

The Effect Of Individual Characteristics, Organizational Commitments And Leadership Profiles On Employee Performance In The Implementation Work From Home (WFH) (Study On Student Employees At Mercu Buana University)

Deden Kurniawan¹ dan Indra Sarwono²

Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Mercu Buana

E-mail : deden.kurniawan@mercubuana.ac.id dan indrasarwono9@gmail.com

Abstract

This study analyzed the effect of individual characteristics, organizational commitment and leadership profile on employee performance in implementing Work From Home (WFH). The object of this research was student employees of Mercu Buana. This research is qualitative research with a questionnaire instrument as the survey method. The approach used in this research is Structural Equation Model (SEM) with the Smart-PLS analysis tool. A total of 286 respondents participated in this research. The sample size was determined by the sloven formula and generated a sample of 167 employees. This study proves that individual characteristics positively and significantly affect employee performance with a T-statistic value of (3,845). Organizational commitment has a positive and significant effect on employee performance with a T-statistic value (3.136). The leadership profile positively and significantly affect employee performance with a T- statistic value of(4.095).

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1. INTRODUCTION

In 2020, the world was agitated by the outbreak caused by a virus called Covid-19 (Corona Virus-19). The virus outbreak changed all the activities in every country and distributed various sectors. One of the sectors most affected was the economic sector. Many companies around the world experienced a decline in revenue from this outbreak. In addition, company activities' were also limited because they have to operate by prioritizing health protocols.

The goal achievement of the agency or organization depends not only on modern equipment, complete facilities, and infrastructure but also on the people who can carry out the work. Therefore, agencies or organizations need high-quality employees that can carry out their work and provide good results or have high work performance (Syahna et al., 2018).

According to Rahardi et al. (2021), Large-Scale Social Restrictions (PSBB) regulation caused employees to implement Work From Home (WFH) which resulted in employees' losses and delays in

finishing work tasks. In addition, some work fields cannot perform WFH since not all of them are ready with this system. One of the recommendations was for companies and businesses to use several applications to support WFH activities to maximize the results (Purwanto, 2020). Nevertheless, jobs completed at home lead to non-optimal performance because data information was difficult to obtain. This is in line with the data on the achievement of targets for each company where Mercu Buana University students work in the employee class, as shown in Table 1.1.

Table 1.1 Data on Achievement of Work Performance Targets for Student Employees March-May 2020 Period

Nama Mahasiswa	Nama Perusahaan	Jabatan	Target			Pencapaian		
			Maret	April	Mei	Maret	April	Mei
Firda	PT. Adi Laksana Karya Furniture	Sales Marketing	600jt	670jt	710jt	450jt	265jt	370 jt
Yuni	PT.GA Alumindo	Sales Marketing	140pcs	240pcs	325pcs	40pcs	35pcs	50pcs
Yudistira	PT. Trinet Solusi Integerasi	Account Manager	4 Milyar	5,3 Milyar	6 Milyar	2 Milyar	2,7 Milyar	2,2 Milyar
Hadian	BPJS Ketenagakerjaan	Customer Service	300 tenaga kerja	370 tenaga kerja	440 tenaga kerja	225 tenaga kerja	207 tenaga kerja	328 tenaga kerja
Waode Fanda	PT.Bemofarm	Digital Marketing	105 tugas	120 tugas	131 tugas	70 tugas	58 tugas	62 tugas
Della Octaviani	PT. Intellisys Tripratama	HRD Recruitment	70 recruit ment	79 recruit ment	85 recruit ment	57 recruit ment	28 recruit ment	25 recruit ment

Table 1.1 shows that the company has not achieved the target from March to May 2020, which means there is low work performance for students employees since the company provides Work From Home rules. This resulted in a decrease in the target given by the company.

The above phenomenon means that there are problems with the work performance of student employees who are carrying out WFH. Whereas, work performance is essential as a benchmark for achieving company organizational goals (Cahyadi, et al., 2018). Based on previous research, performance influenced individual characteristics (Cahyadi et al., 2018; Sari et al., 2018; Muzakki, Maarif, et al., 2019), organizational commitment (Surabya et al., 2016; Riana et al.; 2018; Dienhirun et al., 2015) and transformational leadership (Sidabutar, 2016).

Following the above phenomenon, it is interesting to examine employee performance. Therefore, pre-research was conducted on 30 respondents from Mercu Buana University employee class students to strengthen the previous data. The result showed problems with individual characteristics; 25 student employees reveal that they are not creative in carrying out their work consistently well when implementing WFH. In addition, 26 employees stated that they would not stay at this company until retirement, recognizing a problem with job satisfaction. In addition, 23 employees revealed that the leadership did not seem to have the tendency to inspire the employees to achieve organizational goals, which indicates a problem with leadership.

Based on existing data, previous research and background of the problems described, researchers interested in taking the title: "The Effect of Individual Characteristics, Organizational Commitments and Leadership Profiles on Employee Performance in The Implementation Work From Home (WFH) (Study on Student Employees at Mercu Buana University)".

2. Problem Formulation

Based on the description above, problems in this study are:

1. Does individual character affect the work performance of student employees that implement WFH?
2. Does organizational commitment affect the work performance of student employees that implement WFH?
3. Does the leadership profile affect the performance of student employees that implement WFH?

3. Objectives

Based on the problem formulation problem, the objectives of this study are:

- a. to find out and analyze the effect of organizational commitment on the work performance of student employees that implement WFH.
- b. to find out and analyze the influence of the leadership profile on the work performance of student employees that implement WFH.
- c. to find out and analyze the influence of the leadership profile on the work performance of student employees that implement WFH.

4. Research Contribution

This research includes various kinds of contributions:

1) Theoretical Contribution

This research is expected to apply the lessons learned during lectures and inspire other parties in need for researchers.

2) Practical Contribution

This research is hoped to support further research that examines further related to employee characteristics, organizational commitment and leadership profile.

2. LITERATURE REVIEW

Definition of Human Resource Management

According to Larasati (2018), Human Resource Management is a central factor in an organization; regardless of its form and purpose, organizations are made based on various visions, missions, and goals for humans' benefit. Humans also manage their tasks; therefore, humans are a strategic factor in all institutional or organizational activities.

Understanding Individual Characteristics

According to Robbins and Judge (2017), individual characteristics include ability, perception, attitude, experience and motivation. Ability is the individual's capacity to do various tasks. The ability directly influences the level of satisfaction and one's performance so that employees can do a good job, and it requires suitability with the job. Suitability can be obtained by matching the nature of the job with the employee's abilities. Thus the performance of employees can be improved by the match between work and abilities.

Understanding Organizational Commitment

Robbins et al. (2015) define organizational commitment as the degree to which an employee identifies an organization, its goals and expectations to remain a member. According to Burso (2018), organizational commitment is an individual's strong acceptance of the company's goals and values, including elements of loyalty, involvement in work, and identification of corporate values and purposes. Consequently, they will try and work and have a strong desire to stay afloat in the company.

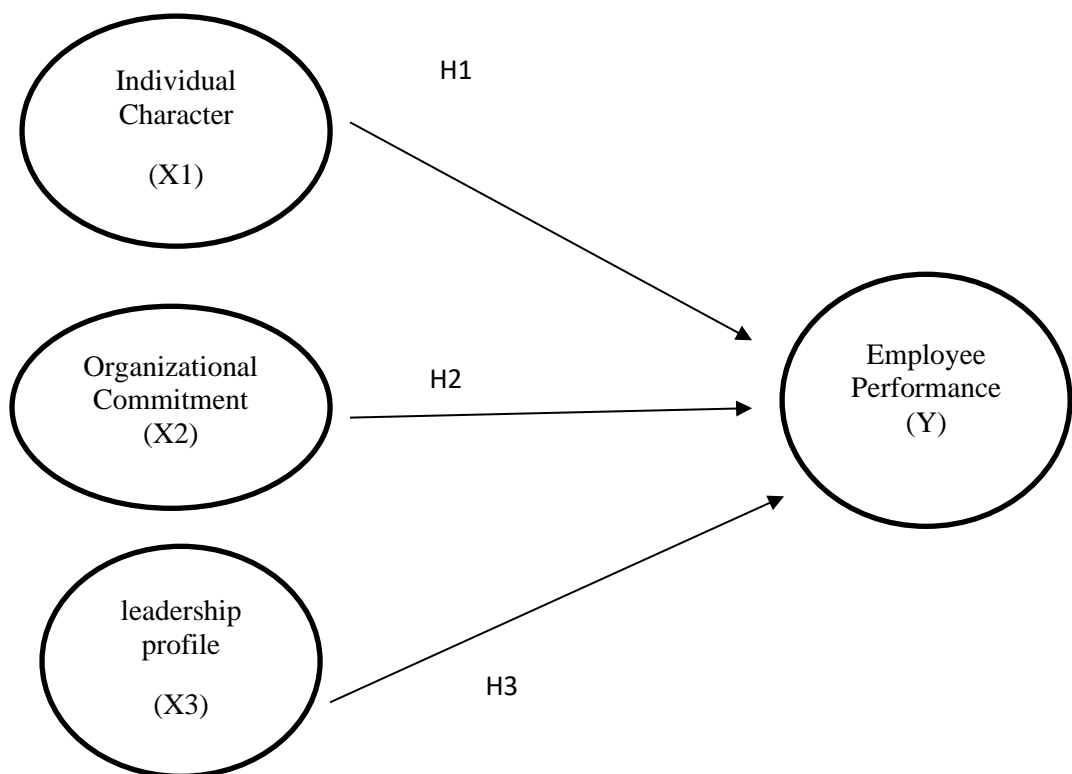
Definition of Leadership

According to Gibson (2014), leadership is a process of directing and influencing the activities of a group of members whose tasks are interconnected in achieving goals. Meanwhile, according to Wirawan (2016), the leader is a person who is known and tries to influence his followers to realize his vision.

Definition of Performance

According to Susilo et al. (2018), performance results from work done by someone in a certain period in carrying out the tasks and responsibilities given to achieve an organizational goal. According to Bangun (2012), performance results from work accomplished by a person based on job requirements. A job has specific requirements to be carried out to achieve goals known as job standards.

Framework



3. METHODS

Time and Place of Research

The research was conducted from July 2020 to December 2020 in Mercu Buana University, Meruya Campus, located at Jalan Meruya Selatan No. 1, Kembangan, South Meruya, West Jakarta, Special Capital Region of Jakarta.

Research Design

This study used the causal analysis method as the type of research. A causal research design helps analyze the relationships between one variable and another and how one variable affects other variables.

According to (Sugiyono, 2017a) the research method is a scientific way to obtain data with specific goals and uses.

Population and Research Sample

a. Research Population

The total population in this study, precisely at Mercu Buana Meruya University, Jakarta, was taken from 7 classes totaling 286 students who are employees.

b. Sample

The sampling method used is Probability Sampling, which means that each element of the population has the same probability of being selected through systematic calculations. The number of samples can be determined by using statistical measures, namely by using the Slovin formula. The level of precision specified in the determination of the selection is 5%. The sample size obtained by using the calculation is 167 students from 286 students as the population.

Data Collection Techniques

This research used a questionnaire for the data collection. According to (Sugiyono 2016), a questionnaire is a data collection technique done by giving a set of questions or written statements to respondents to answer.

Data Analysis Method

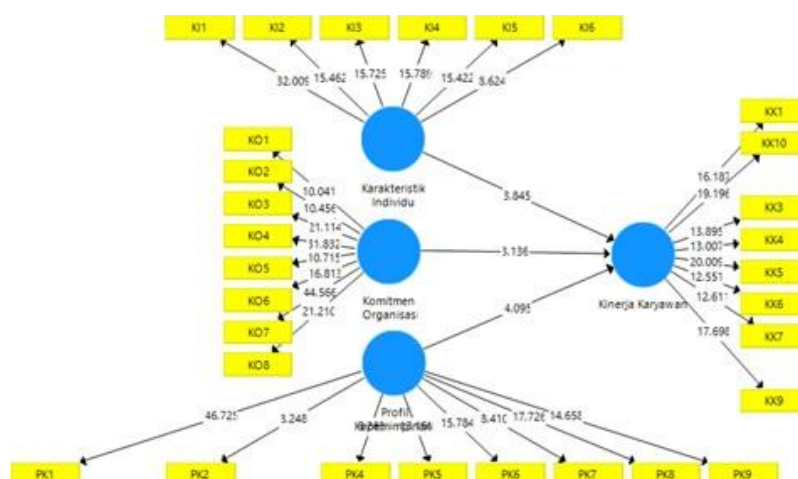
The analytical method used in this research is the Component or Variance Based Structural Equation Model, where the data processing uses the Partial Least Square (Smart-PLS) version 3.2.8 PLS program. PLS (Partial Least Square) is an alternative model of covariance-based SEM. PLS can be used to confirm a theory. Besides that, it can also explain whether or not there is a relationship between latent variables.

4. RESULTS AND DISCUSSION

Company Overview

During this pandemic, there have been significant changes in various fields; one of them is in the economic area. Almost all companies were compulsory to made changes in their activities. One of the company's activities in adapting to this pandemic is conducting Work From Home (WFH). In a company, the most influential resource is human resources. The company's success in carrying out its activities is influenced by the performance of the company's employees.

Bootstrapping Test Results



5. Results and Discussion of Hypothesis

1) The Influence of Individual Characteristics on Employee Performanc

<i>Variabel</i>	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standar Deviation</i>	<i>T. Statistic</i>	<i>P Values</i>	<i>Signifikansi</i>
Karakteristik Individu → Kinerja Karyawan	0.296	0.295	0.077	3.845	0.000	Positif Signifikan
Komitmen Organisasi → Kinerja Karyawan	0.283	0.283	0.090	3.136	0.002	Profil Signifikan
Profil Kepemimpinan → Kinerja Karyawan	0.380	0.382	0.093	4.095	0.000	Positif Signifikan

Based on the hypothesis test in this study, the results of the T-Statistic were 3.845, the original sample value was 0.296, from the P values 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P values value shows less than 0.05. From these results, it can be concluded that the first hypothesis is accepted, and the results show that individual characteristics have a positive and significant effect on employee performance. The higher the individual characteristics, the higher the employee's performance.

The result is in line with Dewanta's (2018) research, which shows that individual characteristics positively and significantly impact employee performance. Research conducted by Annisa Pratiwi et al. (2014) indicates that individual characteristics positively and significantly impact employee performance. Research conducted by Azwar (2015) also shows that individual characteristics positively and significantly impact employee performance.

2) The Effect of Organizational Commitment on Employee Performance

Based on the hypothesis test in this study, the results of the T-Statistic were 3.136, the original sample value was 0.283, from the P values of 0.002. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P values value shows less than 0.05. From these results, it can be concluded that the second hypothesis is accepted, and these results indicate that organizational commitment has a positive and significant effect on employee performance. The higher the organizational commitment, the higher the employee performance.

The result of the research is in line with the study conducted by Mustikaningsih (2014), showing that organizational commitment has a significant positive effect on employee performance. Susanti's (2016) research indicates that organizational commitment has a significant positive impact on Employee Performance.

3) Influence of Leadership Profile on Employee Performance

Based on the hypothesis test in this study, the results of the T-Statistic were 4095, the original sample value was 0.380, from the P values 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P values value shows less than 0.05. From these results, it can be concluded that the third hypothesis is accepted, and these results indicate that the leadership profile has a positive and significant effect on employee performance. The higher the leadership profile, the higher the employee performance.

This research aligns with the study conducted by Mustikaningsih (2014), which shows that the leadership profile has a significant positive effect on employee performance. Research conducted by Suryanti et al. (2019) shows that the leadership profile significantly affects employee performance.

5. CONCLUSION AND RECOMMENDATION

Conclusion

1. Individual characteristics have a positive and significant impact on employee performance. This result shows that individual characteristics play a crucial role in employee performance. The more individual characteristics increase, the more employee performance will rise. If the behavior and attitudes of employees are getting better, they will produce maximum performance.
2. Organizational commitment has a positive and significant effect on Employee Performance. This result shows that organizational commitment plays a critical role in employee performance. The more organizational commitment increases, the more employee performance will also surge. If the company provides a higher commitment to the employees, they will grow more contribution.
3. Leadership profile has a positive and significant effect on employee performance. This result shows that the leadership profile plays a vital role in employee performance. If the leader has a wholesome leadership profile, the employees will work optimally.

Recommendation

Advice for Mercu Buana Students for Employee Class

1. Based on the study results, the individual characteristics that get the lowest mean are in the statement "I have a friendly character towards all co-workers". Therefore, the company should have the ability to provide direction to each division regarding the company's goals to be achieved during the change and transition of habits in running the business during the implementation of Work From Home (WFH). As a result, a new culture will decently develop and not blaming each other's colleagues.
2. Based on the study results, the organizational commitment gets the lowest mean contained in the statement, "I will spend the rest of my career at the company working at this time". Therefore, the company should provide a high commitment to employees by providing welfare and facilities such as internet quota and computers. Consequently, employees will have a heightened sense of loyalty and improved performance.
3. Based on the study results, the leadership profile gets the lowest mean in the statement, "My immediate supervisor always has a strong tone in giving instructions". Therefore, the leader should be able to distinguish how to provide input or suggestions to subordinates at a certain level, such as the Staff level, Team Leader, Manager, and even Area Manager level. Thus, it can be understood and implemented following the proper instructions and does not cause negative perceptions.

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