

THE EFFECTS OF JOB CHARACTERISTICS, EMOTIONAL INTELLIGENCE AND WORK ABILITY ON EMPLOYEE PERFORMANCE AT IMMIGRATION OFFICE CLASS III NON ICP BAU BAU

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Abstract—This research was conducted at Immigration Office Class III Non ICP Bau Bau which aimed to determine and analyze the effects of: 1) Job characteristics, emotional intelligence and work ability on employee performance 2) Job characteristics on employee performance, 3) Emotional intelligence on employee performance, and 4) Work ability on employee performance. Population in this research was all of the employees at Immigration Office Class III Non ICP Bau Bau namely 33 employees. Data analysis techniques used in this research were descriptive statistic analysis and multiple linear regression analysis. Results of the research show that: 1) Job characteristics, emotional intelligence and work ability have positive and significant effects on employee performance, 2) Job characteristics has positive and significant effects on employee performance, 3) Emotional intelligence has positive and significant effects on employee performance, and 4) Work ability has positive and significant effects on employee performance.

Index Term- Job Characteristics, Emotional Intelligence, Work Ability, Employee Performance

1 INTRODUCTION

Performance assessment is an obligatory process taken in employee performance evaluation. The performance assessment can be taken by a number of parties such as colleagues, direct superiors as well as employees themselves. An appropriate performance assessment on employees can lead to advantages by employees, supervisors and HR department as well as the company since there is a guarantee that employees can contribute and focus on organizational vision, mission and goals.

The first factor which can improve employee performance is job characteristics. Job characteristics have positive and significant effects on employee performance (Saiful Anwar, 2019; Faizal Bukit, 2020 ; Saiful Anwar, et.al. 2019). It means that better job characteristics will lead to improved employee performance. Job characteristics are defined individual or group activities of the employees in an organization manner which aim to regulate work assignments meeting organizational, technological and behavioral needs. So, job characteristics are description of work as the guidance in working and its implementation can reach satisfaction. One of the job characteristic indicators is provision of opportunity to use skills and abili-

ties, freedom and feedback for the employees to more prefer with their works. Based on these issues, one of the factors which can be used to encourage employee work satisfaction is by its work which contains job characteristics having a number of elements.

The further factor which can improve employee performance is emotional intelligence. Emotional intelligence has positive and significant effects on employee performance (Adrizal and Ane, 2020 ; Al Asy Ari Adnan Hakim et.al, 2020 ; Faizal Bukit, 2020 ; Yusuf Ardiansyah, 2018 ; Agus Budi Purwanto, 2015). It means that better employee emotional intelligence will lead to improved performance. According to Goleman (2004), as a figure bringing up an issue of emotional intelligence, argued that emotional intelligence is an ability to motivate oneself and maintain toward frustration, control instinct and not to exaggerate pleasure, regulate mood and prevent any stress which can decrease thinking skill, empathy and prayer.

Improvement of performance is also influenced by work ability. Work ability has positive and significant effects on employee performance (Nurhyaedah et.al, 2018 ; Wardani, Apri-

na. 2017). It means that better work ability will lead to improved employee performance. Work ability is certain conditions in oneself which is carried out maximally and wholeheartedly in completing the work so that it can create empowered and useful works (Diah Ayu, 2013).

2. PROBLEM FORMULATION

Based on the aforementioned background description, the problem formulations in this paper are:

1. Do job characteristics, emotional intelligence and work ability have effects on the performance of employees at the Immigration Office Class III Non ICP Bau Bau.
2. Do job characteristics have effects on the performance of employees at the Immigration Office Class III Non ICP Bau Bau.
3. Does emotional intelligence have effects on the performance of employees at the Immigration Office Class III Non ICP Bau Bau.
4. Does work ability have effects on the performance of employees at the Immigration Office Class III Non ICP Bau Bau.

3. THEORETICAL STUDY

A. Job Characteristics

Job Characteristics are properties of tasks including responsibilities, types of tasks and level of satisfaction obtained from the work. According to Berry and Houtson (in Martinus, 2010:164) job characteristics are internal aspect properties of the work consisting variations of necessary skills, procedures and description of tasks, level of task interest, authorities and responsibilities as well as feedback of given tasks.

Indicators of Job Characteristics

Panudju (2010:7), mentioned that each job has five indicators, namely:

1. Autonomy, namely freedom to self-control the implementation of one's duties based on the assigned job descriptions and specifications, with indicators of freedom in planning work and freedom in carrying out tasks.
2. Job variations, namely any necessary skills / methods / methods to complete the task, skills and variety of tasks.
3. Task identity, namely activities carried out by employees in planning and carrying out tasks, with indicators of level of understanding of work procedures and level of work involvement.
4. Significance of task, namely work importance performed by employees, with indicator of job effects on other employees in one department and another.
5. Feedback, namely information or feedback regarding employee work implementation results, with indicators of receiving information about the successes that have been achieved and receiving information about suitability of work implementation with superior expectation

B. Emotional Intelligence

Intelligence is an expertise to find out any new situations or learn to make new self-adjustment responses. Gardner in his book title *Frame Of Mind* (Golmen, 2000 : 50-53) said that

there is not only one type of important intelligence to achieve life success, but there are also main variances of intelligence namely interpersonal dan intrapersonal intelligence named as personal intelligence. Emotional is from word of movere, a Greek work meaning to move, then it is added by prefix "e" to give meaning of moving so that tendency of action is an absolute one in emotion.

Indicators of emotional intelligence

Indicators of emotional intelligence according to Cahyo Tri Wibowo, 2015 are :

1. Self-awareness, is determining one's own emotions and their effects, knowing one's own strengths and limits, believing in one's own abilities and belief in self-esteem.
2. Self-regulation, is ability to manage destructive emotions and impulses, be flexible to change (adaptable) and be responsible for personal performance.
3. Self-motivation, is an emotional tendency that leads to or facilitates the achievement of targets including: urge to achieve / not easily satisfied and the power to think positively and optimistically.
4. Empathy, is ability to accept other point of view and sensitive to other feelings.
5. Social skills, are to be able to provide messages clearly and to convince others and can inspire groups and others.

C. Work Ability

Work ability can be seen as a balance between work demands and individual resources. Work ability is also defined as the level in which a person can work (Haitze et.al, 2012). Work ability is a series of dynamical aspects, determination to build, and also individual characteristics which systematically and negatively correlate with age, and also systematically and positively correlate with quality of work life, quality of life, productivity and common welfare (Fernandes et.al, 2013).

Indicators of Work Ability

According to Rao (2000:98), he classified work ability indicators into four issues, namely:

1. Technical skills including understanding of a specific activity and skills in it, especially with regard to methods, processes, procedures and techniques.
2. Behavioral abilities, including one's intelligence to relate to other people.
3. Managerial ability, including definitions relating to planning, organizing, coordinating, monitoring, assessing, supervising and so on.
4. Conceptual skills, including ability to see the organization as a whole

D. Concept of Employee Performance

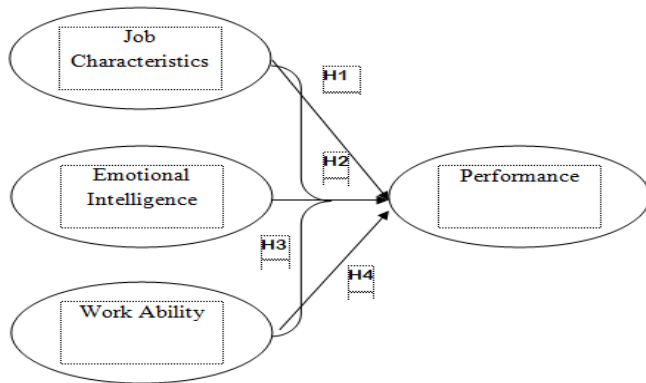
According to Hasibuan (2010:160), performance is a result achieved by one person in completing his or her tasks towards expertise, efforts and opportunity. Based on the aforementioned description, performance is a result achieved by one person in completing tasks based on expertise, experiences and seriousness as well as time according to defined standards

and criteria. According to Wibowo (2012;7), performance is concerning works and results achieved from the works. Indicators of employee performance

Indicators of employee performance refer to (Government regulation Number 30 of 2019) are: (a). Quality, (b). Quantity, (c). Time, (d). Cost, (f). Service orientation, (g). Work Initiatives (h). Cooperation, (i). Leadership and (j). Commitment

4. CONCEPTUAL FRAMEWORK

Scheme 3.1. Conceptual Framework



5. RESEARCH METHOD

The objects of this study are the effects of job characteristics, emotional intelligence and work ability and employee performance at the Immigration Office Class III Non-ICP Bau Bau. Respondents of this study were all employees at the Immigration Office Class III Non-ICP Bau Bau, totaling 33 employees, because the sampling technique was a census or saturated sample which the entire populations were the research respondents. The analysis tools used were descriptive analysis and multiple linear regression analysis using the SPSS 21 application.

6. RESULTS OF DATA PROCESSING AND HYPOTHESES TESTING

Based on the data description of the effects of job characteristics, emotional intelligence and work ability on employee performance at the Immigration Office Class III Non ICP Bau Bau. Table 5.11. Results of Multiple Linear Regression Analysis

Variables	Regression Coefficient (b)	T _{arithmetic} (db =96)	Significance Value
1. Job Characteristics (X ₁)	0,345	2,390	0,024
2. Emotional Intelligence (X ₂)	0,385	2,696	0,012
3. Work Ability (X ₃)	0,266	2.134	0,041
Constanta (a)	0,312		
R Value	0,876		
(R square)	0,767		
F Value	194,828		
Sig. F	0,000		

Source: results of data Processing SPSS 2021

Based on the results of the regression analysis in Table 5.8. above, the multiple linear regression line equation can be seen as follows:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n + e$$

$$Y = 0,312 + 0,345X_1 + 0,385X_2 + 0,266X_3.$$

The regression equation can be explained as follows:
a = 0.312 means that if the effects of job characteristics, emotional intelligence and work ability do not change, the employee performance at the Immigration Office Class III Non ICP Bau Bau is positive.

b1 = 0.345 means that if the job characteristics have increased, it will increase, the employee performance at the Immigration Office Class III Non ICP Bau Bau to have positive value with the assumption that emotional intelligence and work ability are considered constant.

b2 = 0.385 means that if emotional intelligence has increased, it will improve the employee performance at the Immigration Office Class III Non ICP Bau Bau, with the assumption that job characteristics and work abilities are considered constant.

b3 = 0.266 means that if the work ability has increased, it will improve the employee performance at the Immigration Office Class III Non ICP Bau, with the assumption that job characteristics and emotional intelligence are considered constant.

DISCUSSION

The discussion of the results of this study is based on the results of hypothesis testing and theoretical support and the results of previous studies.

a. Job characteristics, emotional intelligence and work ability have positive and significant effects on employee performance at the Immigration Office Class III Non ICP Bau Bau.

Results of testing the first hypothesis confirm that job characteristics, emotional intelligence and work ability have positive and significant effect on employee performance at the Immigration Office Class III Non-ICP Bau Bau. This means that changes in increased job characteristics, emotional intelligence and work ability will have effects on improving employee performance at the Immigration Office Class III Non ICP Bau Bau. The underlying logic of thought is that the existence of good job characteristics, high emotional intelligence and high employee work ability will improve employee performance as observed from quality, quantity, time, cost, service orientation, work initiative, cooperation, leadership and commitment.

The challenge faced by the Immigration Office Class III Non ICP Bau Bau is the indicator of cost which is perceived to be the lowest one if compared with other performance indicators. Thus, it is necessary for the management of the Immigration Office Class III Non ICP Bau Bau to improve cost use effectiveness and efficiency; ones of which are by utilizing appropriately the cost spent by the office and utilizing the costs spent by the office to complete the work.

Results of this study are in line with the research put forward by (Faizal Bukit, 2020; Al Asy Ari Adnan Hakim et al, 2020; Nurhyaedah et al, 2018) which stated that job character-

istics, emotional intelligence and work ability have positive and significant effects on employee performance. This means that better job characteristics, emotional intelligence and work ability of employees will improve employee performance at the Immigration Office class III Non-ICP Bau-Bau.

- b. Job characteristics have positive and significant effects on employee performance at the Immigration Office Class III Non ICP Bau Bau.

Results of testing the second hypothesis confirm that job characteristics have positive and significant effects on employee performance at the Immigration Office Class III Non-ICP Bau Bau. This means that changes in increased job characteristics will have effects on improving employee performance at the Immigration Office Class III Non ICP Bau Bau. The underlying logic of thought is that the existence of good job characteristics will improve employee performance as observed from quality, quantity, time, cost, service orientation, work initiative, cooperation, leadership and commitment.

The challenge faced by the Immigration Office Class III Non ICP Bau Bau is the indicator of feedback which is perceived to be the lowest one if compared with other performance indicators. Thus, it is necessary for the management of the Immigration Office Class III Non ICP Bau Bau to improve the feedback; one of which is by giving information to the employees related to the work success so that the employees can identify any supporting and inhibiting factors of the work success. Also, the employees must be able to obtain information related to their compliance of work results so that employees can make improvement.

Results of this study are in line with the research conducted (Saiful Anwar, 2019) which stated that job characteristics have positive and significant effects on employee performance. This means that better job characteristics will lead to improved employee performance. Job characteristics are determination of individual or group activities of employees in an organization manner which aims to organize work assignments that meet organizational, technological and behavioral needs. So, job characteristics are job descriptions that serve as guidelines for work and in order to achieve satisfaction. One of the job characteristic indicators are provision of opportunity to use their abilities and skills, freedom, and feedback so that the employee will more prefer to their work. Based on this, one of the factors that can be used to encourage employee job satisfaction is the job itself, in which there are job characteristics that have several elements.

- c. Emotional intelligence has positive and significant effects on employee performance at the Immigration Office Class III Non ICP Bau Bau.

Results of testing the third hypothesis confirm that job emotional intelligence has positive and significant effect on employee performance at the Immigration Office Class III Non-ICP Bau Bau. This means that changes in increased emotional intelligence will have effects on improving employee performance at the Immigration Office Class III Non ICP Bau Bau. The underlying logic of thought is that high emotional intelligence will improve employee performance as observed from

quality, quantity, time, cost, service orientation, work initiative, cooperation, leadership and commitment.

The challenge faced by the Immigration Office Class III Non ICP Bau Bau is the indicator of self-awareness which is perceived to be the lowest one if compared with other emotional intelligence indicators. Thus, it is necessary for the management of the Immigration Office Class III Non ICP Bau Bau to improve self-awareness; one of which is by improving employee self-control ability so that they will not easily get angry and offended as well as it is necessary to improve employee self-confidence. It is also necessary for leaders to give appreciation to employee who can complete the work appropriately which this can lead to improved employee self-confidence.

Results of this study are in line with the research conducted by Adrizal and Ane (2020) which stated that emotional intelligence has positive and significant effects on employee performance. This means that better employee emotional intelligence at the Immigration Office Class III Non-ICP Bau Bau will also lead to improved performance. Intelligence is the ability to encounter new situations or learn to do with new adaptive responses.

- d. Work ability has positive and significant effects on employee performance at the Immigration Office Class III Non ICP Bau Bau.

Results of testing the fourth hypothesis confirm that work ability has positive and significant effects on employee performance at the Immigration Office Class III Non-ICP Bau Bau. This means that changes in work ability will have effects on improving employee performance at the Immigration Office Class III Non ICP Bau Bau. The underlying logic of thought is that the existence of high employee work ability will improve employee performance as observed from quality, quantity, time, cost, service orientation, work initiative, cooperation, leadership and commitment.

Results of the study are in line with a research conducted by Nurhyaedah et al. (2018) which states that work ability has positive and significant effects on employee performance. This means that better employee work ability will improve employee performance. Work ability is a certain conditions in oneself which is carried out maximally and wholeheartedly in completing the work so that it can create empowered and useful works (Diah Ayu, 2013). Performance improvement is also influenced by work ability (Wardani, Aprina. 2017). The concept of work ability is the result of a combination of human resources in terms of physical, mental, social, cultural, organizational, and work environment demands (Ilmarinen 2001).

Research Limitation

The limitation of this study is that this research only focuses on the Immigration Office Class III Non ICP Bau Bau so that it cannot be generalized to all Immigration Offices in Southeast Sulawesi. This study also did not analyze the causal relationship between job characteristics and emotional intelligence on employee work ability.

7. CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that job characteristics, emotional intelligence and work ability simultaneously or partially have positive and significant effects on the employee performance at the Immigration Office Class III Non-ICP Bau Bau. This means that an increase in job characteristics, emotional intelligence and work ability will improve the employee performance at the Immigration Office Class III Non-ICP Bau Bau. Further researchers can develop this research by adding other variables that can improve employee performance, namely incentives.

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