Analysis Of The Influence Of Individual Characteristics And Motivation On The Performance Of Employees In The Bakery Business Unit Ketawawaka Waka Kota Siantar

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Abstract

The research analysis aims to determine whether individual characteristics and motivation affect employee performance at the Ketawawaka Waka Bread Business Unit, Siantar City. The data analysis technique used is the associative research method with the help of the SPSS version 19 program. This study uses multiple linear regression analysis. The sample in this study was 30 respondents. Primary data collection using a questionnaire. The results of the study indicate that individual characteristics have a **Abstract** - The research analysis aims to determine whether individual characteristics and motivation affect employee performance at the Ketawawaka Waka Bread Business Unit, Siantar City. The data analysis technique used is the associative research method with the help of the SPSS version 19 program. This study uses multiple linear regression analysis. The sample in this study was 30 respondents. Primary data collection using a questionnaire. The results of the study indicate that individual characteristics have a positive and significant effect on employee performance. This can be seen from the hypothesis test with a t-count value of 3.649> t-table of 2.05 with a significant value of 0.001 <0.05. Work motivation has a positive and significant effect on employee performance. This can be seen from the hypothesis test with a t-count value of 14.490> t-table of 2.05 with a significant value of 0.001 <0.05. Individual characteristics and motivation have a significant effect simultaneously on employee performance, this can be seen from the value of the F count of 394.654 which is greater than 3.35.

Keywords:
Individual Characteristics, Motivation and Employee Performance

Introduction

Employees are assets and function as capital (non-material/non-financial) in a business organization that can be realized into real potential physically and non-physically in realizing the existence of the organization. According to Mangkunegara (2019), human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of services, integration, and separation of labor in order to achieve organizational goals.

Success in achieving corporate goals cannot be separated from the role of human resources, because existing human resources are the main factor from the lowest to the highest level (Arlina, 2024). Human resources will work optimally if the organization is effective in managing human resources. Employees of a company will be able to work well in producing goods if they have interest and enthusiasm for the job (Riky dan Ardian, 2019).

The achievement of success in an institution is greatly influenced by its human resources, namely the employees are able to carry out their duties and responsibilities, both in terms of quality and quantity (Pratama, 2019).. According to (Kasmir, 2019) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. One of the indicators to measure the quality of human resources can be seen from employee performance. Performance implementation is carried out by human resources who have abilities, competencies, motivation and interests. Performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on skill, experience, and seriousness and time. (Hasibuan, 2018).

Factors that can affect the level of employee performance are individual characteristics (Kasmir, 2019). According to (Iskandar, 2019) individual characteristics are characteristics that show a person's differences in initiative, the ability to remain resilient in facing tasks to completion or solving problems or how to adapt to changes that are closely related to the environment that affects individual performance. According to Duha (2018), individual characteristics are basically different individuals from one another.

According to (Kasmir, 2019) Another factor that can affect employee performance is work motivation. According to (Hasibuan, 2018) motivation is what causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results.

This research was conducted on the Ketawawaka Waka Bread Business Unit of Siantar City which is one of the MSMEs in Siantar City. This business unit is one of the MSMEs that is quite developed and is one of the MSMEs that provides souvenirs

typical of Siantar City. In the midst of strong competition, management seeks to improve the ability of employees to produce and sell products to customers.

This business unit realizes the importance of managing employees in the midst of fierce business competition in order to compete and be able to run their business effectively. The following is presented data on employee performance assessments assessed by management in an effort to evaluate employee performance.

Table 1 Performance Assessment of Employees of the Ketawawaka Waka Bread Business Unit, Siantar City

It	Assessment Aspects	2020		2021		2022		2023	
		Value	Category	Value	Category	Value	Category	Value	Category
1	Customer Service Orientation	85	Good	80	Good	71	Enough	80	Good
2	Achieving Sales Targets	72	Enough	80	Good	74	Enough	78	Enough
3	Production Capability	75	Enough	80	Good	80	Good	80	Good
4	Discipline	69	Not Good	72	Enough	73	Enough	75	Enough
5	Cooperation	68	Not Good	80	Good	80	Good	81	Good
Average Grade		74	Enough	79,33	Enough	76,83	Good	80	Good

Source : Management of Ketawawaka Waka Bread Business Unit, Siantar City

The data above is an assessment of employee performance for the period 2020-2023 at the Ketawawaka Waka Bakery Business Unit, Siantar City. The aspects assessed in the data above include customer service orientation, achievement of sales targets, production capabilities, level of discipline and cooperation. Based on the assessment above, it can be seen that there is a decline in employee performance. The current decline in 2022-2023 can be seen from the average employee work assessment. The decline in employee performance shows that the business unit has experienced a decline in performance.

Some of the factors that are of concern to researchers are the characteristics of individual employees. Viewed from the perspective of individual employee characteristics, this business unit consists of various employee backgrounds which can be seen in terms of the age of various employees, gender, marital status, working period and work ability. Based on the results of observation and pre-survey that middle-aged employees have less effective work skills. Employees who have a low working period tend to have poor work skills, which affects less than optimal work results. Based on the description of the research problem above, the researcher is interested and wants to conduct a research entitled: "Analysis of the Influence of Individual Characteristics and Motivation on Employee Performance in the Ketawawaka Waka Bread Business Unit, Siantar City".

Employee Performance

Every worker hopes to produce good performance. (Kasmir, 2019) said that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to (Mangkunegara, 2018) performance comes from the word *Job Performance* or *Actual Performance* (work performance or achievement of how much a person has achieved).

Factors that affect employee performance

Employee performance can be affected by various factors so that by knowing these factors, the company can improve the performance of its employees. According to (Kasmir, 2019) the factors that affect employee performance are abilities and expertise, knowledge, work design, work loyalty, personality, job satisfaction, work discipline, work environment, organizational culture, leadership, work motivation, commitment, loyalty

Individual Characteristics

According to (Iskandar, 2019) individual characteristics are characteristics that show a person's differences in initiative, the ability to remain resilient in facing tasks to completion or solving problems or how to adapt to changes that are closely related to the environment that affects individual performance. According to Duha (2018), individual characteristics are basically different individuals from one another.

According to (Kasmir, 2019) Another factor that can affect employee performance is work motivation. According to (Hasibuan, 2018) motivation is what causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Individual characteristics are internal (interpersonal) factors that drive and influence individual behavior (Dewi, 2020).

Individual characteristics include age, gender, education level, marital status, and working period in the organization (Robbin, 2018).

Work Motivation

Goals that, if successfully achieved, will satisfy or meet these needs, Munawir (2019). According to Anoraga (2019), work motivation is something that causes enthusiasm or encouragement to work. Therefore, work motivation in career psychology is commonly called a driver of work morale. The strength and weakness of a worker's work motivation also determines the size of his achievements. According to Hasibuan (2018), work motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. The employee's pro and positive mental attitude towards the work situation is what strengthens their work motivation to achieve maximum performance.
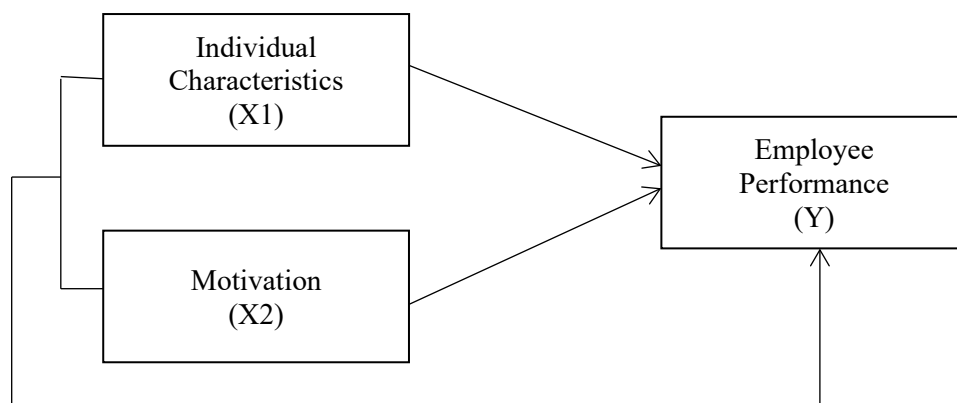
Conceptual Framework

Figure 1. Conceptual Framework

Hypothesis

Based on the formulation of the problem that has been raised, the hypothesis of this study is:

1. Individual characteristics have a positive and partially significant effect on employee performance in the Roti Ketawa Waka Waka business unit in Siantar

City.

2. Motivation has a positive and partially significant effect on employee performance in the Roti Ketawa Waka Waka business unit in Siantar City.

3. Individual characteristics and motivation have a positive and significant effect simultaneously on employee performance in the Roti Ketawa Waka Waka business unit in Siantar City.

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Research Methods

The research used in this study is a causal associative quantitative research. According to (Manullang and Pakpahan, 2018) causal research (cause-effect relationship) is "research that wants to see whether a variable that acts as an independent variable has an effect on other variables that are bound variables. This research was conducted at the Ketawawaka Waka Bread Business Unit, Siantar City, which is located at Jl. Mayjend. Di. Panjaitan No.78, Aek Nauli, Kec. Siantar Sel., Pematang Siantar City, North Sumatra 21116. The population in this study is all employees of the Ketawawaka Waka Bread Business Unit of Siantar City totaling 30 people. P sampling using saturated samples is a sample selection technique when all members of the population are sampled. So, the number of samples to be studied in this study was rounded to 30 respondents. The type of data in this study is primary data. Primary data is data obtained directly from respondents through questionnaires to the source, namely respondents. Data collection techniques using interviews and questionnaires.

RESEARCH RESULTS AND DISCUSSION

Validity Test

To find out the feasibility of the items in the list of questions (questionnaires), it is necessary to conduct a validity test.

Table 1. Data Validity Test

Variable	Question Item	Corrected Item Corelation	r-mean	Result
	X1.1	0.469		Valid
	X1.2	0.635		Valid
	X1.3	0.439		Valid
	X1.4	0.348	0,3	Valid
	X1.5	0.671		Valid

Variable	Question Item	Corrected Item Corelation	r-mean	Result
Characteristics of Incividu (x1)	X1.6	0.649		Valid
	X1.7	0.651		Valid
	X1.8	0.676		Valid
Work Motivation (x3)	X3.1	0.514	0,3	Valid
	X3.2	0.495		Valid
	X3.3	0.736		Valid
	X3.4	0.650		Valid
	X3.5	0.665		Valid
	X3.6	0.808		Valid
	X3.7	0.523		Valid
	X3.8	0.570		Valid
	X3.7	0.697		Valid
	X3.8	0.602		Valid
Employee Performance (Y)	Y.1	0.654	0,3	Valid
	Y.2	0.533		Valid
	Y.. 3	0.544		Valid
	Y.4	0.747		Valid
	Y.. 5	0.570		Valid
	Y.6	0.715		Valid
	Y.7	0.395		Valid
	Y.8	0.625		Valid
	Y.9 reviews	0.697		Valid
	Y.10	0.715		Valid
	Y.11	0.469		Valid
	Y.12	0.635		Valid

Source : SPSS output ver 19 (2024)

Based on the results *of the SPSS output*, it is known that the validity value is in the *Corrected Item-Total Correlation* column in the question item of each variable that is studied can be declared valid because all coefficient values are greater than 0.30.

Reliability Test

The reliability test is carried out to see if the data is reliable or reliable so that it is feasible to be carried out in the next test.

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Table 2. Reliability Test Results

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Variable	Cronbach's Alpha	N of Items
Individual Characteristics (X1)	0,839	8
Work Motivation (X₂)	0.886	8
Performance (Y)	0,901	12

Source : SPSS output ver 19 (2024)

Based on the results *of the SPSS output, it is known* that the Cronbach's Alpha *value in* each variable is above 0.6 so it can be concluded that each variable is reliable or reliable.
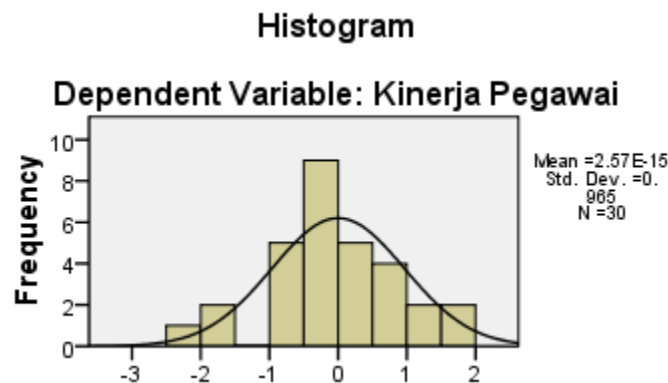
Normality Test

Figure 2. Histogram Test
Source : SPSS output ver 19 (2024)

Based on the figure above, the results of the data normality test are known that the data has been distributed normally, where the histogram image has a line forming a bell and has a balanced convex in the middle.
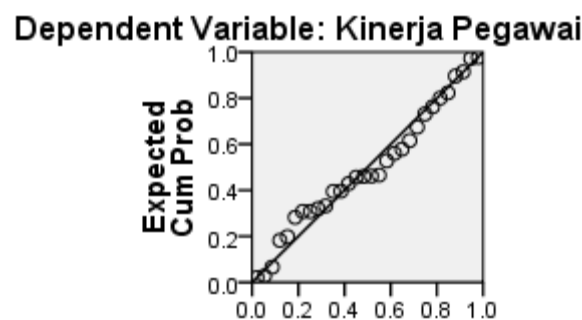

Figure 3. PP Plot Test
Source : SPSS Output ver 19 (2024)

Based on the figure above, then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points that are spread are around the diagonal line so that the data has been distributed normally.

Table 3. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters[a]	Mean	.0000000
	Std. Deviation	1.52814368
Most Extreme Differences	Absolute	.109
	Positive	.103
	Negative	-.109
Kolmogorov-Smirnov Z		.595
Asymp. Sig. (2-tailed)		.871

a. Test distribution is Normal.

Based on the *Kolmogrov Smirnov* test, it can be seen that the Asymp. Sig. (2-tailed) value of 0.871 can be concluded that the data is normally distributed, where the significance value is greater than 0.05 (p= 0.871 > 0.05). Thus, as a whole, it can be concluded that the data observation values have been distributed normally and can be continued with other classical assumption tests.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables (Russiadi, 2018). A good regression model should not have correlations between independent variables. The tolerance value is not less than 0.1 and the *Variance Inflation Factor (VIF)* value is not more than 10 so that the model can be said to be free from multicollinity.

Table 4. Multicollinearity Test Results

Type	Collinearity Statistics	
	Tolerance	VIF
Individual Characteristics	.388	2,579
Work Motivation	.388	2,579

Source: SPSS Processing Results Ver 19 (2024)

Based on the data in table 4, it can be seen that the tolerance value of all independent variables is not less than the fixed value of 0.1 and the VIF value of all independent variables is no more than the fixed value of 10. Therefore, the data in this study is said to show that competence, training and work experience do not experience multkolineity problems.
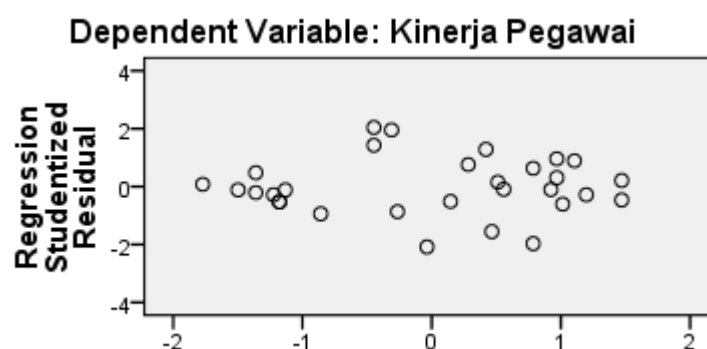
Heteroscedasticity Test

Figure 4. Heterokedesity Test
Source : SPSS Output ver 19 (2024)

Based on the scatterplot image , it shows that the resulting points are spread randomly and do not form a pattern or trend of a specific line. The image above also shows that the data spread is around the zero point. The results of this test show that this regression model is free from heteroscedasticity problems, in other words: the variables to be tested in this study are homoscedasticity.

Multiple Linear Regression

To see the correlation or relationship between independent variables and dependent variables that can have positive or negative values with multiple linear regression analysis, it can be seen which variable among the independent variables is the most dominant influence on the dependent variable.

Table 5. Multiple Linear Regression

Type		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	0.041	1.770	
	Individual Characteristics	0.377	0.103	0.205
	Work Motivation	1.132	0.078	0.815

a. Dependent Variable: Employee Performance

Source : primary data processed (2024)

Based on the table above, an equation can be formulated:

$$Y = 0.041 + 0.377X1 + 1.132 X2$$

The above multiple linear regression equation interperformance is as follows:

1. The value of the constant of magnitude indicates a positive sign which means that if individual characteristics and work motivation are considered zero, then the employee's performance is 0.041 units.
2. The regression coefficient value for the individual characteristic variable shows a positive value of 0.377 which means that if the individual characteristic variable increases by one unit, then the performance of employees will increase by 0.377 units.
3. The regression coefficient value for the work motivation variable shows a positive value of 1.132 which means that if the work motivation variable increases by one unit, then the employee's performance will increase by 1.132 units.

Partial Hypothesis Test (t-Test)

Table 6. Results of Partial Hypothesis Test

Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.041	1.770		0.023	0.981
Individual Characteristics	0.377	0.103	0.205	3.649	0.001
Work Motivation	1.132	0.078	0.815	14.490	0.000

a. Dependent Variable: Employee Performance

Source : primary data processed

(2024)

1. The test results for individual characteristics variables showed a tcount value of 3.649 > a ttable of 2.05 with a significant value of 0.001 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that individual characteristics had a positive and partially significant effect on employee performance.

2. The test results for the work motivation variable showed a tcount value of 14.490 > ttable of 2.05 with a significant value of 0.000 < 0.05, then the H2 hypothesis was accepted and H0 was rejected, meaning that work motivation had a positive and partially significant effect on employee performance.

Test F

The following can be presented the results of simultaneous testing between independent variables and dependent variables as follows:

Table 7. Results of Simultaneous Hypothesis Tests
ANOVAb

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1979.745	2.000	989.873	394.654	0.000
	Residual	67.721	27.000	2.508		
	Total	2047.467	29.000			

a. Predictors: (Constant), Individual Characteristics and Work
Motivation

b. Dependent Variable: Employee
Performance

The simultaneous hypothesis test or F test proves that the value of F is calculated as 394.654 which is greater than 3.35 and the significant value of 0.000 is less than 0.05 so that it can be concluded that hypothesis 3 is accepted and hypothesis 0 is rejected so that it can be concluded that individual characteristics and work motivation have a significant effect simultaneously on employee performance.

R2 Test (Determination)

The following can be presented the results of the determination test of independent variables, individual characteristics and motivation, explaining the dependent variables (employee performance) as follows:

Table 8. Determination Coefficient Test Results
Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.983a	.967	.964	1,583

a. Predictors: Dependent Variable: Performance

The results showed that the *adjusted R Square* value of 0.964 which can be called a determination coefficient which in this case means that 96.4% of employee performance can be obtained and explained by individual characteristics and motivations, while the remaining 3.6% is explained by other factors or variables outside the research model.

Discussion of Research Results

1. **The Influence of Individual Characteristics on Employee Performance in the Roti Kelaugh Waka Waka Business Unit, Siantar City**

The results of this study show that individual characteristics have a positive and significant effect on employee performance. This can be seen from the hypothesis test with a tcal value of 3.649 > a ttable of 2.05 with a significant value of 0.001 < 0.05, then the H1 hypothesis is accepted and H0 is rejected, meaning that individual characteristics have a positive and partially significant effect on employee performance. A positive direction indicates that individual characteristics are able to improve employee performance, in other words when there is an increase in individual characteristics with indicators of biographical characteristics, ability characteristics, personality characteristics.

The results of this study are the same as the results of the study (Lishandy, 2018) which states that individual characteristics have a significant effect on employee performance. The results of the study are in accordance with the research objectives to find out whether individual characteristics affect employee performance. The results of this study answer problems related to individual characteristics.

2. **The Effect of Motivation on Employee Performance in the Waka Waka Laughing Bread Business Unit, Siantar City**

The results of the study show that work motivation has a positive and significant effect on employee performance. This can be seen from the hypothesis test with a calculated t_{value} of 14.490 > a_{table} t of 2.05 with a significant value of 0.000 < 0.05, then the hypothesis H_2 is accepted and H0 is rejected, meaning that work motivation has a positive and partially significant effect on employee performance.

The positive direction indicates that work motivation leads to an increase in employee performance, in other words when there is an increase in motivation with indicators of physiological needs, the need for security, social needs or a sense of belonging and the need for self-esteem and the need for actualization to increase then employee performance will increase. The results of this study are the same as the results of research (Cahyono, 2019) and research (Yanti and Sanny, 2019) which state that motivation has a significant effect on employee performance. The results of the study are in accordance with the research objectives to find out whether motivation affects employee performance. The results of this study answer problems related to employee work motivation.

3. **The Simultaneous Influence of Individual Characteristics and Motivation on Employee Performance in the Waka Waka Laughing Bread Business Unit, Siantar City**

Based on various theories and results of previous research, the researcher has proposed a hypothesis that individual characteristics and work motivation simultaneously have a positive and significant effect on employee performance. The results of this study explain that individual characteristics and work motivation have a positive and significant effect simultaneously on performance.

This can be seen from the value of F calculation of 394.654 which is greater than 3.35 and the significant value of 0.000 is less than 0.05 so that it can be concluded that hypothesis 3 is accepted and hypothesis 0 is rejected so that it can be concluded that individual characteristics and motivation have a significant effect simultaneously on employee performance. The positive direction indicates that every improvement in individual characteristics and motivation can have an impact on improving employee performance.

The results of this study are in accordance with the purpose of the research carried out, which is to find out whether individual characteristics and motivation simultaneously have a positive and significant effect on employee performance. The results of this study have solved problems related to employee performance that is not optimal.

Conclusion

1. Individual characteristics have a positive and significant effect on employee performance. This can be seen from the hypothesis test with a tcal value of 3.649 > a ttable of 2.05 with a significant value of 0.001 < 0.05.

2. Work motivation has a positive and significant effect on employee performance. This can be seen from the hypothesis test with a tcal value of 14.490 > a ttable of 2.05 with a significant value of 0.000 < 0.05

3. Individual characteristics and motivation have a significant simultaneous effect on employee performance, this can be seen from the value of F calculation of 394.654 which is greater than 3.35.

Suggestion

1. Management must be able to organize training to improve technical and interpersonal skills. Conduct regular performance evaluations and provide constructive feedback. Create a work culture that supports collaboration and innovation. Reward individual and team achievements.

2. Management must be able to increase employee motivation by establishing open communication between management and employees. Ask them for their opinion and listen to their input. Give tasks that are challenging but still allow

employees to feel capable of completing them. This can increase engagement. Encourage employees to innovate and come up with new ideas. This makes them feel like they have a role in the company's development

3. Management must be able to improve employee performance by providing training to improve employee skills and competencies. Companies must provide career development programs.

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