

THE EFFECT OF INDIVIDUAL CHARACTERISTICS, ORGANIZATIONAL CLIMATE, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT MASON ELEPHANT PARK & LODGE GIANYAR

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ABSTRACT

Human resources always play an active and dominant role in every organizational and business activity, because humans are the planners, actors, and determinants of the realization of organizational and business goals. Human resources are one of the most decisive factors in the success or failure of an organization or company. This study aims to determine and analyze the influence of individual characteristics, organizational climate, and job satisfaction on employee performance at Mason Elephant Park & Lodge Gianyar. The population in this study was employees at Mason Elephant Park & Lodge Gianyar. The sample in this study consisted of 59 respondents, using a saturated sampling method where the entire population was used as the sample. The analysis used in this study was multiple linear regression analysis processed using the SPSS version 25.0 program. Based on the analysis results, this study shows that individual characteristics, organizational climate, and job satisfaction each have a significant positive effect on employee performance at Mason Elephant Park & Lodge Gianyar. Suggestions for further research include developing this study by adding variable variations such as job training, leadership style, and knowledge sharing.

Keywords: individual characteristics, organizational climate, job satisfaction

1. INTRODUCTION

Human resources are the main factor determining the success of an organization or company. In every organizational and business activity, the role of humans is very dominant and active because they are the ones who act as planners, implementers, and determinants of the achievement of organizational and business goals (Sedarmayanti, 2019:4). According to Sedarmayanti (2019:7), human resource management is a branch of organizational management that focuses on managing the human aspect of a system.

The task of Human Resource Management (HRM) is to manage human aspects effectively in order to create a skilled and trained workforce to carry out their jobs. According to Mangkunegara (2019:44), the term performance comes from "Job Performance," which refers to a person's actual achievements in their work. Performance can be defined as the results of work, both in terms of quality and quantity, obtained by an employee in carrying out their duties in accordance with the responsibilities assigned to them.

Mason Elephant Park & Lodge is a business in the field of tourism located in Taro Village, Tegallalang District, Gianyar Regency, Bali. To date, Mason Elephant Park & Lodge has 59 employees, and the performance of employees at Mason Elephant Park & Lodge at this time can be said to be less than optimal.

Based on the results of the researcher's interview with the HRD of Mason Elephant Park & Lodge, a phenomenon related to employee performance was found, namely low work discipline. This can be seen from the high percentage of employee absenteeism. The high absenteeism rate is one indicator of declining employee performance in carrying out their duties. One of the variables that influence employee performance is individual characteristics. According to Siagian (2019:146), individual characteristics include various traits possessed by each person, which distinguish one individual from another. The phenomenon related to individual characteristics can be seen from the indicator of work experience, where there are several employees who still have minimal work experience.

Another factor that influences employee performance is the organizational climate. Putri (2024) defines organizational climate as the perceptions of individuals or groups within an organization regarding routine internal conditions. Phenomena that reflect the organizational climate can be seen in employee behavior at work, particularly in terms of ethical communication with coworkers, which is still lacking.

In addition to individual characteristics and organizational climate, job satisfaction also plays a role in influencing employee performance. Susanto (2021) explains that a person's job satisfaction depends on how they feel about their job as a whole, including their views on the various tasks and projects they carry out. A phenomenon related to job satisfaction is the existence of dissatisfaction among employees, which is caused by the lack of company policies in promoting high-performing employees.

2. LITERATURE AND HYPOTHESIS

Goal Setting Theory

Goal Setting Theory was first introduced by Dr. Edwin Locke in 1968 through his article entitled "Toward A Theory of Task Motivation and Incentives." In his theory, Locke shows the relationship between the goals set and a person's performance in completing tasks or work. Goal Setting Theory explains that individuals tend to have a desire to set goals, choose appropriate goals, and be motivated to achieve them.

Employee Performance

Employee performance refers to the actions or activities carried out by individuals in carrying out their duties and responsibilities (Darodjat, 2019:26). Marwansyah (2019:12) defines performance or work performance as an individual's achievements or accomplishments in completing assigned tasks. According to Mangkunegara (2019:80), employee performance indicators include work quantity, work quality, work procedures, creativity, cooperation, work ability, initiative, and attendance.

Individual Characteristics

Hasibuan (2019:21) defines individual characteristics as "a person's innate traits that can be changed by the environment and education." According to Thoha (2019:35), individual characteristics are behaviors or traits that exist in an employee, both positive and negative. Indicators of individual characteristics according to Robbins & Judge (2019:224) include biographical, personality, and perception.

Organizational Climate

Wirawan (2019:42) states that organizational climate is the perception of organization members, both individually and in groups, as well as parties who continuously interact with the organization (such as suppliers, consumers, consultants, and contractors) regarding various conditions or events that routinely occur within the internal environment of the organization. Meanwhile, Mulyadi (2022) states that organizational climate is the measurable perception of employees regarding various aspects of the work environment that influence their motivation and behavior. According to Wirawan (2019:68), indicators of organizational climate include managers/leaders, employee behavior, and external organizational factors.

Job Satisfaction

According to Sulistia (2019:68), job satisfaction is an emotional condition that reflects an employee's feelings of pleasure or displeasure towards their work. Permadji et al. (2022) also define job satisfaction as positive feelings that arise towards a person's work, which are the result of an evaluation of various characteristics of that work. The indicators of job satisfaction according to Sulistia (2019) are satisfaction with the job, satisfaction with compensation, satisfaction with supervision by superiors, satisfaction with coworkers, and opportunities for promotion.

Research Hypothesis

A hypothesis is defined as a tentative answer to a research question (Sugiyono, 2019:122). Based on a review of previous theories and research on individual characteristics, organizational climate, and job satisfaction on employee performance, the following hypothesis was developed:

The Influence of Individual Characteristics on Employee Performance

According to Abdul (2019:48), individual characteristics are traits that distinguish each person, including initiative, perseverance in completing tasks, problem-solving skills, and adaptability to change. These characteristics are closely related to the environment that influences individual performance. Research by Hakim (2022), Azhar et al. (2023), Maudia (2023), Pratama et al. (2022), and Suhartini (2022) shows that individual characteristics have a positive and significant effect on employee performance. This means that the better the individual characteristics, the higher the employee performance. Based on the above explanation, the following research hypothesis can be developed:

Hypothesis 1 (H1): Individual characteristics have a positive effect on employee performance at Mason Elephant Park & Lodge Gianyar.

The Influence of Organizational Climate on Employee Performance

According to Simamora (2019:89), organizational climate is the internal environment or psychological aspect within an organization that influences human resource practices and policies accepted by members of the organization. This description is in line with the research by Rachmawati, et al. (2024), Putri's research (2024), Fatoni, et al.'s research (2022), and Mokit's research (2023). The results of the research show that organizational climate has a positive and significant effect on employee performance. This means that the better the organizational climate in a company, the higher the employee performance. Based on the above explanation, the following research hypotheses can be developed:

Hypothesis 2 (H2): Organizational climate has a positive effect on employee performance at Mason Elephant Park & Lodge Gianyar.

The Effect of Job Satisfaction on Employee Performance

According to Susanto, et al. (2022), everyone who works expects to gain satisfaction from their workplace. According to Handoko (2020:89), job satisfaction provides significant benefits for employees in carrying out their duties. One of the main benefits is increased work enthusiasm, which encourages employees to work better. In addition, job satisfaction also contributes to increased employee commitment to their work and the organization where they work. Based on the above explanation, the following research hypothesis can be developed:

Hypothesis 3 (H3): Job satisfaction has a positive effect on employee performance at Mason Elephant Park & Lodge Gianyar.

3. RESEARCH METHOD

This research was conducted at Mason Elephant Park & Lodge Gianyar, located on Jalan Elephant Safari Park Banjar Desa Taro Tegallalang, Taro, Kec. Tegallalang, Kabupaten Gianyar, Bali. The objects of this study were employee performance, individual characteristics, organizational climate, and job satisfaction. The sample in this study consisted of 59 employees at PT. Mason Elephant Park & Lodge Gianyar. Data collection techniques included interviews, observation, and questionnaires.

4. RESULTS AND DISCUSSION**Instrument Validity Test Results****a) Validity Test**

In this study, each statement item from each individual characteristic, organizational climate, job satisfaction, and employee performance had a correlation value greater than 0.3, so it can be concluded that all instruments or statements were valid.

b) Reliability Test

In this study, each statement item from each variable of individual characteristics, organizational climate, job satisfaction, and employee performance had a Cronbach Alpha value greater than 0.7, so it can be concluded that all statements used were reliable.

Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.667	1.199		0.556	0.580
X1	0.520	0.098	0.491	5.323	0.000
X2	0.159	0.069	0.208	2.302	0.025
X3	0.185	0.047	0.350	3.966	0.000

a. Dependent Variable: Y

Based on the results of the multiple linear regression analysis in Table 1 above, the regression equation is as follows:

$$Y = 0.667 + 0.520 X1 + 0.159 X2 + 0.185 X3$$

From the above equation, it can be interpreted as follows:

b1 = 0.520, which means that if individual characteristics (X1) increase while organizational climate (X2) and job satisfaction (X3) remain constant, employee performance (Y) will increase.

b2 = 0.159, which means that if the organizational climate (X2) increases while individual characteristics (X1) and job satisfaction (X3) remain constant, employee performance (Y) will increase.

b3 = 0.185 This means that if job satisfaction (X3) increases while individual characteristics (X1) and organizational climate (X2) remain constant, employee performance (Y) will increase.

Normality Test

Based on the results of the Kolmogorov Smirnov Test normality test, the Asymp. Sig. (2-tailed) value is $0.200 > 0.05$, thus it can be said that the variable is normally distributed. The value produced is greater than the significance of 0.05, so it can be concluded that the data follows a normal distribution.

Multicollinearity Test

Table 2. Multicollinearity Test
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0.667	1.199		0.556	0.580		
X1	0.520	0.098	0.491	5.323	0.000	0.820	1.219
X2	0.159	0.069	0.208	2.302	0.025	0.857	1.166
X3	0.185	0.047	0.350	3.966	0.000	0.894	1.118

a. Dependent Variable: Y

Based on the results of the multicollinearity test, all independent variables show a Variance Inflation Factor (VIF) value of less than 10 and a tolerance value of more than 0.1. Thus, it can be concluded that there are no symptoms of multicollinearity in this study. This shows that the independent variables can be used without excessive correlation between variables, so that the regression model remains valid for further analysis.

Heteroscedasticity Test

Table 3. Heteroscedasticity Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.740	0.709		2.455	0.017
X1	-0.019	0.058	-0.049	-0.337	0.737
X2	0.009	0.041	0.032	0.229	0.820
X3	-0.042	0.028	-0.213	-1.530	0.132

a. Dependent Variable: ABS_RES

Based on the results of the heteroscedasticity test, it can be seen that the significance value for each variable is greater than 0.05. Thus, it can be concluded that there are no signs of heteroscedasticity in this study, so that the regression model used meets the assumption of homoscedasticity.

Analysis of the Coefficient of Determination

Table 4. Determination Coefficient Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.785 ^a	0.616	0.595	1.17804

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Based on the coefficient of determination results in Table 4, it is known that the Adjusted R-Square value is 0.595 or 59.5%. This indicates that the individual characteristics variable (X1), organizational climate variable (X2), and job satisfaction variable (X3) together are able to explain their influence on employee performance (Y) at Mason Elephant Park & Lodge Gianyar by 59.5%. Meanwhile, the remaining 40.5% is influenced by other variables not examined in this study.

F Test

Table 5. F Test Results

Model	Sum of Squares	ANOVA		F	Sig.
		df	Mean Square		
1 Regression	122.519	3	40.840	29.428	0.000 ^b
Residual	76.328	55	1.388		

Total	198.847	58
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a. *Dependent Variable: Y*

b. *Predictors: (Constant), X3.X2, X1*

Based on the data analysis results in Table 5, the calculated F value is 29.428 with an F significance of $0.000 < 0.05$. Therefore, H_0 is rejected and H_a is accepted, which means that simultaneously, individual characteristics, organizational climate, and job satisfaction have a positive and significant effect on employee performance at Mason Elephant Park & Lodge Gianyar. Thus, the regression model used can be considered fit or suitable for further data testing.

t-test

Table 8. t-Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.667	1.199		0.556	0.580
X1	0.520	0.098	0.491	5.323	0.000
X2	0.159	0.069	0.208	2.302	0.025
X3	0.185	0.047	0.350	3.966	0.000

a. *Dependent Variable: Y*

The t-test results in Table 8 can be explained and presented as follows:

- The individual characteristic variable (X1) shows a positive direction with a coefficient of 0.520 and a t-value significance of $0.000 < 0.05$. Therefore, H_0 is rejected, which means that there is a positive and significant effect between individual characteristics (X1) and employee performance (Y) at Mason Elephant Park & Lodge Gianyar. In other words, if individual characteristics increase, employee performance will also increase, so the hypothesis in this study can be accepted.
- The organizational climate variable (X2) shows a positive direction with a coefficient of 0.159 and a t-count significance value of $0.025 < 0.05$. Therefore, H_0 is rejected, which means that there is a positive and significant effect between organizational climate (X2) and employee performance (Y) at Mason Elephant Park & Lodge Gianyar. In other words, if the organizational climate improves, employee performance will also improve, thus accepting the hypothesis in this study.
- The job satisfaction variable (X3) shows a positive direction with a coefficient of 0.185 and a t-count significance value of $0.000 < 0.05$. Therefore, H_0 is rejected, which means that there is a positive and significant influence between job satisfaction (X3) and employee performance (Y) at Mason Elephant Park & Lodge Gianyar. In other words, if employee job satisfaction increases, employee performance will also increase, thus accepting the hypothesis in this study.

Discussion

The Effect of Individual Characteristics on Employee Performance

The results of the t-test analysis show that the Unstandardized Coefficient Beta value for the individual characteristics variable (X1) is 0.520 with a t-count significance value of $0.000 < 0.05$. This means that H_0 is rejected, so it can be concluded that there is a positive and significant effect between individual characteristics (X1) and employee performance (Y) at Mason Elephant Park & Lodge Gianyar. In other words, every increase in individual characteristics will increase employee performance by 0.520. This description is in line with the research by Hakim (2022), Azhar et al. (2023), Maudia (2023), Pratama et al. (2022), and Suhartini (2022), with the results showing that individual characteristics have a positive and

significant effect on employee performance. This means that the better the individual characteristics, the higher the employee performance.

The Influence of Organizational Climate on Employee Performance

The results of the analysis using the t-test show that the Unstandardized Coefficient Beta value for the organizational climate variable (X2) is 0.159 with a t-count significance value of 0.025, which is < 0.05 . This means that H0 is rejected, so it can be concluded that there is a positive and significant effect between organizational climate (X2) and employee performance (Y) at Mason Elephant Park & Lodge Gianyar. In other words, if the organizational climate improves, employee performance will also increase by 0.159. The above description is in line with the research by Rachmawati, et al. (2024), Putri's research (2024), Fatoni, et al.'s research (2022), and Mokit's research (2023). The results of the research show that organizational climate has a positive and significant effect on employee performance. This means that the better the organizational climate in a company, the higher the employee performance.

The Influence of Job Satisfaction on Employee Performance

The results of the t-test analysis show that the Unstandardized Coefficient Beta value for the job satisfaction variable (X3) is 0.185 with a t-count significance value of $0.000 < 0.05$. This means that H0 is rejected, so it can be concluded that there is a positive and significant effect between job satisfaction (X3) and employee performance (Y) at Mason Elephant Park & Lodge Gianyar. In other words, if job satisfaction increases, employee performance will also increase by 0.185. The above description is in line with the research by Kotanon, et al. (2023), the research by Rediyansyah and Aditiarno (2023), and the research by Pazrina (2024), with the results showing that job satisfaction has a positive effect on employee performance. This means that good job satisfaction will lead to an increase in employee performance.

5. CONCLUSION AND LIMITATIONS

Conclusion

Based on the research results and discussion, it can be concluded that: first, individual characteristics have a positive and significant influence on employee performance at Mason Elephant Park & Lodge Gianyar, indicating that improvements in individual characteristics will lead to better employee performance. Second, the organizational climate positively and significantly affects employee performance, meaning that a better organizational climate will result in improved employee performance. Third, job satisfaction has a positive and significant impact on employee performance, showing that increased job satisfaction will positively influence employee performance.

Limitations

Based on the research results, the limitations of this study are as follows: first, this study is limited to the variables of individual characteristics, organizational climate, and job satisfaction, while other factors such as work culture, work climate, and leadership style may also influence employee performance. This is particularly important, as shaping employee attitudes and behaviors is crucial, especially in meeting consumer demands for excellent services provided by the company. Second, this study focuses solely on the employees of Mason Elephant Park & Lodge Gianyar. For future research, it is recommended to broaden the scope by expanding the research object, which would provide more comprehensive insights and allow the findings to be applied across various organizational or company contexts.

Recommendations

Based on the research findings, the following recommendations are made: first, the researcher advises the management of Mason Elephant Park & Lodge Gianyar to motivate employees to enhance their problem-solving skills, including the ability to identify issues, find appropriate solutions, and implement them effectively. These skills are crucial in the workplace as they help employees overcome challenges and solve problems efficiently. Second, the researcher suggests that the management take the time to

understand the personalities of their employees. Embracing personality differences can foster a more collaborative, harmonious, and positive environment, reducing conflicts and increasing overall productivity. Third, the researcher recommends that management provide technical assistance and social encouragement from supportive colleagues, as these can positively influence various aspects of the work environment, such as boosting employee confidence, improving communication within teams, fostering teamwork, and developing leadership skills among employees.

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