variable	Significance
Individual Characteristic Variables	0.315
Competency Variable	0.583
Organizational Climate Variables	0.195

Based on the heteroscedasticity test of the glejser method, it can be seen that the significance value of each variable is more than 0.05. So it can be concluded that this study has a homogeneous sample.

d. Multiple Linear Regression Analysis

The analysis of this study used multiple regression because the independent or independent variables in this study were more than one variable. The test was carried out with the help of SPSS 21.0 computer software. The results of multiple linear regression analysis are described in table 4.

Table 4. Results of Multiple Linear Regression Analysis

Model	Koefisien Beta	t	Sig.
constant	3.155		
Individual Characteristic Variables	1.996	5.476	0.000
Competency Variable	1.009	3.578	0.000
Organizational Climate Variables	1.048	3.016	0.003

Based on table 4, the regression model in this study is as follows:

$$Y = 3.155 + 1.996X1 + 1.009X2 + 1.048X3 + e$$

From the regression equation model that has been obtained, it can be explained as follows:

1. The regression model constant value is 3,155 and has a positive value. This shows that without the influence of the independent variables consisting of individual characteristics, competencies and organizational climate

2. The coefficient value of the individual characteristic variable is 1,996 and has a positive value. This shows that the better the individual characteristics, the better the performance of the Regional Financial and Asset Management Agency employees of West Nusa Tenggara Province, assuming other variables are zero.

3. The coefficient value of the competency variable is 1.009 and has a positive value. This shows that the higher the employee's competence, the better the performance of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province, assuming other variables are zero.

4. The coefficient value of the organizational climate variable has a positive value. This shows that the more the organizational climate, the better the performance of the Regional Financial and Asset Management Agency employees of West Nusa Tenggara Province, assuming other variables are zero.

e. Hypothesis testing

The research hypothesis test is used to test the hypotheses that have been built. The hypothesis test used is a t-test for partial and an F test for simultaneous tests.

The results of the t-test in this study can be seen in Table 5 as follows.

Table 5. t-test results

Variable	t Hitung	t Tabel	Sig.	Description
Individual Characteristic Variables	5.476	1.975	0.000	Partial Influence
Competency Variable	3.578	1.975	0.000	Partial Influence
Organizational Climate Variables	3.016	1.975	0.003	Partial Influence

Based on the results in table 5, it can be explained as follows:

1. The individual characteristic variable has an at-count value of 5.476 and is greater than t-table 1.975, then the significance (0.000) is less than 0.05. So it can be concluded that the individual characteristics variables affect the performance of the employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province. So the first hypothesis is accepted.

2. The competence variable has a arithmetic value greater than t table (3,578 > 1,975) with a significance less than 0.05 (0.000 < 0.05). So it can be concluded that the employee competence variable affects employee performance at the Regional Financial and Asset Management Agency of West Nusa Tenggara Province. So the first hypothesis is accepted.

3. Organizational climate variable has a value greater than t table (3,016 > 1,975) with a significance less than 0.05 (0.003 < 0.05). So it can be concluded that the organizational climate variable affects the performance of employees at the Regional Financial and Asset Management Agency of West Nusa Tenggara Province. So the first hypothesis is accepted.

A simultaneous test is used to see the effect of independent variables consisting of individual characteristics, competence and organizational climate variables affecting the dependent variable, namely the performance of the employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province together or simultaneously. Simultaneous testing criteria obtained from the calculated F value are greater than the F table (Suliyanto, 2010).

The results of the F test can be seen in Table 6 as follows.

Table 6. F Test Results

Model	F Hitung	F Tabel	Sig.	Description
Regression	9.033	2.43	0.000	Simultaneous Effect

Based on the results of the F test, it can be seen that the calculated F value of 9.033 is greater than the F table of 2.43. Then, the significance value of 0.000 is smaller than 0.05. This shows that the independent variables consisting of individual characteristics, competencies and organizational climate have a simultaneous or joint effect on the dependent variable, namely the performance of the employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province. The second hypothesis is accepted.

f. **Multiple Coefficient of Determination**

The coefficient of multiple determination in this study can be seen in Table 7.

Table 7. Coefficient of Multiple Determination

Model	R	R^2	Adjusted R^2	Std. The error in the Estimate
1	0.759[a]	0.695	0.951	0.14198

In table 7, it can be seen that the R Square value is 0.695 or 69.5%%. This value explains that the independent variables consisting of individual characteristics, competencies and organizational climate contribute 69.5%% of the influence on the dependent variable, namely the performance of employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province. This value is quite large and indicates that these three variables have a high enough influence on employee performance. Then, the value of 30.5% is the influence given outside this research model.

1. **The Influence of Individual Characteristics on Employee Performance**

   Individual characteristics have an at-count value of 5.476 and greater than t-table 1.975, then the significance (0.000) is less than 0.05. So it can be concluded that the individual characteristics variables affect the performance of the employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province. So the first hypothesis is accepted.

2. **The Effect of Human Competence on Employee Performance**

   Competence has a arithmetic value greater than t table (3,578 > 1,975) with a significance less than 0.05 (0.000 < 0.05). So it can be concluded that the employee competence variable affects employee performance at the Regional Financial and Asset Management Agency of West Nusa Tenggara Province, so the second hypothesis is accepted.

3. **The Effect of Organizational Climate on Employee Performance**

   Organizational climate has a value greater than t table (3,016 > 1,975) with a significance less than 0.05 (0.003 < 0.05). So it can be concluded that the organizational climate variable affects the performance of employees at the Regional Financial and Asset Management Agency of West Nusa Tenggara Province, so the third hypothesis is accepted.

V. CONCLUSION AND RECOMMENDATION

1. Individual characteristics significantly affect employee performance at the Regional Financial and Asset Management Agency of West Nusa Tenggara Province.
2. Competence has a significant effect on the performance of employees at the Regional Financial and Asset Management Agency of West Nusa Tenggara Province.
3. Organizational climate has a significant effect on the performance of employees of the Regional Financial and Asset Management Agency of West Nusa Tenggara Province.

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