

## RINGKASAN

**PENGARUH KARAKTERISTIK INDIVIDU,  
PEKERJAAN DAN ORGANISASI TERHADAP KINERJA PEGAWAI  
PADA BADAN KEPEGAWAIAN NEGARA KANTOR REGIONAL III  
(BKN-KANREG III) BANDUNG**

**ARIFIN FAISAL TARIGAN**

Sumber daya manusia merupakan sumber daya yang sangat penting dan berperan dalam pencapaian kinerja suatu organisasi. Kinerja organisasi merupakan akumulasi dari kinerja pegawai. Kinerja pegawai dipengaruhi oleh karakteristik individu, pekerjaan dan organisasi. Dalam penelitian ini, karakteristik individu diukur melalui: kemampuan, kebutuhan berprestasi dan pengalaman. Karakteristik pekerjaan diukur melalui: keanekaragaman tugas, identitas tugas, keberartian tugas, otonomi dan umpan balik. Karakteristik organisasi diukur melalui: struktur, kepemimpinan dan imbalan.

Tujuan penelitian ini adalah untuk menganalisis : (1). pengaruh dari karakteristik individu terhadap kinerja pegawai; (2). pengaruh dari karakteristik pekerjaan terhadap kinerja pegawai; (3). pengaruh dari karakteristik organisasi terhadap kinerja pegawai; (4). pengaruh tidak langsung dari karakteristik organisasi terhadap kinerja pegawai melalui karakteristik pekerjaan; (5). pengaruh tidak langsung dari karakteristik pekerjaan terhadap kinerja pegawai melalui karakteristik individu.

Penelitian ini merupakan penelitian penjelasan (*explanatory research*) yang menjelaskan hubungan hubungan kausal antara variabel laten eksogen dengan variabel laten endogen melalui pengujian hipotesis. Sampel dalam penelitian ini sebagai 135 orang pegawai BKN-Kanreg III Bandung. Analisis statistik yang digunakan untuk menguji hipotesis adalah Model Persamaan Struktural (*Structural Equation Modeling*). SEM merupakan suatu pendekatan terintegrasi antara analisa faktor, analisa jalur dan regresi. Proses perhitungan dalam pengujian hipotesis tersebut dilakukan dengan alat bantu program komputer, yaitu: LISREL versi 8.30.

Hasil penelitian, sebagai berikut: (1).karakteristik individu berpengaruh secara langsung terhadap kinerja pegawai, dengan nilai koefisien jalur sebesar 0,63 ( $\alpha=0,05$ ); (2). karakteristik pekerjaan berpengaruh secara langsung terhadap kinerja pegawai secara signifikan, dengan koefisien jalur sebesar 0,37( $\alpha=0,05$ ); (3).pengaruh karakteristik organisasi terhadap kinerja pegawai tidak signifikan, diperoleh nilai koefisien jalur sebesar 0,04 ( $\alpha=0,05$ ); (4).karakteristik organisasi berpengaruh secara tidak langsung terhadap kinerja pegawai melalui dua jalur, yaitu: pengaruh tidak langsung karakteristik organisasi terhadap kinerja pegawai melalui karakteristik pekerjaan (dengan nilai koefisien sebesar 0,25); dan pengaruh tidak langsung karakteristik organisasi terhadap kinerja pegawai melalui karakteristik pekerjaan dan karakteristik individu sebesar (dengan nilai koefisien sebesar 0,29); (5).karakteristik pekerjaan berpengaruh secara tidak langsung terhadap kinerja pegawai melalui karakteristik individu, dengan nilai koefisien sebesar 0,43 ( $\alpha=0,05$ ).

**SUMMARY****THE INFLUENCE OF INDIVIDUAL CHARACTERISTICS,  
JOB AND ORGANIZATIONAL TOWARD EMPLOYEE'S PERFORMANCE  
THE STATE CIVIL SERVICE AGENCY OF THE REGIONAL OFFICE III  
(BADAN KEPEGAWAIAN NEGARA KANTOR REGIONAL III) BANDUNG**

ARIFIN FAISAL TARIGAN

Human resource is a very important resource and it has a role on organizational performance achievement. Organizational performance is accumulated from employee's performance. Employee's performance influenced by individual characteristics, job characteristics and organizational characteristics. In this research, the individual characteristics is measured through: ability, needs of achievement and experience. Job characteristics is measured through: task variety, task identity, task significance, autonomy and feedback. Organizational characteristics is measured through: structure, leadership and reward.

This research aims is to analyze : (1). the influence of individual characteristics on employee's performance; (2). the influence of job characteristics on employee's performance; (3). the influence of organizational characteristics on employee's performance; (4). the indirect influence organizational characteristics on employee's performance through job characteristics; (5). the indirect influence on employee's performance through individual characteristics.

This research is an explanatory research which explains causal relationship between exogenous latent variable and endogenous latent variables through hypothetical examination. Sample in the research were 135 employees of BKN Kantor Regional III Bandung. Data collecting process was done with questionnaire. Statistical analysis used to examine the hypothesis is Structural Equation Modeling (SEM). SEM is an integrated approach between factor analysis, path analysis and regression. Hypothesis calculation process was done using computer program Lisrel version 8.30.

The result showed: (1). individual characteristics had significant direct influences on employee's performance with the value of path coefficient = 0.63 ( $\alpha=0,05$ ); (2). job characteristics had significant direct influences on employee's performance with value of path coefficient = 0.37 ( $\alpha=0,05$ ); (3). organizational characteristics had significant direct influences on employee's performance with the value of path coefficient = 0.04 ( $\alpha=0,05$ ); (4). organizational characteristics had indirect influences on employee's performance through two path, indirect influences of organization characteristics on employee's performance job characteristics (coefficient value = 0.25) and indirect influences of organization characteristics on employee's performance through job characteristics and individual characteristics (coefficient value = 0.29); (5). job characteristics had indirect influences on employees performance through individual characteristics, with coefficient value = 0.43 ( $\alpha=0,05$ ).

## ABSTRACT

### THE INFLUENCE OF INDIVIDUAL CHARACTERISTICS, JOB AND ORGANIZATIONAL TOWARD EMPLOYEE'S PERFORMANCE THE STATE CIVIL SERVICE AGENCY OF THE REGIONAL OFFICE III (BADAN KEPEGAWAIAN NEGARA KANTOR REGIONAL III) BANDUNG

ARIFIN FAISAL TARIGAN

This research aims is to: analyze the direct and indirect influences of individual characteristics, job characteristics and organizational characteristic on employee's performance. This research is an explanatory research which explains causal relationship between exogenous latent variable and endogenous latent variables through hypothetical examination. Sample in the research were 135 employees of Kantor Regional III Bandung. Data collecting process was done with questionnaire. Statistical analysis used to examine the hypothesis is *Structural Equation Modeling (SEM)* by using computer program Lisrel version 8.30.

The result showed: (1). individual characteristics had significant direct influences on employee's performance with the value of path coefficient = 0.63 ( $\alpha=0,05$ ); (2). job characteristics had significant direct influences on employee's performance with value of path coefficient = 0.37 ( $\alpha=0,05$ ); (3). organizational characteristics had significant direct influences on employee's performance with the value of path coefficient = 0.04 ( $\alpha=0,05$ ); (4). organizational characteristics had indirect influences on employee's performance through two path, indirect influences of organization characteristics on employee's performance job characteristics (coefficient value = 0.25) and indirect influences of organization characteristics on employee's performance through job characteristics and individual characteristics (coefficient value = 0.29); (5). job characteristics had indirect influences on employees performance through individual characteristics, with coefficient value = 0.43 ( $\alpha=0,05$ ).

**Keywords :** individual characteristics, job characeristics, organizational characeteristics, individual performance.