
Analysis of the Influence of Individual Characteristics, Job Characteristics, and Situational Characteristics on Employee Performance: A Case Study of the State Civil Servant Agency

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ABSTRACT

Good performance is needed to achieve organizational objectives, including government organizations such as the bureaucratic State Personnel Board. Civil Servants are expected to perform well so that public service can be implemented. Performance, an important factor in the success of an organization, is influenced by various factors, such as individual characteristics, job characteristics, and work situation characteristics. Therefore, this study was conducted to determine the extent to which individual characteristics, job characteristics, and the characteristics of the work situation influence employee performance at the State Personnel Board. This study aimed to determine the characteristics of the individual, job, and employment situation of BKN civil servants, as well as the extent to which the influence of individual, job, and work situation characteristics on employee performance at the State Personnel Board. Methods of data collection using primary and secondary data from 90 respondents, while collecting data through questionnaires, interviews, direct observation on the object under study, and the research literature, methods of analysis using quantitative and qualitative data to test the level of significance of the effect of individual characteristics, job characteristics, and characteristics work situation on employee performance at the State Personnel Board. The overall results indicate that individual characteristics, job characteristics, and the characteristics of the work situation have either partial or simultaneous positive and significant effects on the performance of employees in the State Personnel Board.

Keywords: employee performance, individual characteristics, job characteristics, work situation characteristics

1. INTRODUCTION

In the contemporary era of globalization and institutional reform, organizational success is increasingly determined not only by formal structures, technology, or regulations but also by the quality of human resources that operate within the organization. Human resources are now widely understood as strategic assets whose competence, attitudes, and work behaviors shape institutional effectiveness and sustainable performance (Diamantidis & Chatzoglou, 2019; Pradhan & Jena, 2017). For this reason, organizations are required to manage and develop their employees in a way that enables them to work effectively, adapt to changing demands, and contribute optimally to organizational goals. Therefore, performance improvement is inseparable from the quality of employee management in both private and public

organizations.

This issue is especially relevant in public-sector institutions, where employee performance affects not only internal efficiency but also the quality of public service delivery, institutional accountability and stakeholder trust. Government organizations are expected to achieve strategic targets while maintaining their responsiveness, professionalism, and integrity. Studies in the public sector have shown that motivational and organizational factors are strongly associated with work outcomes among government employees, including performance and a stronger identification with institutional goals (Miao et al., 2019; Schwarz et al., 2020; Ting, 1997). An organization may possess formal mandates, adequate systems, and strategic plans, but it will struggle to achieve meaningful results if its employees do not perform optimally. Employee performance

is a central concern in public administration because it reflects the extent to which human resources are willing and able to direct effort toward the achievement of organizational objectives.

Performance is closely associated with an employee's ability and willingness to exert effort in completing assigned duties and contributing to organizational outcomes. High-performance employees tend to demonstrate commitment, discipline, responsibility, and consistency in accomplishing their tasks, whereas low-performance employees may hinder organizational effectiveness through low effort, weak coordination, poor initiative, and failure to meet expected targets. Contemporary performance research also shows that performance is not a narrow output construct but a broader work outcome shaped by task accomplishment, adaptive behavior, and contextual contribution (Pradhan & Jena, 2017; Ahmed et al., 2018). From this perspective, employee performance is not simply an individual matter but a determinant of broader organizational success. Therefore, organizations must systematically and evidence-based identify and manage the factors that shape employee performance.

One of the major assumptions in human resource management is that employee performance is influenced by both personal and organizational conditions. Employees do not work in isolation. Their behavior is shaped by who they are, the type of job they perform, and the work situation in which they carry out their responsibilities. This means that performance should be understood through a multidimensional framework that includes individual, job, and work situation characteristics. Recent empirical studies similarly show that employee performance is affected by internal attributes, job-related factors, and the surrounding workplace environment, rather than by any single dimension in isolation (Diamantidis & Chatzoglou, 2019; Hafeez et al., 2019; Pawirosumarto, Sarjana, & Muchtar, 2017). Individual characteristics refer to aspects such as interest, attitude, personal needs, age, education, experience, and other inherent employee attributes that affect how a person approaches their work. Job characteristics relate to the nature of the job itself, including task clarity, skill variety, responsibility, and alignment between job demands and employee capabilities. Work situation characteristics concern the immediate working environment, such as supervision, coworker relationships, workplace climate, available facilities, organizational support, and reward practices.

Theoretically, these three dimensions have long been associated with employee attitudes and their outcomes. Research on public servants and other employees shows that job characteristics, management support, and workplace conditions shape work involvement, employee well-being, and job performance (Johari & Yahya, 2016; Johari et al., 2019). Likewise, research on government employees has shown that job and organizational conditions are important determinants of employee attitudes, suggesting that performance is the product of interactions between internal employee conditions and external organizational environments (Ting, 1997). In practical terms, an employee who possesses favorable personal characteristics may still perform poorly if the job is poorly designed, or the work

situation is unsupportive. Conversely, a supportive environment may not fully compensate for mismatches between employee attributes and job demands. Therefore, examining these variables simultaneously is necessary to comprehensively understand performance.

Empirical studies also indicate that the relationship between these factors and performance is meaningful, although it is not always uniform across contexts. Personal resources such as emotional intelligence, adaptability, and positive psychological conditions have been found to improve job satisfaction and performance, while workplace conditions and organizational support affect both satisfaction and effectiveness (Sony & Mekoth, 2016; Ahmed et al., 2018). Other studies further confirm that multiple factors operate simultaneously in explaining performance outcomes, including the work environment, leadership, motivation, and broader organizational conditions (Hafeez et al., 2019; Pawirosumarto, Sarjana, & Gunawan, 2017; Pawirosumarto, Sarjana, & Muchtar, 2017). These findings confirm that employee performance should be approached as a multidetermined outcome shaped by personal, job-related and situational factors.

Despite this broad theoretical support, there remains a practical and contextual need to examine how these factors operate in specific public institutions in developing countries. Public-sector organizations often face distinctive structural, procedural, and accountability demands that may shape employee behavior differently than in private-sector settings. In particular, performance issues in public institutions may be reflected in incomplete target achievements, inconsistent implementation of standards, or uneven service outcomes. This study focuses on the National Civil Service Agency of Indonesia or Badan Kepegawaian Negara (BKN), an institution with a strategic role in managing civil service affairs. The relevance of BKN as a research setting lies in its central administrative function and the fact that organizational performance indicators still show several areas that do not fully meet established targets. Based on the institutional performance report presented in this manuscript, some indicators in 2012 fell below the target, including the implementation of competency standard policies, competency assessment policies for career development, and the evaluation of SAKIP implementation. These shortfalls suggest that, although many strategic indicators were achieved, certain aspects of organizational performance are suboptimal.

Such performance gaps raise an important managerial question: To what extent might employee-related factors contribute to incomplete organizational target achievement? Organizational underperformance is often interpreted merely as a technical or procedural issue, but it may also reflect deeper human resource problems, such as unmet employee needs, a lack of fit between employees and job demands, weak discipline, unclear task structures, or an uncondusive work climate. In public institutions, these issues may manifest as delayed task completion, lack of coordination, weak creativity, absenteeism, or reduced commitment to organizational goals. Therefore, rather than viewing organizational performance indicators in isolation, it is necessary to analyze employee-level determinants that may explain variations in work outcomes.

This study is important because it brings together three major explanatory factors of employee performance within one empirical model in the context of government institutions. While earlier studies often examined personal, job-related, or organizational conditions separately, recent evidence suggests that employee performance is best explained through integrated models that consider several dimensions simultaneously (Diamantidis & Chatzoglou, 2019; Johari et al., 2019). This integrated approach provides a more comprehensive explanation of why performance may vary among employees within the same institution. It also strengthens the practical relevance of the study, since human resource interventions in public organizations should not focus on only one dimension of work. Improving employee performance may require better employee placement, stronger alignment between tasks and competencies, more supportive supervisory practices, and more conducive workplace conditions at the same time.

Accordingly, this study aims to analyze the influence of individual, job, and work situation characteristics on employee performance at the National Civil Service Agency. More specifically, it seeks to examine the condition of these three factors within the institution, assess the state of employee performance, and determine both the partial and simultaneous effects of the independent variables on performance. This study is expected to contribute in two ways. First, it contributes academically by reinforcing human resource management discussions on the multidimensional determinants of employee performance, particularly in the public sector. Second, it contributes practically by providing evidence that may help BKN improve its human resource policies, organizational climate, and performance management strategies. By identifying which factors are associated with stronger employee performance, institutions may formulate more targeted interventions to strengthen effectiveness and improve the achievement of strategic organizational goals.

Overall, this study starts from the premise that employee performance is not a random outcome but the result of identifiable and manageable factors. In a public institution such as the BKN, where organizational performance has implications for state administration and service quality, understanding these factors is especially critical. Therefore, examining the roles of individual, job, and work situation characteristics offers an important pathway for explaining employee performance and supporting more effective public-sector human resource management.

2. THEORETICAL FRAMEWORK

This study is grounded in the assumption that employee performance is shaped by the interaction between personal attributes, job-related conditions, and the immediate work environment of the employee. In human resource management, employee performance is not understood as an isolated outcome generated solely by individual effort, but rather as the result of a broader organizational process in which employee characteristics, work design, and situational

support jointly influence how employees carry out their responsibilities (Diamantidis & Chatzoglou, 2019; Pradhan & Jena, 2017). In this study, a theoretical framework was built around four main constructs: individual characteristics, job characteristics, work situation characteristics, and employee performance.

Individual characteristics refer to the distinctive attributes that employees bring to the workplace. These characteristics reflect personal qualities that influence how employees perceive work, respond to organizational demands, and perform assigned tasks. In this study, individual characteristics include interests, attitudes, needs, abilities, and values. These dimensions matter because employees differ in their motivation, competence, and orientation toward work, even when they operate in the same organization. Research also suggests that personal resources, such as emotional intelligence, adaptability, and positive work-related attitudes, can strengthen work effectiveness and performance (Ahmed et al., 2018; Sony & Mekoth, 2016). Therefore, a person with a strong interest in the job, a positive attitude toward work, and sufficient ability to complete tasks is more likely to demonstrate stronger involvement and higher performance.

From a theoretical standpoint, the relevance of individual characteristics is closely related to the view that behavior in organizations is influenced by psychological and demographic differences among employees. Ability determines the extent to which an employee can carry out a range of job tasks, whereas attitudes and values affect the employee's level of attachment to the work itself. Interests also play a central role because they influence the degree of fit between employees and their jobs. When employees perceive their work as compatible with their interests and personal orientation, they are more likely to display initiative, persistence and work discipline. Accordingly, individual characteristics can be understood as a set of internal drivers that shape the quality of employee behavior and contribute to performance outcomes, especially when reinforced by positive psychological states and engagement at work (Ahmed et al., 2018).

The second construct is job characteristics. Job characteristics refer to the structural and substantive features of work that affect employees experience of their tasks. The theoretical basis of this construct is strongly associated with the idea that jobs should not merely be treated as bundles of routine activities but as meaningful and motivating roles that provide employees with direction, responsibility, and feedback. In this manuscript, job characteristics are explained through key dimensions such as skill variety, task identity, task significance, autonomy, and feedback. These dimensions closely correspond with empirical work showing that the nature of the job itself is linked to work involvement and performance, particularly in public-sector settings (Johari & Yahya, 2016).

This framework suggests that job design is a critical determinant of the work outcomes. A job that is excessively narrow, repetitive, or unclear may reduce employee motivation and weaken their sense of responsibility. In contrast, a well-designed job provides employees with a sense of purpose and control, thereby strengthening their

engagement and effectiveness. The significance of job characteristics also lies in their role as a bridge between organizational structure and employee's psychology. Employees are influenced not only by who they are but also by the nature of the work assigned to them. When job demands align with employee abilities and provide meaningful task experiences, employees are more likely to perform effectively in their jobs. Prior research on public employees has also shown that job characteristics are associated with employee well-being and subsequent job performance (Johari & Yahya, 2016; Johari et al., 2019).

The third construct is Work Situation Characteristics (WSC). This concept refers to the contextual conditions surrounding employees in their daily work environments. The manuscript defines work situation characteristics through two main domains: immediate work environment and organizational actions. The immediate work environment includes relationships with coworkers and supervisors, as well as the climate created through daily interactions. Organizational actions include reward practices and other forms of institutional support that signal recognition and fairness. This perspective highlights that employee performance is not merely an individual matter or a consequence of job content but also a reflection of the environment in which work is performed. Recent studies have similarly shown that workplace conditions and environmental support are important in shaping employee health, satisfaction, and performance (Hafeez et al., 2019; Pawirosumarto et al., 2017).

The theoretical significance of work situation characteristics lies in the idea that employees are embedded in social and organizational systems. Harmonious coworker relations, supportive supervision, adequate facilities, and a secure work atmosphere can create favorable conditions for productive work behaviors. Supportive supervisors can provide direction, technical assistance, and encouragement, whereas positive coworker relationships can reduce stress and enhance collaboration. Likewise, reward practices can reinforce desired behaviors by signaling that performance is recognized and valued positively. Conversely, a poor work situation characterized by weak supervision, conflictual peer relations, inadequate facilities, or perceived unfairness may undermine employees' motivation and reduce performance. Earlier public-sector research and more recent workplace studies support this view by linking organizational conditions and work environment quality to employee attitudes and performance (Ting, 1997; Hafeez et al., 2019).

The dependent construct in this study was employee performance. Performance is generally understood as the degree to which employees accomplish work tasks according to their assigned responsibilities and organizational expectations. In line with more recent performance literature, employee performance can be viewed as task-related achievement as well as broader behavioral contributions that support organizational effectiveness (Pradhan & Jena, 2017). In public organizations, employee performance is important because it affects not only internal productivity but also institutional accountability and service quality. Good organizational performance depends on employees' ability to perform consistently and effectively in fulfilling their duties.

The relationship among these four constructs forms the core of this study's theoretical framework. Individual characteristics are expected to influence employee performance because employees who possess favorable attitudes, interests, abilities, and needs are more likely to work effectively. Job characteristics are expected to influence performance because meaningful, clear, and autonomous work structures can increase employees' responsibility and motivation. Work situation characteristics are also expected to influence performance because supportive supervisory practices, positive coworker relations, and fair reward systems create the social and organizational conditions necessary for effective work behaviors. Taken together, these arguments suggest that employee performance is best explained through a multidimensional model that integrates internal employee factors, job design factors and situational workplace factors (Diamantidis & Chatzoglou, 2019; Johari et al., 2019).

Accordingly, this study positions individual, job, and work situation characteristics as the main antecedents of employee performance. The framework assumes that these variables exert both partial and simultaneous effects on performance, making them relevant for explaining why employees differ in their work outcomes, even within the same organization. In the context of the National Civil Service Agency, this framework provides a useful basis for examining how employee-related and organizational factors interact to shape employees' performance. It also offers a clear analytical foundation for testing the proposition that better personal fit, better job design, and a more supportive work environment contribute positively to higher employee performance in public institutions.

3. RESEARCH METHOD

This study employed a quantitative explanatory research design to examine the influence of individual, job, and work situation characteristics on employee performance at the National Civil Service Agency of Indonesia (Badan Kepegawaian Negara/BKN). The study was designed to test both the partial and simultaneous effects of independent variables on the dependent variable through statistical analysis. The research object consisted of four key constructs: individual, job, and work situation characteristics and employee performance. This study focused on civil servants working within BKN as the unit of analysis, since they represent the organizational actors directly involved in achieving institutional performance targets.

The research was conducted at the BKN office located on Jl. Letjen Sutoyo No. 12, East Jakarta. Data collection and field activities were conducted from April to June 2014, while the broader research process, including proposal preparation, instrument development, testing, data analysis, and report writing, extended into subsequent stages, as outlined in the original manuscript. BKN was chosen as the research site based on its role as a central public-sector institution responsible for civil service administration, making it an appropriate setting for analyzing employee performance and its organizational determinants.

The study population comprised all civil servants working at BKN, totaling 358 employees. Because it was not

feasible to include the entire population, this study used a sample drawn from that population. Based on the sampling rationale presented in the manuscript, the study selected 25% of the total population, resulting in a final sample of 90 participants. The sampling technique used was simple random sampling, which was considered appropriate because the population was treated as relatively homogeneous in terms of the institutional context and employment status. Through this technique, each employee had an equal probability of being selected as a respondent, thereby supporting the representativeness and reducing the selection bias.

Data were collected from both primary and secondary sources. Primary data were obtained mainly through a structured questionnaire distributed to selected respondents. The questionnaire served as the main research instrument because this study aimed to measure perceptions and evaluations related to the research variables. The instrument consists of two broad sections. The first section gathered respondents' profile information, including age, gender, education, and years of service. The second section measured the main variables of the study based on the conceptual indicators derived from the literature. In addition to the questionnaire, supporting data collection techniques included surveys, interviews, observations, and library research. These additional techniques enriched the contextual understanding and strengthened the interpretation of the quantitative findings.

The independent variables in this study were individual, job, and work situation characteristics, while the dependent variable was employee performance. Individual characteristics were operationalized using four dimensions: ability, values, attitudes, and interests. These dimensions were measured using indicators such as problem-solving ability, work-related knowledge and skills, job satisfaction, relationships with colleagues, attitudes toward work and supervisors, and interest in the job itself. Job characteristics were measured using five dimensions derived from the job characteristics perspective: skill variety, task identity, task significance, autonomy, and job feedback. These were reflected in indicators such as the match between skills and job position, task completion from beginning to end, the importance of work for the institution and society, freedom in organizing work, and feedback received from co-workers and supervisors. Work situation characteristics were measured using two dimensions: the immediate work environment and organizational actions. The indicators included workplace comfort, harmony among coworkers, availability of facilities, security, organizational flexibility, responsibility allocation, standard operating procedures, and the implementation of reward and punishment practices. The dependent variable, employee performance, was measured using the framework of individual performance appraisal for civil servants, including work targets and work behavior dimensions such as quantity, quality, timeliness, cost efficiency, service orientation, integrity, commitment, discipline, cooperation, and leadership.

Data were analyzed using SPSS version 17. The first stage of the analysis was descriptive statistics, which were used to present the distribution and central tendencies of the data, including frequency tables and summary statistics. This step was intended to describe the general conditions of each variable

in the study. The second stage involved data quality testing, which consisted of validity and reliability tests. Validity testing was conducted using item correlation techniques to determine whether each questionnaire item appropriately measured its intended construct. An item was considered valid when the calculated correlation coefficient exceeded the critical value at a 5% significance level. Reliability testing was conducted using Cronbach's alpha, with a coefficient of 0.70 or higher indicating that the instrument was sufficiently reliable.

Before testing the hypotheses, this study conducted classical assumption tests to ensure the suitability of the regression model. These tests included normality, linearity, heteroscedasticity, and multicollinearity. Normality was examined using the Kolmogorov-Smirnov test and distributional criteria, whereas linearity was assessed using scatterplot patterns. Heteroscedasticity was evaluated by examining the spread of residuals, and multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF) values. These procedures were necessary to confirm that the regression estimates met the assumptions required for the Best Linear Unbiased Estimation.

To test the hypotheses, both simple and multiple regression analyses were used. Simple regression was applied to examine the partial effect of each independent variable on employee performance, while multiple regression was used to assess the simultaneous effects of individual, job, and work situation characteristics on performance. The regression model can be expressed as employee performance as a function of three independent variables plus an error term. Hypothesis testing was conducted using the t-test for partial effects and the F-test for simultaneous effects at the 5% significance level. In addition, correlation analysis was used to assess the direction and strength of the relationships among variables, while the coefficient of determination (R^2) was used to estimate the proportion of variance in employee performance explained by independent variables.

Overall, the methodological design of this study was intended to provide an empirical basis for understanding how employee-related and workplace-related factors affect performance in a public-sector organization. Using a structured quantitative approach, representative sampling, and inferential statistical testing, this study sought to generate findings that are both analytically rigorous and practically relevant for human resource management in public institutions.

4. RESULTS AND DISCUSSION

4.1. Results

4.1.1. Overview of the Research Setting

Badan Kepegawaian Negara (BKN) is a state institution with a long administrative history in Indonesia's civil service management. BKN originated from the early institutional development of public personnel administration after Indonesian independence, evolving from the Kantor Urusan Pegawai and later becoming Badan Administrasi Kepegawaian Negara before taking its current form. The file also states that BKN plays a strategic role in developing civil service management, personnel services, internal management, and the supervision and control of personnel administration. In addition, BKN's vision of becoming a professional and dignified manager and organizer of civil service administration by 2025 is supported by missions related to personnel management systems, personnel services, and internal organizational development.

The organizational structure described in the file shows that BKN is led by the Head of BKN and supported by the Deputy Head, Principal Secretary, and several deputies responsible for personnel management development, personnel transfer, personnel information systems, and personnel supervision and control. This institutional structure is relevant because this study examines employee performance within a formal bureaucratic environment where job assignments, supervision, and work procedures are clearly regulated.

4.1.2. Respondent Characteristics

The study involved 90 civil servants employed by the BKN. Based on gender, the respondents consisted of 63 men (70 %) and 27 women (30 %). This indicates that the sample was predominantly male. In terms of education, 25 respondents (27.78 %) had completed senior high school, 12 respondents (13.33 %) held a diploma, 45 respondents (50 %) held a bachelor's degree, and 8 respondents (8.9 %) held a master's degree. Thus, the largest educational group in the sample was the bachelor's degree group.

Based on rank or grade, the respondents were distributed across 2d, 3a, 3b, 3c, and 3d, with the largest groups being 3a (33.3 %) and 3b (30 %). Based on length of service, the largest category was 11–15 years, with 30 respondents (33.3 %), followed by 6–10 years (21 respondents, 23.3 %), 0–5 years (18 respondents, 20 %), 15–20 years (13 respondents, 14.4 %), and more than 20 years (8 respondents, 8.89 %). These results show that the respondents were mostly mid-career employees with substantial organizational experience.

4.1.3. Descriptive Statistics of Research Variables

The descriptive results for individual characteristics showed a mean score of 70.9444, a standard deviation of 7.66044, a median of 72, a minimum of 53, and a maximum of 89. The frequency distribution further shows that the dominant response category was Agree, accounting for 49.32% of the responses, followed by Strongly Agree at 24.07%. This indicates that, in general, respondents tended to positively assess their individual characteristics. Several items also recorded strong positive responses, particularly those related to

procedural problem-solving, communication with superiors and coworkers, good coworker relations, and compliance with deadlines.

For job characteristics, the mean score was 51.4111, with a standard deviation of 5.23148, median of 52, minimum of 38, and maximum of 64. The dominant response category was again Agree, accounting for 52.9% of all responses. The submitted file shows positive responses to items related to job-skill fit, provision of training before new tasks, support from coworkers, and perceived contribution of work to the organization and society. These descriptive results indicate that the respondents generally viewed their job characteristics favorably.

For work situation characteristics, the mean score was 43.0000, with a standard deviation of 5.34012, a median of 43, a minimum of 30, and a maximum of 52. Unlike the previous two variables, the dominant response category here was Strongly Agree, accounting for 35.05%, followed closely by Agree at 34.44%. The file shows strong positive responses regarding harmonious relations among co-workers, organizational efforts to promote employee welfare and safety, and the implementation of rewards and punishment based on performance. This suggests that respondents generally perceived their work environment and organizational actions positively.

For employee performance, the mean score was 44.2556, with a standard deviation of 4.84492, median of 45, minimum of 32, and maximum of 53. The dominant response category was Agree, accounting for 46.97% of the responses, followed by Strongly Agree at 31.31%. Positive responses were especially visible in items concerning output quantity, work quality, service orientation, commitment, discipline, cooperation, and leadership. Overall, the descriptive findings indicate that respondents perceived employee performance at BKN positively.

4.1.4. Validity and Reliability Test Results

The validity and reliability tests reported indicate that the measurement instruments are generally acceptable. For the individual characteristics variable, one item was found to be invalid, while the remaining items were valid. Cronbach's alpha was 0.905, indicating high reliability. For job characteristics, four items were declared invalid and excluded from subsequent testing, while the reliability coefficient was 0.759, indicating that the instrument was reliable.

For work situation characteristics, one item was invalid and excluded, while the reliability coefficient was 0.864, indicating a reliable instrument. For employee performance, all items were valid, and the Cronbach's alpha value was 0.893, indicating high reliability. Therefore, all four variable instruments were suitable for further statistical analysis after excluding invalid items.

4.1.5. Classical Assumption Test Results

The normality test using the Kolmogorov–Smirnov test showed significance values of 0.075 for individual characteristics, 0.748 for job characteristics, 0.166 for work situation characteristics, and 0.399 for employee performance. Since all significance values were greater than 0.05, the data were concluded to be normally distributed. The histogram

formed a bell-shaped curve, further supporting the normal distribution.

The multicollinearity test showed tolerance values of 0.485, 0.460, and 0.704 and VIF values of 2.060, 2.172, and 1.420 for the three independent variables. Because all tolerance values were above 0.1 and all VIF values were below 10, the model did not exhibit multicollinearity. The heteroskedasticity test using a scatterplot showed randomly distributed points without a specific pattern, indicating that heteroskedasticity was not detected in the regression model.

4.1.6. Correlation Analysis

The correlation test results showed that individual characteristics had a positive and significant relationship with employee performance, with a Pearson correlation coefficient of 0.708 and a significance value of 0.000. Job characteristics also had a positive and significant relationship with employee performance, with a correlation coefficient of 0.640, and a significance value of 0.000. Similarly, work situation characteristics had a positive and significant relationship with employee performance, with a correlation coefficient of 0.529 and a significance value of 0.000. These results indicate that all three independent variables are positively associated with employee performance.

4.1.7. Hypothesis Testing Results

The simple regression analysis for individual characteristics produced the equation $Y = 12.493 + 0.448X_1$. The t-value was 9.402 with a significance value of 0.000, which was greater than the t-table comparison requirement in the file and below the 0.05 significance level. The coefficient of determination (R square) was 0.501. This means that individual characteristics explained 50.1% of the variance in the employee performance.

The simple regression analysis for job characteristics produced the equation $Y = 13.787 + 0.593X_2$. The t-value was 7.812, with a significance value of 0.000. The coefficient of determination was 0.410, meaning that job characteristics explained 41% of the variance in the employee performance.

The simple regression analysis for work situation characteristics produced the equation $Y = 23.637 + 0.480X_3$. The t-value was 5.840, with a significance value of 0.000. The coefficient of determination was 0.279, meaning that work situation characteristics explained 27.9% of the variance in the employee performance.

The multiple regression analysis for the joint effect of the three independent variables produced the equation $Y = 5.718 + 0.295X_1 + 0.194X_2 + 0.178X_3$. The ANOVA test showed an F-value of 37.637 with a significance value of 0.000, indicating that individual, job, and work situation characteristics simultaneously had a significant effect on employee performance. The multiple correlation coefficient was 0.753, and the coefficient of determination was 0.568. Therefore, the three variables jointly explained 56.8% of the variance in employee performance, while the remaining 43.2% was explained by variables not examined in this study.

4.2. Discussion

4.2.1. Discussion of Individual Characteristics and Employee Performance

Based on the results, individual characteristics had the strongest effect among the three variables. This can be seen from the highest correlation coefficient with performance (0.708), highest t-value in the simple regression model (9.402), and largest coefficient of determination (50.1%). Referring strictly to the submitted file, this means that employee performance at BKN was more strongly associated with personal factors such as ability, values, attitudes, and interests than with the other two predictors when each variable was tested individually. This pattern is consistent with studies showing that personal attributes, positive attitudes, and internal psychological resources are strong predictors of work outcomes and employee performance (Ahmed et al., 2018; Diamantidis & Chatzoglou, 2019; Sony & Mekoth, 2016).

This result is consistent with the descriptive findings of this study. The file shows that respondents generally agreed that they could solve work problems according to procedures, communicate well with superiors and co-workers, maintain good relationships, and complete assigned tasks within deadlines. Positive responses also appeared in items related to interest in work and the suitability of personality and field of work. When these findings are read together, the results section suggests that employees who perceive themselves as capable, interested, and positively oriented toward their work also tend to report better performance.

4.2.2. Discussion of Job Characteristics and Employee Performance

Job characteristics also had a positive and significant effect on employees performance. The regression coefficient, t-value of 7.812, and R-square of 0.410 indicate that this variable substantially contributed to performance, although its contribution was weaker than that of individual characteristics. Based only on the results, this means that the way work is structured and experienced at BKN is an important determinant of performance. This finding is consistent with prior evidence showing that meaningful and well-designed jobs are associated with stronger work involvement, employee well-being, and higher job performance (Johari & Yahya, 2016; Johari et al., 2019).

The descriptive statistics support this finding. Respondents generally agreed that their tasks matched their capacities, that training was provided for new assignments, and that their work made meaningful contributions to the organization and society. These findings suggest that employees perceive their jobs as skill-related, relevant, and purposeful. At the same time, a few items in this variable attracted more moderate responses, especially those related to freedom in arranging work plans and the transparency and fairness of performance appraisals. Strictly based on the submitted file, this implies that job characteristics at BKN were generally positive, but some aspects of autonomy and feedback were not perceived as equally strong as the broader fit between work and responsibilities.

4.2.3. Discussion of Work Situation Characteristics and Employee Performance

Work situation characteristics also showed a positive and significant effect on employee performance, with a t-value of 5.840 and an R value of 0.279. Compared with the other two variables, this variable had the smallest contribution in the simple regression models, but it still significantly explained the variation in employee performance. This indicates that work environment conditions and organizational actions at BKN contributed to performance, although the effect was not as strong as the influence of individual and job-related factors. This interpretation is in line with studies showing that supportive work environments and healthy workplace conditions contribute positively to employee outcomes and effectiveness (Hafeez et al., 2019; Pawirosumarto, Sarjana, & Gunawan, 2017; Ting, 1997).

This interpretation is also supported by the descriptive data. The strongest responses for this variable appeared in statements about harmonious coworker relations, employee welfare and security, and the implementation of rewards and punishment based on achievement. These responses show that the social environment and organizational support system were viewed positively by the respondents. However, some items received more mixed responses, especially the availability of work tools and the degree of discretion given by supervisors in decision-making. Therefore, based strictly on the file, the work situation at BKN can be read as generally supportive but not equally strong across all aspects of the work environment.

4.2.4. Discussion of the Simultaneous Effect of All Independent Variables

The multiple regression results show that individual, job, and work situation characteristics jointly had a significant effect on employee performance. The regression equation demonstrated positive coefficients for all three predictors, while the F-test confirmed that the model was statistically significant. The coefficient of determination of 0.568 indicates that the combined influence of the three variables explains 56.8% of the variance in employee performance. This is higher than the explanatory power of any single variable tested separately, which means that the three factors work together to shape performance. This pattern is consistent with integrated performance models suggesting that employee outcomes are jointly influenced by individual, job, and organizational dimensions rather than by a single factor alone (Diamantidis & Chatzoglou, 2019; Pawirosumarto, Sarjana, & Muchtar, 2017).

Simultaneously, the coefficients in the multiple regression model show that individual characteristics remained the strongest predictor, followed by job characteristics and work situation characteristics. The results imply that employee performance at BKN is best understood not from one factor alone but from the combined contribution of internal employee qualities, job structure, and the surrounding work environment. This broader interpretation is also relevant for public organizations, where organizational identification, leadership, and motivation strengthen employee work outcomes and institutional performance (Miao et al. 2019; Schwarz et al. 2020). However, since 43.2% of the variance remained unexplained, the results also indicate that other factors outside the model still influence employee

performance.

5. CONCLUSION

This study concludes that employee performance at the National Civil Service Agency (BKN) is significantly influenced by three main factors examined in this research: individual characteristics, job characteristics, and work situation characteristics. First, individual characteristics had a positive and significant effect on employee performance, as indicated by the regression equation ($Y = 12.493 + 0.448X_1$), a t-value of 9.402, and a significance value below 0.05. Second, job characteristics also showed a positive and significant effect on performance, as reflected in the equation ($Y = 13.787 + 0.593X_2$), with a t-value of 7.812 and a significance value below 0.05. Third, work situation characteristics likewise had a positive and significant effect on employee performance, as shown by the equation ($Y = 23.637 + 0.480X_3$), a t-value of 5.840, and a significance value of less than 0.05. These results confirm that each independent variable contributes to explaining the variations in the performance of BKN civil servants.

More importantly, the study also confirmed that the three variables jointly had a positive and significant effect on employee performance. This is demonstrated by the multiple regression equation ($Y = 5.718 + 0.295X_1 + 0.194X_2 + 0.178X_3$), supported by an F-value of 37.637, which exceeded the F-table value of 2.7106 and a significance value of 0.000. In substantive terms, the findings indicate that employee performance at BKN cannot be understood as the product of a single factor. Rather, performance is shaped by the interaction between employees' internal qualities, the nature of the jobs they perform, and the work environment in which those jobs are performed. In the context of a public institution such as the BKN, this means that improving performance requires attention not only to technical job assignments but also to the compatibility between employee attributes and their duties, the appropriateness of job design, and the conduciveness of the work situation. Overall, the study affirms that stronger individual readiness, better-structured jobs, and a more supportive work environment are all important foundations for improving civil servant performance at the BKN.

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