

Effects of Individual Characteristics, Job Characteristics and Organizational Characteristics on Job Performance and Its Impact on Employee Career Development At PT. Aksata Satya Pratama Jakarta

¹Aria Mulyapradana, ²Ary Dwi Anjarini

Polytechnic Pusmanu, Pekalongan

*Corresponding author: ariamulyapradana@gmail.com, anjanierasta@gmail.com

Abstract. *In the organization or company employees become one of the most important factors, without the employees of the organization or company can't carry out organizational activities to achieve the expected goals. To achieve the desired expectations, the company must pay attention and increase the potential of employees. The purpose of this study is to determine whether or not there is an influence between individual characteristics, job characteristics and organizational characteristics of work performance and their impact on employee career development at PT. Aksata Satya Pratama Jakarta. As many as 34 employees of PT. Aksata Satya Pratama Jakarta is used as the population in this study. The analysis technique in this study uses quantitative analysis. This study shows the results where the probability of each variable > 0.05 is the absence of influence with a significance of 0.811 between individual characteristics with work performance and significance of 0.053 between individual characteristics with direct employee career development, while job characteristics with employee career development are not there is a significant positive effect of 0.419, for organizational characteristics with work performance results obtained a significant influence of 0,000, for organizational characteristics with employee career development showed no significant effect of 0.087 and the last work performance with employee career development showed a significant influence amounting to 0.011.*

Keywords: *Individual Characteristics, Job Characteristics, Organizational Characteristics, Job Performance, Career Development*

1. INTRODUCTION

In order for the company to win the competition and be able to compete with other companies, employees are required to have skills, knowledge and abilities and have high work performance so that the company can compete with other companies. In addition, employee management needs to be carried out by the company in order to realize the organization's goals in order to be achieved effectively and efficiently. Employee efforts towards a career plan in the company are a form of career development. Career development is also a necessity of the company in managing employees who are the company's assets. Employee careers are a form of individual effectiveness as employees and indirectly help the organization in achieving its organizational goals.

For employees, career development is a reflection of an employee's success in working and has the quality or quality he has to occupy a position in the company. For companies, career development is preparing employees to occupy the positions needed and maintain good work situations within the company. The negative impact that will occur for employees and organizations if the career development program is not implemented properly. From the company side there will be anxiety and from the employee side it will cause concern for its potential because it is not noticed by the company and does not feel safe to work at the company. Some of these negative impacts will have a major effect on effectiveness and efficiency and not achieving the goals of the company.

In the work environment, the application of career development programs is not only related to regulations but the ability of individuals and the ability of organizations to develop their employees, it is a natural thing to apply. The purpose of career development itself is to lead to the quality of the employees themselves and their organizations. The existence of this career development individuals tend to be more free to choose the career path that will be achieved and wide open to further develop and develop their potential.

The time of career achievement of employees in the company is very diverse there are fast and some are long. Many factors affect achievement such as work performance, individual characteristics, job characteristics and organizational characteristics. This was reinforced from the results of research conducted by Dio Kristola and I Gusti Ayu Dewi Adnyani (Kristola & Adnyani, 2014) where the results of the study stated that there was a significant influence between work performance and career development of employees. Career development opportunities. In addition, a study conducted by Idris (Idris et al., 2011) that individual characteristics, job characteristics and organizational characteristics of career development showed an influence in the study.

Individual characteristics are the abilities possessed by employees as a result of being carried or inherent in themselves. Individual characteristics can be measured from several factors including attitudes, interests and needs. Individual characteristics are formed from where the employee lives and these values are brought into the work environment situation (Moses, 2014). In addition to individual characteristics, job characteristics can affect work performance because employees in carrying out work activities require skills to be able to complete their work. Job characteristics are related to work attributes, responsibilities and task variations. Work achievement is an effort produced by employees in their work to achieve the stated organizational goals (Moses, 2014). Other studies say that there is an influence between work performance on employee career development, this is marked by the appreciation received by employees for their achievements, but for employees who have not received awards for work performance will experience obstacles in developing their careers in the company. Assessment of employee work performance has a strong relationship to career development because the better job performance possessed by employees, the greater the opportunity to obtain a promotion (Kristola & Adnyani, 2014).

Individual Characteristics and job characteristics are the core dimensions of career development because these aspects will assist employees in carrying out the work carried out at their respective levels and the organization influences the employee's career because each organization also has different characters such as resources, climate and organizational structure. So that the organization must be able to formulate the suitability of workers with their work for work performance and suitability. This is what the organization has taken in winning business competition by increasing the human resources that have joined the organization and is supported by the financial capacity of the organization which will become an obstacle if the financial capability of the organization is inadequate (Idris et al., 2011).

PT. Aksata Satya Pratama Jakarta is located on Jalan Tebet Raya, South Jakarta engaged in providing labor and training services and has 34 employees. The development of this company cannot be separated from the employees owned by this company. Based on observations made by researchers revealed that this company is a company that has only been developing for the last 5 years, with a relatively new age has a big challenge so that the company can win fierce competition at this time. To win the competition and achieve company goals, the thing that must be considered is the employees they have now so they do not move to other companies.

Career development carried out by PT. Aksata Satya Pratama has been carried out objectively using performance assessments that are conducted every month. Career management applied is still simple because the company is still relatively new and needs development. Individual characteristics, job characteristics and organizational characteristics can be combined to make it possible to design career development continuously and adapted to the needs of the company.

From this phenomenon, this study wants to find out whether or not the influence of individual characteristics, job characteristics and organizational characteristics on work performance and their impact on employee career development at PT. Aksata Satya Pratama Jakarta.

2. LITERATURE REVIEW

2.1 Individual Characteristics

Individual Characteristics (Moses, 2014) is an ability possessed by individuals that comes from innate factors. The statement is in line with Gibson and James L (Mahayanti & Sriathi, 2017) saying that individual characteristics come from abilities and abilities, backgrounds and demographics. Strengthened by Robbins (Kamela, 2016) who revealed that individual characteristics consist of the abilities and skills, experiences, backgrounds and demographics of the individuals concerned. There

are three factors that influence individual characteristics (Widanarni et al., 2015) including ability, attitude and interest.

2.2 Job Characteristics

Job characteristics (Ananda & Sunuharyo, 2018) are attributes of the tasks that employees have and responsibilities for these tasks and the extent to which the work gives satisfaction to others. Job characteristics (Ogi et al., 2014) is an approach to design work where the work design is a series of activities starting from the process of determining tasks, the method to be used in carrying out these tasks to the work related to one another in the company. According to Sugito and Siti Nurjannah (Sugito & Nurjannah, 2004) said that the characteristics of work are tasks that include responsibilities, the variety of tasks assumed and feedback. The following are the characteristics of job characteristics, among others (Moses, 2014): diversity of skills, identity, important energy, autonomy and feedback.

2.3 Organizational Characteristics

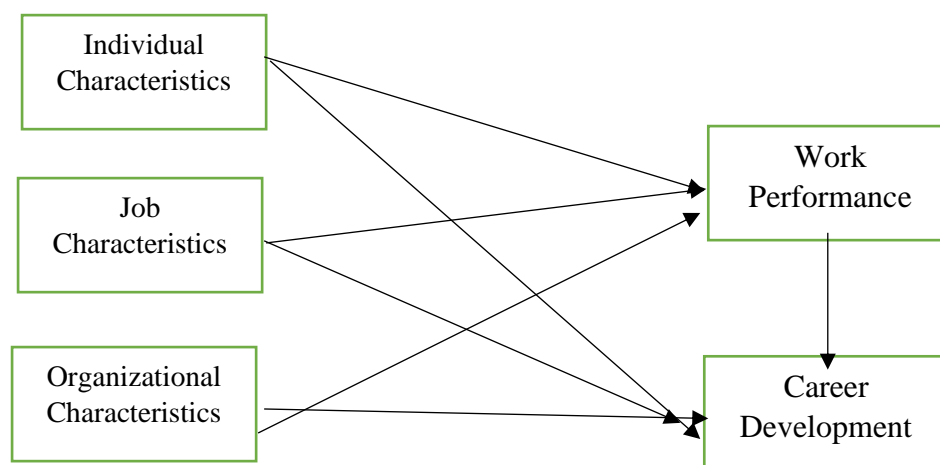
Arief Subyantoro (Subyantoro, 2009) said that organizational characteristics are work commitments and relationships with colleagues and superiors in their organization. Koppelman (Kamela, 2016) states that organizational characteristics consist of rewards, leadership and organizational structure. Organizational characteristics (Akbar, 2009) consist of organizational structure, groups, technology, organizational size, strategy, leadership, reward systems and organizational culture.

2.4 Work performance

Work achievements (Moses, 2014) are the results of work achieved by employees both to the responsibilities given in quality and quantity in carrying out their duties. Mathis and Jackson stated that quantity, quality, duration, attendance and cooperative attitude are factors that can be measured in employee work performance.

2.5 Career development

According to Handoko (Idris et al., 2011) career development is an effort or effort made by an employee towards his career plan. The same thing stated by Desseler regarding career development (Mulyapradana, 2012) is an effort to identify the potential of employees and apply appropriate and appropriate ways to develop employee potential. The factors that play a role in employee career development according to Gouzali (Mulyapradana, 2012) include: organizational policy, work performance, educational background, training that has been followed, work experience, loyalty to the organization and relationships between people.



Picture. 2.2
Model Framework

3. METHODS

The objects of this study were 34 employees of PT. Aksata Satya Pratama Jakarta and uses the census method to conduct sampling because the population of the company is below 100 people. Job performance and career development are the dependent variable and individual characteristics, job characteristics and organizational characteristics are independent variables. This study uses an explanatory research method (Dwi Anjarini, 2018), a quantitative approach, multiple linear regression analysis and uses an analysis tool in the form of SPSS.

4. RESULT AND DISCUSSION

4.1 Data Analysis

a. Classic assumption test

Assumptions that must be met in conducting a regression analysis so that it can produce outputs that can be accounted for, namely the classic assumption test or what can be called also the basic assumption test which includes:

1). Validity test

The validity test is done by comparing the results of r count with r table, if r count is greater than r table then it is said to be valid. Minimum for r table of 0.3 can be said to be valid (Sugiyono, 2016)

Table 1.1
Validity Test Results

		Correlations				
		Individual Characteristics	Job Characteristics	Organizational Characteristics	Job Performance Characteristics	Career Development
Individual Characteristics	Pearson Correlation	1	,787**	,587**	,469**	,667**
	Sig. (2-tailed)		,000	,000	,005	,000
	N	34	34	34	34	34
Job Characteristics	Pearson Correlation	,787**	1	,625**	,541**	,632**
	Sig. (2-tailed)	,000		,000	,001	,000
	N	34	34	34	34	34
Organizational Characteristics	Pearson Correlation	,587**	,625**	1	,731**	,755**
	Sig. (2-tailed)	,000	,000		,000	,000
	N	34	34	34	34	34
Job Performance	Pearson Correlation	,469**	,541**	,731**	1	,748**
	Sig. (2-tailed)	,005	,001	,000		,000
	N	34	34	34	34	34
Career Development	Pearson Correlation	,667**	,632**	,755**	,748**	1
	Sig. (2-tailed)	,000	,000	,000	,000	
	N	34	34	34	34	34

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Processing, 2020

Table 1.1 obtained r count of 0.667 for individual characteristic variables, for 0.632 for job characteristic variables, for 0.755 for organizational characteristics variables, for 0.748 for work performance while career development for 1 which means the value is greater than r table that is equal to 0.3 so it can be said that this data is valid and can be continued at a later stage.

2). Reliability Test

In this research it is said to be reliable if the Cronbach alpha value is greater than 0.6 and if it is below 0.6 then the research is not reliable. In Table 1.2 shows the value of cronbach alpha of 0.875, the variables in this study are declared reliable.

Table 1.2
Reliability Test Results

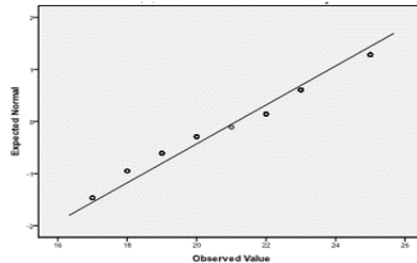
Reliability Statistics	
Cronbach's Alpha	N of Items
,875	5

Source: SPSS Data Processing, 2020

3). Normality test

The normality test in this study uses the distribution test on the P-P plot plot to find out whether this study is normal or not.

(a). Y1 Normality Test



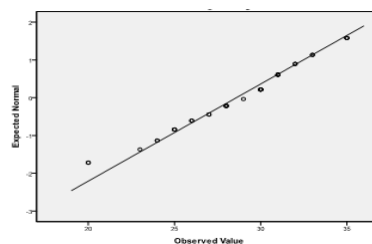
Source: SPSS Data Processing, 2020

Figure 1.1

P-P Normality Test Results Work Performance Variable Plot

In Figure 1.1 the distribution is around a diagonal line and the direction can be concluded Y1 based on the P-P plot graph of the job performance variable meets the assumption of normality test.

(b). Y2 Normality Test



Source: SPSS Data

Processing, 2020

Figure 1.2

P-P Normality Test Results plot Career Development Variables

In Figure 1.2 the spread is around the diagonal line, it can be concluded that Y2 based on the P-P plot graph of the career development variable meets the assumption of normality test.

b. Regression Analysis

1). Regression Analysis I

(a). Partial t test

Following are the hypotheses in this study: (1) H1: there is a significant influence between individual characteristic variables (X1) and work performance variables (Y1). (2) H2: there is a significant influence between the variable work characteristics (X2) with the variable work performance (Y1) (3) H3: there is a significant influence between organizational characteristics (X3) and work performance variables (Y1).

Table 1.3 Partial t Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,957	3,082		2,582	,015
	Individual Characteristics	-,087	,363	-,049	-,241	,811
	Job Characteristics	,229	,279	,173	,820	,419
	Organizational Characteristics	,834	,205	,652	4,060	,000

a. Dependent Variable: Job Performance

Source: SPSS Data Processing, 2020

Following are the results of Partial t Test of Table 1.3 Coefficients:(1) The significance value (sig.) Of the individual characteristic variable is 0.811 and this is from the probability of 0.05, which means that H1 is rejected or there is no significant effect of the individual characteristic variable (X1) on work performance (Y1). (2) The significance value (sig.) Of job characteristic variables is 0.419 and this is from the probability of 0.05, meaning that H2 is rejected or there is no significant effect of the job characteristics variable (X2) on work performance (Y1). (3) The significance value (sig.) Of organizational characteristic variable is 0,000 and this is <from the probability of 0.05, which means that H3 is accepted or there is a significant influence of the variable of organizational characteristics (X3) on work performance (Y1).

(b). Simultaneous F Test

F test in the hypothesis of the regression model I is the influence of individual characteristics, job characteristics, organizational characteristics simultaneously or together on job performance. Testing this hypothesis by using anova output and by F tables.

Table 1.5
Smultan F Test Results

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	129,235	3	43,078	12,075	,000 ^a
	Residual	107,029	30	3,568		
	Total	236,265	33			

a. Predictors: (Constant), Individual Characteristics, Job Characteristics, Organizational Characteristics,

b. Dependent Variable: Job Performance

Source: SPSS Data Processing, 2020

Based on table 1.5 the F test results state that the anova value of significance is known to be 0,000, and this is <0.005 which means that this hypothesis is accepted it can be concluded that individual characteristics, job characteristics, organizational characteristics simultaneously or together have a significant effect on work performance.

Table 1.6
Determination Coefficient Results (R Square)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,740 ^a	,547	,502	1,88882

a. Predictors: (Constant), Individual Characteristics, Job Characteristics, Organizational Characteristics

Source:
SPSS Data
Processing, 2020

Based on table 1.6, it is known that the results of R Square 0.547 or 54.70%, which means that the variables of individual characteristics, job characteristics, organizational characteristics, simultaneously or simultaneously have a significant effect on work performance variables of 54.70% while the remaining 45, 30% of 100% are influenced by variables outside of this study.

2). Regression Analysis II
(a). Partial t test

The hypothesis in the next test in the second regression model is:(1) H4: there is a significant influence between individual characteristic variables (X1) and career development variables (Y2). (2) H5: there is a significant influence between the job characteristics variable (X2) and career development variable (Y2). (3) H6: there is a significant influence between variable organizational characteristics (X3) with career development variables (Y2). (4) H7: there is a significant influence between work performance variables (Y1) and career development (Y2).

Table 1.7 Partial t Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,977	3,978		-,246	,808
	Individual Characteristics	,854	,424	,329	2,014	,053
	Job Characteristics	-,034	,329	-,018	-,104	,918
	Organizational Characteristics	,529	,299	,284	1,771	,087
	Job Performance	,575	,213	,395	2,699	,011

a. Dependent Variable: Career Development

Source:
SPSS Data
Processing,

2020

The following is Table 1.7 which is the result of partial t-test from the study:
(1) The significance value (sig.) Of individual characteristics variable is 0.053 and this is from the probability of 0.05 meaning that H4 is rejected or there is no significant influence between individual characteristics (X1) on career

development (Y2). (2) Significance value (sig.) Of job characteristics variable is 0,918 and this > from probability of 0.05 means that H5 is rejected or there is no significant influence between job characteristics (X2) on career development (Y2). (3) The significance value (sig.) Of organizational characteristics variable is 0.087 and this > from the probability of 0.05 means that H6 is rejected or there is no significant influence between organizational characteristics (X3) on career development (Y2). (4) Significance value (sig.) Of work achievement variable is 0.011 and this is <from probability 0.05 meaning that H7 is accepted or there is a significant influence between work performance (Y1) on career development (Y2).

(b). Simultaneous F Test

F test on the next hypothesis II regression model that is the influence of the variables of individual characteristics, job characteristics, organizational characteristics, work performance simultaneously or together have a significant influence on career development.

Table 1.8
Simultaneous F Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	359,190	4	89,797	18,463	,000 ^a
	Residual	141,046	29	4,864		
	Total	500,235	33			

a. Predictors: (Constant), Individual characteristics, Job Characteristics, Organizational Characteristics, Job Performance
b. Dependent Variable: Career Development

Source: SPSS Data Processing, 2020

Based on Table 1.8 the results of the simultaneous F test stated that anova known significance value (sig.) Amounted to 0,000 and this <0.05 means that this hypothesis is accepted or it can be concluded that individual characteristics, job characteristics, organizational characteristics, work performance simultaneously or together the same has a significant influence on career development.

Table 1.9
Determination Coefficient Results (R Square)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,847 ^a	,718	,679	2,20537

a. Predictors: (Constant), Individual characteristics, Job Characteristics, Organizational characteristics, Job Performance

Source: SPSS Data Processing, 2020

From table 1.9 the results of the coefficient of determination are known R Square results of 0.718 or 71.80% this means that the variables of individual characteristics, job characteristics, organizational characteristics, simultaneously or jointly have a significant effect on career development variables of 71.80% while the

rest of 28.20% of 100% is influenced by variables outside of this regression I and II regression study.

4.2 Discussion

a. Relationship of Individual Characteristics with Work Performance

In testing Hypothesis 1 (H1), it was found that there was no significant effect of individual characteristics with work performance where the abilities, attitudes and interests of each employee had been adjusted to their respective work, not directly having a significant effect on employee performance at PT. Aksata Satya Pratama.

b. Relationship between Job Characteristics and Job Performance

In testing Hypothesis 2 (H2) it was found that there was no significant effect of individual characteristics with work performance in which the type and nature of work, factors of responsibility, the relationship of the task to other work, and the feedback given from work did not directly influence significant to employee work performance on Aksata Satya Pratama.

c. Relationship between Organizational Characteristics and Job Performance

In testing Hypothesis 3 (H3), it was found that there was a significant influence of organizational characteristics with work performance where the stipulated rewards, the nature of leadership, and career path in the organization directly had a significant effect on the work performance of employees of PT. Aksata Satya Pratama, where the acquisition of rewards is appropriate or large, the nature of good leadership as expected by employees and the determination of career paths that are set accordingly triggers an increase in employee performance.

d. Relationship of Individual Characteristics with Career Development

In testing Hypothesis 4 (H4), it was found that there was no significant effect of individual characteristics with career development where the abilities, attitudes and interests of each employee that had been adjusted to work did not directly have a significant effect on the career development of employees at PT. Aksata Satya Pratama.

e. Relationship between Job Characteristics and Career Development

In testing Hypothesis 5 (H5) it was found that there was no significant effect of job characteristics with career development where the determination of the type and nature of work, factors of responsibility, the relationship of the task with other jobs, feedback from the work given to each employees do not directly have a significant effect on employee career development at PT. Aksata Satya Pratama.

f. Relationship between Organizational Characteristics and Career Development

In testing hypothesis 6 (H6) it was found that there was no significant effect of organizational characteristics with career development where rewards, leadership, career paths did not directly have a significant effect on employee career development at PT. Aksata Satya Pratama.

g. Relationship between Work Achievement and Career Development

In testing Hypothesis 7 (H7), it was found that there was a significant influence on the characteristics of work performance with career development where the quantity of work produced by employees was good, the quality of work done was good, the timeliness in completing workloads, timely attendance at work and deadlines in completing job, the employee's cooperative attitude in responding to changes that occur in the work environment directly has a significant effect on employee career development at PT. Aksata Satya Pratama, as well as variables that mediate the variables of individual characteristics, job characteristics and organizational characteristics of career development

CONCLUSION

a. Conclusion

The study of this study can be concluded that: (1) the absence of a significant influence between the variables of individual characteristics including the factors of ability, attitude and interest of each employee that has been adjusted to their respective work does not directly have a significant effect on employee performance on PT. Aksata Satya Pratama, (2) the job characteristics variable also does not have a significant effect where the type and nature of work, the factors of responsibility, the relevance of the task to other work, and the presence of feedback given from work does not directly have a significant effect on work performance employees at PT. Aksata Satya Pratama, (3) but different with

organizational characteristics that have a direct influence on employee performance where the acquisition of rewards is appropriate or large, good leadership traits as expected by employees and the determination of career paths that are set correctly trigger in increasing work performance employees at PT. Aksata Satya Pratama, (4) there is no significant influence on the variable of individual characteristics where the abilities, attitudes and interests of each employee that have been adjusted to work do not directly have a significant effect on the career development of employees at PT. Aksata Satya Pratama, (5) there is no significant influence on the variable of job characteristics with employee career development at PT Aksata Satya Pratama, (6) there is no significant effect on the variable of organizational characteristics with employee career development at PT Aksata Satya Pratama, (7) but there is a significant influence on work performance variables with employee career development where the quantity of work produced by employees is good, the quality of work done is good, punctuality in completing work, attendance on time to work and deadlines in completing work, employee cooperative attitude in responding to changes that occur in the work environment directly have a significant effect on employee career development, as well as variables that mediate variables of individual characteristics, job characteristics and organizational characteristics of employee career development at PT Akasata Satya Pratama.

b. Suggestion

The researcher proposes some suggestions from the results of his research, among others: (1) Employees to be given an understanding and support that the characteristics of each individual employee in terms of self-ability, attitude and interest to be continuously improved so as to improve work performance and develop employee's career, (2) direction related to the nature of work, factors of responsibility, the linkage of tasks with other jobs, and the existence of feedback given by the company with the right formula that triggers an increase in work performance and career development of employees, (3) the existence of rewards and additional rewards for employees who are long or have a good job evaluation, and the nature of wise leadership and are able to understand employees well, as well as measurable employee career paths that can be

achieved so that they can directly trigger employee career development at PT Akasata Satya Pratama.

REFERENCES

- Akbar, A. (2009). Effect of Job Characteristics, Organizational Characteristics, and Individual Characteristics on Job Satisfaction of Private Bank Employees in the Province of South Sulawesi. *Analisis*, 6(2), 183–192.
- Ananda, S. S., & Sunuharyo, B. S. (2018). Effect of individual characteristics and job characteristics on employee performance with mediator variables employee work motivation. *Jurnal Administrasi Bisnis*.
- Dwi Anjarini, A. (2018). Analysis of the Effects of Emotional Quotient, Intelligence Quotient and Spiritual Quotient on Job Satisfaction and Teacher Performance in Batang Extraordinary Schools. *BBM (Buletin Bisnis & Manajemen)*, 3(1), 28–40. <http://www.journal.stie-yppi.ac.id/index.php/BBM/article/view/35>
- Idris, I., Kaseng, S., & Rukhayati, R. (2011). Effect of Individual Characteristics, Work Characteristics and Organizational Characteristics of Career Development in Syariah Mandiri Bank Branch Palau. *Jurnal Persepsi*, 15(1), 1–15. <http://jurnal.untad.ac.id/jurnal/index.php/Persepsi/article/view/13941>
- Kamela, I. (2016). Characteristics of Individual, Characteristics of Work and Charcteristics of

- Organization The Effect of Employee Satisfaction. *Jurnal Benefita*.
<https://doi.org/10.22216/jbe.v1i1.902>
- Kristola, D., & Adnyani, I. G. A. D. (2014). The Effect of Training and Work Experience on Job Performance and Its Impact on the Career Development of Employees at Balai Karantina Pertanian Kelas 1 Denpasar. *E-Jurnal Manajemen*, 3(4), 902–921.
<https://ojs.unud.ac.id/index.php/Manajemen/article/view/7486>
- Mahayanti, I., & Sriathi, A. (2017). Effect of Individual Characteristics, Characteristics of work and Characteristics of Work Situation on Employee Satisfaction. *E-Jurnal Manajemen Universitas Udayana*.
- Moses, R. (2014). Influence of Individual Characteristics and Characteristics of Work on Employee (study of PT. Inti Bara Mandiri Tuban employees). *Jurnal Administrasi Bisnis S1 Universitas Brawijaya*.
- Mulyapradana, A. (2012). *Against the Intention of Employee Turnover*.
- Ogi, I., Lumanauw, B., & Tumewu, E. (2014). Individual Characteristics, Work Characteristics, and Organizational Characteristics of Employee Satisfaction in Event Organizer Reborn Creative Center Manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*.
- Subyantoro, A. (2009). Individual Characteristics, Job Characteristics, Organizational Characteristics and Management Job Satisfaction Mediated by Work Motivation (Study of KUD Management in Sleman Regency). *Jurnal Manajemen Dan Wirausaha*, 11(1), 11–19. <https://doi.org/10.9744/jmk.11.1.pp.11-19>
- Sugito, P., & Nurjannah, S. (2004). Analysis of the Influence of Individual, Job and Organizational Characteristics on the Performance of Malang Municipal Water Company Employees. *Jurnal Penelitian*, 16(1).
- Sugiyono. (2016). Metodologi Penelitian Kuantitatif, Kualitatif, dan R&D. In *CV Alfabeta*.
<https://doi.org/https://doi.org/10.3929/ethz-b-000238666>
- Widanarni, D., Irwansyah, I., & Utomo, S. (2015). Effect of Individual Characteristics, Work Characteristics and Organizational Characteristics of Employee Satisfaction in Bank Rakyat Indonesia Kuala Kapuas Branch. *Jurnal Bisnis Dan Pembangunan*, 3(1), 35–41.
<https://ppjp.ulm.ac.id/journal/index.php/bisnispembangunan/article/view/1315>