

**INDIVIDUAL CHARACTERISTICS AND WORK ENVIRONMENT IN AN  
EFFORT TO ENCOURAGE IMPROVED EMPLOYEE PERFORMANCE AT PT  
SIRAJ BADAWI CUKUP RUPIAH**



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**Abstract**

This study focuses on individual characteristics and work environment to encourage increased employee performance at PT Siraj Badawi Cukup Rupiah, located in Cirebon Regency. The purpose of this study is to identify various factors that can improve employee performance. The type of research used is associative research with a quantitative approach, with multiple linear regression analysis. The population in this study took the object of all permanent employees of PT. Siraj Badawi Cukup Rupiah, totaling 151 employees, was also used as a sample. The data collected were analyzed using SPSS software to test the regression model and the relationship between variables. The results showed that individual characteristics have a significant influence on employee performance, as well as the work environment, which also has a significant effect on employee performance. This study confirms that positive individual characteristics can create a more supportive work environment and increase work effectiveness. And it is expected to contribute to the understanding of the relationship between individual characteristics, work environment, and provide strategic implications for management in efforts to improve performance in the company.

**Keywords:** Individual Characteristics, Work Environment, Employee Performance

## INTRODUCTION

Human resource management plays an important role in improving employee roles, work performance, employee relationships, and development according to organizational needs (Doaa JI WAFY, 2024). Human resource performance is an assessment of procedures that support the organization's work efficiency and ability to provide high-quality services effectively (Azizi et al., 2021). HR performance is an analysis of the relationship between employee potential, ability, and adjustment in completing work, as well as the impact of a safe and supportive work environment on productivity (Becker-Klein et al., 2023).

Job conflict impacts performance, but social support can reduce negative effects such as stress, mistakes at work, and conflicts with coworkers (Zawawi et al., 2020). If employee performance increases, it will have a positive impact on the company, both in terms of productivity, efficiency, and achieving strategic targets (Susijawati et al., 2020)

Employee performance is the main indicator of human resource quality in Siraj Badawi Cukup Rupiah, a food company established in 1960 in Cirebon City. This company operates in various sectors, consisting of production, marketing, and finance divisions. Problems at PT. Siraj Badawi Cukup Rupiah includes a combination of individual factors, such as lack of technical skills, motivation, and knowledge, as well as work environment factors, such as discomfort, lack of facilities, and conflict between employees.

Performance is influenced by individual characteristics, including age, gender, education, length of service, placement, work environment, interests, attitudes, needs, competencies, knowledge, emotions, moods, beliefs, and values (Darma et al., 2020). Individual characteristics such as personality, emotional intelligence, and motivation significantly influence employee performance, so companies need to consider them in the recruitment, training, and development process. (Sukmawati et al., 2020). Good individual characteristics support improved employee performance, even with high competencies (Lumanauw, 2022).

A good work environment affects employee performance, characterized by harmonious relationships between colleagues, superiors, and subordinates, as well as adequate support for facilities and infrastructure. A bad work environment can increase stress, reduce motivation, and cause delays (Dolosenda et al., 2020). Improving the work environment has a positive impact on employee performance. (Kartiko, A. & Sirajuddin, 2020). A positive work environment plays a crucial role in enhancing employee motivation, satisfaction, and performance (Zhenjing et al., 2022). According to research conducted by (Berliana et al., 2020), Effective training and a comfortable working environment can improve employee performance. A positive working environment can improve employee performance. Companies should design training programs, create effective communication, and build a positive organizational culture to improve employee performance (Paula et al., 2022). A good work environment and positive individual characteristics can improve employee performance. Employees need to pay attention to the quality of the work environment and develop individualized programs for employee characteristics (Sedayu & Rushadiyahati, 2021).

Individual characteristics and work environment affect employee performance. Individual characteristics include the abilities, knowledge, attitudes, and experiences of employees, which are important factors in completing tasks and achieving organizational goals. On the other hand, the work environment, both physical and non-physical, such as

work atmosphere, facilities, and relationships between employees, plays an important role in employee performance (Nasrul et al., 2021).

## REVIEW OF LITERATURE

### Employee Performance

Performance can be defined as the results of work or achievements achieved. This term includes not only what is done, but also how to do it. Employee performance is an individual's ability to carry out certain skills.(Sinambela, 2019). This aspect is very important to assess how well an employee can complete the tasks given to them. High employee performance plays a crucial role in running the operations of a business or organization.(Yolanda et al., 2022). Performance can be understood as the result of a process that is measured over a certain period of time in accordance with previously agreed provisions or agreements.(Edison et al., 2016). There are several dimensions of performance which include targets, quality, time, and compliance with principles, including several indicators, namely focus on target achievement, relevance and realism of targets, predetermined quality standards, member commitment to quality, clear procedures related to quality achievement. (Edison et al., 2016).

### Individual Characteristics

As individuals, everyone has unique characteristics, which include certain personalities and traits. According to (Iskandar, 2019), individual characteristics are distinctive features that show a person's differences in initiative, the ability to remain steadfast in facing a task until it is finished or solving a problem, or how to adapt to changes that are closely related to the environment that affect individual performance. According to(Hurriyati, 2018), individual characteristics are a psychological process that influences the way a person obtains, consumes, and receives goods and services and experiences. Thus, individual characteristics act as internal factors that motivate and influence a person's behavior in an interpersonal context. The indicators of individual characteristics, according to(Hurriyati, 2018), is: skills, education, adaptability, and work experience. Therefore, the hypothesis proposed in this study is:

***H1: The higher the individual characteristics, the higher the employee performance.***

### Work Environment

The work environment is a place where employees carry out their daily activities. A conducive work environment creates a sense of security and comfort, allowing employees to work optimally. When the work environment is fully supportive, employee productivity and performance tend to increase significantly. A conducive work environment plays a major role in supporting employee productivity.

According to Supomo (2018), the work environment includes all external conditions and influences that affect the life and development of a company. More broadly, the work environment can be defined as all the tools and materials used in work, as well as the physical environment in which a person carries out their duties. The work methods and arrangements taken, both individually and in groups, are also included in this definition.(Sedarmayanti, 2016).

Indicators that can be used to describe an ideal work environment include: lighting or illumination, air temperature, humidity level, air circulation, noise, mechanical vibration, unpleasant odors, color scheme, decoration, music, and safety in the workplace (Sedarmayanti, 2016). Therefore, the hypothesis proposed in this study is:

***H2: The better the work environment, the higher the employee performance.***

## RESEARCH METHOD

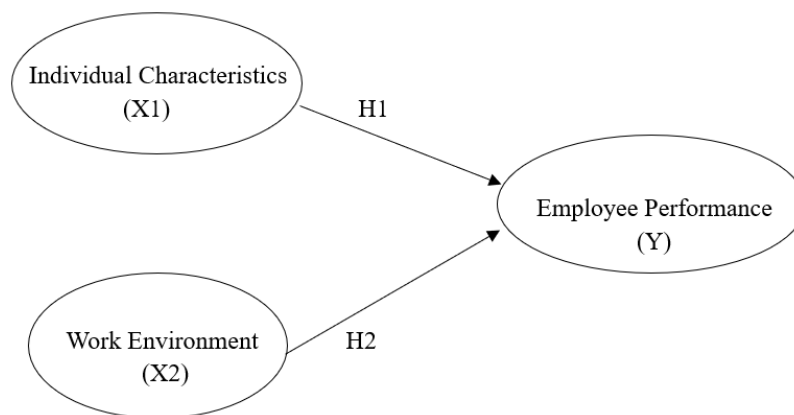
The method used in this study is associative. This type of research is quantitative research. According to (Sugiyono, 2017) put forward associative research is a formulation of research problems that are in the nature of asking about the relationship between two or more variables. Data processing in this study uses the SPSS application. The variables used in this study are individual characteristics and work environment as independent variables, while performance is the dependent variable.

Individual Characteristics variables are measured by submitting 8 statement items, Work Environment is measured by submitting 22 statement items, and Performance is measured by submitting 10 statement items. The measurement scale used in this study is the Likert scale. The Likert scale is designed to test how strongly the subject agrees or disagrees with a statement on a five-point scale. (Sekaran et al., 2016).

The population in this study took the object of all permanent employees of PT. Siraj Badawi Cukup Rupiah totaling 151 employees, who were also used as samples. Located in Gg. Surabraja, Kasugengan Kidul, Depok District, Cirebon Regency, West Java 45155.

The types and sources of data used are primary data and secondary data. Data collection techniques in this study by distributing questionnaires containing a list of statements, with the hope that respondents would respond to the list of statements. Data Analysis Techniques used are Instrument testing consists of validity testing and reliability testing. While the classical assumption test is the normality test. Descriptive analysis, and Hypothesis testing consisting of multiple linear regression tests, t-tests, F-tests, and coefficients of determination.

The research model can be described as follows:



**Figure 1.**  
**Research Model**

## RESULTS AND DISCUSSION

Respondent characteristics based on gender, age, education, and length of service can be seen in Table 1.

**Table 1**  
**Respondent Characteristics**

Characteristics	Amount	Percentage (%)
Gender		
a. Male	131	86.8%
b. Women	20	13.2%
Age		
a. < 25 years	9	6.0%
b. 26 – 30 Years	31	20.5%
c. 31 – 35 years	19	12.6%
d. 36 - 40 years	23	15.2%
e. >41	69	45.7%
Education		
a. SD	10	6.6%
b. Junior High School	9	6.0%
c. High School	42	27.8%
d. Diploma	4	2.6%
e. Bachelor's degree	85	56.3%
f. Master	1	0.7%
Length of work		
a. 1 – 5 Years	104	68.9%
b. 6 – 10 Years	25	16.6%
c. 11 – 15 Years	16	10.5%
d. > 15 Years	6	4.0%

Source: Data processed in 2025

The number of respondents seen from gender, the largest is male with 131 respondents or 86.8%, based on age, the largest is >41 years old with 69 respondents or 45.7%, the largest education of respondents is Bachelor's degree with 85 respondents or 56.3%, and the largest length of work of respondents is 1-5 years with 104 respondents or 68.9%, based on the characteristics of the respondents, it can be said that the respondents in this study can be categorized as productive age and have a fairly high education.

The results of the research instrument validity test can be seen in Table 2 below:

**Table 2**  
**Validity Test Results**

<b>Number Item</b>	<b>r count Performance Employee</b>	<b>r count Characteristics Individual</b>	<b>r count Environment Work</b>	<b>r table</b>
1.	0.633	0.403	0.706	0.1598
2.	0.590	0.558	0.741	0.1598
3.	0.566	0.261	0.773	0.1598
4.	0.585	0.751	0.684	0.1598
5.	0.508	0.426	0.752	0.1598
6.	0.719	0.486	0.784	0.1598
7.	0.741	0.697	0.724	0.1598
8.	0.695	0.578	0.612	0.1598
9.	0.767		0.640	0.1598
10.	0.603		0.681	0.1598
11.			0.161	0.1598
12.			0.176	0.1598
13.			0.556	0.1598
14.			0.541	0.1598
15.			0.795	0.1598
16.			0.751	0.1598
17.			0.770	0.1598
18.			0.746	0.1598
19.			0.335	0.1598
20.			0.173	0.1598
21.			0.247	0.1598
22.			0.438	0.1598

Source: Data processed in 2025

Based on Table 2, all research variable instruments have a calculated r value > r table, so all research instruments are said to be valid. Meanwhile, the results of the instrument reliability test can be seen in the table below:

**Table 3**  
**Reliability Test Results**

<b>Variable Name</b>	<b>Cronbach's Alpha</b>	<b>N of items</b>
Employee Performance (Y)	0.891	10
Individual Characteristics (X1)	0.796	8
Work Environment (X2)	0.920	22

Source: Data processed in 2025

Table 3 above shows that the Cronbach's alpha value for each variable is 0.891 for employee performance variables, 0.796 for individual characteristics variables, and 0.920 for

work environment variables. The classical assumption tests, namely the multicollinearity test and the normality test, obtained results that can be seen in Table 4 below:

**Table 4**  
**Multicollinearity Test Results**

No	Variables	Collinearity Statistics	
		Tolerance	VIF
1.	Individual Characteristics	0.939	1,066
2.	Work environment	0.939	1,066

Source: Data processed in 2025

Based on Table 4 above, for all research variables that have a tolerance > 0.01 and a VIF value < 10, there is no multicollinearity. While the results of the data normality test show a Kolmogorov-Smirnov value of 0.200 and a significance of 0.200 > 0.05, it can be concluded that it is normally distributed.

The results of the multiple regression equation calculations are shown in Table 5 below:

**Table 5**  
**Multiple Linear Regression Results**

Model	B	T	Sig
Constant	18,723	4,913	0,000
Individual Characteristics	0.466	4,269	0,000
Work environment	0.109	4,165	0,000

N = 151  
 Adjusted R Square = 0.232  
 F count = 23,650  
 Sig. F count = 0.000

Source: Data processed in 2025

The calculated F value of 23.650 with a significance of 0.000 indicates that the regression model is quite effective in explaining variations in employee performance in this study. The regression equation model obtained in Table 5 is:  $KK = 18.723 + 0.466KI + 0.109LK$ . The constant in the multiple regression equation of 18.723 means that employee performance will remain even though there are no individual characteristic variables and work environment variables, because there are other factors that affect employee performance besides individual characteristic variables and work environment variables.

The parameter values of individual characteristic variables and work environment variables show positive numbers, meaning that if the individual characteristic variables and work environment variables increase, the employee performance variable will increase. The Adjusted R Square value of 0.232 reflects that the individual characteristic variables and work environment variables influence employee performance by 23.2%, while 76.8% is influenced by other variables outside the model studied.

The parameter value of the individual characteristic variable is 0.466, while the parameter value of the work environment variable is 0.109, so the individual characteristic variable has a more dominant influence on employee performance compared to the work environment variable.

First hypothesis testing obtained a calculated t value of  $4.269 > t$  table value of 1.9760 or sig  $0.000 < 0.05$ , so it can be concluded that the individual characteristic variable has a positive and significant effect on employee performance. According to (Sukmawati et al., 2020) individual characteristics significantly affect employee performance. Likewise, research conducted (Putu Purwati et al., 2019), Individual characteristics have a positive and significant effect on employee performance. This research is in line with research conducted by (Lumanauw, 2022) revealed a positive and significant relationship between individual characteristics and employee performance.

Testing the second hypothesis, the calculated t value is  $4.165 > t$  table value of 1.9760 or sig  $0.000 < 0.05$ , so it can be concluded that the work environment variable has a positive and significant effect on employee performance. Research (Dolosenda et al., 2020) obtained results that a good work environment affects employee performance, while a bad work environment can increase stress, reduce motivation, and cause delays. Likewise, research conducted (Zhenjing et al., 2022), A positive work environment plays an important role in improving employee performance. This research is in line with research conducted (Paula et al., 2022), namely that a positive work environment can improve employee performance.

## CONCLUSION

The results of this study can be concluded that individual characteristics have a positive and significant effect on employee performance. This implies that the higher the individual characteristics, the higher the employee performance. Therefore, companies need to focus on developing and optimizing individual employee characteristics to improve performance and achieve success. The work environment has a positive and significant effect on employee performance. The good or bad work environment has implications for employee performance, namely, the better the work environment, the higher the employee performance. Therefore, companies must strive to create a conducive, comfortable, and supportive work environment to improve employee performance and success.

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