

# THE INFLUENCE OF INDIVIDUAL CHARACTERISTIC, INTERNAL COMMUNICATION AND WORK MORALE ON EMPLOYEE PERFORMANCE AT PT. BPR BKK TEGAL REGENCY

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## ABSTRACT

This study aims 1) To determine and analyze the effect of individual characteristics on the performance of employees of PT. BPR BKK Tegal Regency. 2) To find out and analyze the effect of internal communication on the performance of employees of PT. BPR BKK Tegal Regency. 3) To find out and analyze the effect of morale on the performance of employees of PT. BPR BKK Tegal Regency 4) To find out and analyze the effect of individual characteristics, internal communication, and morale on the performance of employees of PT. BPR BKK Tegal Regency. The hypothesis of this study is 1) There is an influence of individual characteristics on the performance of employees of PT. BPR BKK Kab. Tegal. 2) There is an influence of internal communication on the performance of employees of PT. BPR BKK Tegal Regency 3) There is an influence of morale on the performance of employees of PT. BPR BKK Kab. Tegal 4) There is an influence of individual characteristics, internal communication and morale simultaneously on the performance of employees of PT. BPR BKK Tegal Regency.

The research method used is to use quantitative research. The total population and sample in this study were 62 respondents. Data collection methods used in this study are observation and questionnaires. Data analysis method used multiple linear regression analysis.

The results showed that 1) there is an influence of individual characteristics on performance as evidenced by the significant value obtained 0.000 <0.05. 2) there is no effect of internal communication on performance as evidenced by the significant value obtained 0.7140.05. 3) there is an effect of morale on performance as evidenced by the significant value obtained 0.030 <0.05. 4) there is an influence of individual characteristics, internal communication and morale simultaneously on performance as evidenced by a significant value of 0.000 <0.05. And the coefficient of determination is 0.462. Based on the results of this study it can be concluded that 1) individual characteristics have a significant effect on the performance of employees of PT. BPR BKK Tegal Regency, 2) internal communication has no effect on employee performance PT. BPR BKK Tegal Regency, 3) work enthusiasm has a significant effect on employee performance PT. BPR BKK Tegal Regency, 4) individual characteristics, internal communication and work enthusiasm simultaneously have a significant effect on employee performance of PT. BPR BKK Tegal Regency.

**Keywords:** Individual Characteristics, Internal Communication, Morale, Performance

## 1. INTRODUCTION

Human resources (HR) in a company are an important resource in every company's performance. They play an important role in determining the company's success in leading people, therefore human resources can hardly be replaced by other resources and are one of the determining factors. whether the company is successful or not in achieving its goals. Based on this, many companies are trying to improve the quality of sources human resources to be able to carry out their work duties better and optimally. To improve the quality of employees, the company must also support it so that employees can work with motivation and are comfortable working and produce good performance.

Performance is a very important thing and must be paid attention to by all management at both small and large organizational levels. According to Afandi (2018:83), performance is a degree preparation of tasks that regulate one's work. Performance in carrying out an employee's duties does not stand alone, but is always related to employee job satisfaction and the amount of wages paid, and is influenced by the skills, abilities and characteristics of the individual.

Different employee personalities make employees. has its own identity so as to form an individual characteristic of employees in the form of background. abilities, attitudes, interests and other factors in forming individual characteristics (Robbins, 2015:43).

Apart from individual characteristics, internal communication can influence employee performance. Internal communication is a process of conveying information or messages either verbally, written and non-verbally and expressions carried out by individuals or groups within an organization. By conveying good information in communication it will improve the performance of organizational members (Siregar, et al.,2021:106).

Apart from good communication, to help employees achieve effective performance in the organization, you can pay attention to the work spirit of each individual or group to arouse inner passion carry out their work, thus encouraging them to be able to work together and be able to complete tasks on time with a sense of responsibility for the work assigned. According to Hasibuan (2013: 141), work enthusiasm is encouragement or driving motivation, asking how to direct the power and potential of subordinates, so that they are willing to work together productively to successfully achieve and realize predetermined goals.

PT. BPR BKK Tegal Regency in its activities strives to always emphasize all its human resources to achieve better performance. Good performance is the main step in achieving goals. Employees who have sufficient knowledge in their field of work will really help the

company in achieving its targets. Performance benchmarks are the quality and quantity of output as seen from the comparison of the company's net profit results for the 2018-2022 period.

**Table 1.** PT. Profit Data BPR BKK Kab. Tegal

No	Tahun	Target	Realisasi	Selisih Tahun ke Tahun	(%)
1.	31 Desember 2018	3.952.503	3.652.365	(154.123)	-4,04
2.	31 Desember 2019	3.992.317	4.081.946	429.581	11,76
3.	31 Desember 2020	3.702.212	2.833.629	(1.248.317)	-30,6
4.	31 Desember 2021	3.082.553	3.107.222	273.593	9,6
5.	31 Desember 2022	3.635.375	2.375.610	(731.612)	-23,5

Sumber : PT. BPR BKK Kabupaten Tegal, 2023

Based on table 1 it can be seen. that the performance of PT employees. BPR BKK Tegal Regency is still not in accordance with the company's objectives, this can be seen from the profit results achieved by PT. BPR BKK Tegal Regency still does not meet the expected target, so the company's goal of getting maximum profits has not been realized. The profits obtained in 2019 and 2021 were achieved in accordance with the targets that had been set, whereas in 2018, 2020 and 2022 the company did not reach the targets that had been set, so in terms of quantity the company's goals were still not achieved, and from the quality of the employees' work. less efficient and effective. This shows that the performance of employees at PT. BPR BKK Tegal Regency is still not optimal.

The problems found at PT. BPR BKK Tegal Regency, namely, the lack of work experience among employees, especially young employees, has an influence on the lack of ability, skills and interest in employees to help the company progress.

Apart from that, companies must know the individual characteristics of each employee to increase employee motivation which will ultimately improve the performance of each employee.

Communication will run smoothly and it is good if the flow of information within the company does not face obstacles. And if the communication that occurs is not good, this will lead to errors in conveying information so that the expected goals cannot be achieved properly. Based on the results of observations made regarding internal communication, internal communication at PT. BPR BKK Tegal Regency has been running well but is not yet optimal. Because there are still obstacles in conveying information or instructions from the leadership to employees, in the form of many channels that must be passed, such as information from leaders to employees still having to go through department heads, sub-field heads and section heads, so changes in

information will be large which often leads to misunderstandings. This misunderstanding occurs when submitting an assignment report which will be submitted to the superior for review again. If an error occurs, the report will be returned and a re-report will be made which will delay further work.

Meanwhile, employee morale is still quite low, which is indicated by delays. work, so that the work given tends to not be completed after being given targets that must be completed and some employees still come to the office not on time.

Based on the background description. So the problem in this research can be formulated as 1) Do individual characteristics influence the performance of PT employees. BPR BKK Tegal Regency?, 2) Does internal communication have an effect on performance. PT employees. BPR BKK Tegal Regency ?, 3) Does work morale influence the performance of employees PT. BPR BKK Tegal Regency ?, 4) Do individual characteristics, internal communication and work enthusiasm influence the performance of employees PT. BPR BKK Tegal Regency?

The purpose of this research is: 1) To determine and analyze the influence of individual characteristics on the performance of employees PT. BPR BKK Regency Tegal. 2) To determine and analyze the influence of internal communication on the performance of employees PT. BPR BKK Tegal Regency. 3) To determine and analyze the influence of work morale on the performance of employees PT. BPR BKK Tegal Regency. 4) To determine and analyze the influence of individual characteristics, internal communication, and work enthusiasm on the performance of employees PT. BPR BKK Tegal Regency.

## 2. LITERATURE REVIEW

### 2.1. Theory

#### 1) Performance.

Mangkunegara (2017:67) says that performance is the result of the quality and quantity of work carried out by an employee in carrying out his duties in accordance with the responsibilities assigned.

#### 2) Individual Characteristics

According to Robbins (2010:198), individual characteristics are the overall behavior and abilities that exist in an individual as a result of the nature of their environment. Individual characteristics can be measured by attitudes, interests and needs.

#### 3) Internal Communications

According to Lawrence D. Brennan (Siregar, et al., 2021: 106) internal communication is the exchange of ideas between leaders and members of an organization

which can be done vertically or horizontally within an organization which can complete a job (operation and management).

### 4) Spirit at Work

According to Nitisemito (2015:160) work enthusiasm is. do work more actively, so that work can be expected to be faster and better.

### 2.2. Hypothesis

H1: There is an influence of individual characteristics on the performance of employees PT. BPR BKK Tegal Regency.

H2: There is an influence of internal communication on the performance of employees PT. BPR BKK Tegal Regency

H3: There is an influence of work morale on the performance of employees PT. BPR BKK Tegal Regency.

H4: There is a simultaneous influence of individual characteristics, internal communication and work enthusiasm on the performance of employees PT. BPR BKK Tegal Regency.

## 3. RESEARCH METHODS

This research uses quantitative research methods using survey methods. The research population is all employees of PT. BPR BKK Tegal Regency has 62 employees. In this study the sampling technique used saturated samples and the analytical tool used was Multiple Regression Analysis.

## 4. RESULTS AND DISCUSSION

### 4.1. Results

#### 1) Normality Test

**Table 2.** Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		62
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.36875959
Most Extreme Differences	Absolute	.088
	Positive	.061
	Negative	-.088
Test Statistic		.088
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.  
b. Calculated from data.  
c. Lilliefors Significance Correction.  
d. This is a lower bound of the true significance.

From table 2 above the normality test results

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.125	7.400		.017	.987
Karakteristik individu	.573	.152	.444	3.763	.000
Komunikasi internal	.075	.204	.047	.368	.714
Semangat kerja	.339	.153	.302	2.218	.030

a. Dependent Variable: Kinerja

Using Kolmogorov Smirnov, significant results from the normality test were obtained at 0.200, where these results were greater than the significance level of 0.05. So it can be concluded that the normality test in this study is normally distributed because it meets the requirements, namely a significant value of  $> 0.05$ .

## 2) Multicollinearity Test.

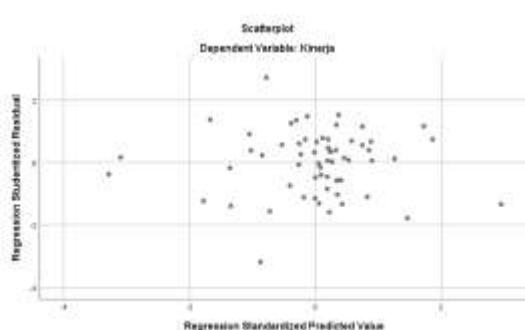
**Table 3.** Multicollinearity Results

Model	Coefficients <sup>a</sup>		
	Collinearity Statistics		
	Tolerance	VIF	
1 (Constant)			
Karakteristik individu	.632	1.582	
Komunikasi internal	.534	1.872	
Semangat kerja	.474	2.109	

a. Dependent Variable: Kinerja

The calculation results in table 3 above show the Tolerance value. The independent variable has a Tolerance value of more than 0.10 and a VIF value of less than 10, which indicates that the research data does not have multicollinearity.

## 3) Heteroscedasticity Test



**Figure 1.** Scatterplot Graphics

From Figure 1, the scatterplot graph shows that the points are spread randomly and are spread both above and below the number 0 on the Y axis. This can be concluded that heteroscedasticity does not occur.

## 4) Multiple Linear Regression Analysis

**Table 4.** Results of Multiple Linear Regression Analysis

Based on table 4 analysis results multiple linear regression can be included in the equation, namely:

$$\hat{Y} = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$\hat{Y} = 0,125 + 0,573X_1 + 0,075X_2 + 0,339X_3$$

From this equation it can be explained that the constant value is 0.125, meaning that if the variables individual characteristics (X1), internal communication (X2), and work enthusiasm (X3) have a value of 0 or constant then Performance has a value of 0.125. Regression coefficient for individual characteristic variables on employee performance at PT. BPR BKK Tegal Regency obtained B1 (regression coefficient X1) of 0.573, this shows that individual characteristics have a positive effect on employee performance at PT. BPR BKK Tegal Regency. Regression coefficient for internal communication variables on employee performance at PT. BPR BKK Tegal Regency obtained B2 (X2 regression coefficient value) of 0.075, this shows that individual characteristics have a positive effect on employee performance at PT. BPR BKK Tegal Regency. Regression coefficient for the work morale variable on employee performance at PT. BPR BKK Tegal Regency obtained B3 (X3 regression coefficient value) of 0.339, this shows that work morale has a positive effect on employee performance at PT. BPR BKK Tegal Regency.

## 5) T Test

**Table 5.** T Test Results

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.125	7.400		.017	.987
Karakteristik individu	.573	.152	.444	3.763	.000
Komunikasi internal	.075	.204	.047	.368	.714
Semangat kerja	.339	.153	.302	2.218	.030

Table 5 shows that the significance of the individual characteristic variable is 0.000, which is less than 0.05, which means  $H_0$  is rejected and  $H_1$  is accepted.

So the conclusion is that individual characteristics have a significant effect on employee performance at PT. BPR BKK Tegal Regency. The significance value of the internal communication variable is 0.714, which is greater than 0.05, which means  $H_0$  is accepted and  $H_2$  is rejected. So the conclusion is that internal communication has no effect on employee performance at PT. BPR BKK Tegal Regency. The significance value of the work enthusiasm variable is 0.030, which is

smaller than 0.05, which means  $H_0$  is rejected and  $H_3$  is accepted. So the conclusion is that work morale has a significant effect on employee performance at PT. BPR BKK Tegal Regency.

#### 6) F Test

**Table 6.** F Test Results

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sign.
1	Regression	3	371.172	18.491	0.000 <sup>b</sup>
	Residual	58	20.073		
	Total	61			

a. Dependent Variable: Kinerja  
b. Predictors: (Constant), Semangat kerja, Karakteristik individu, Komunikasi internal

Based on table 6, the calculated F value is 18.491 with a significance value of  $0.000 < 0.05$ , meaning that  $H_0$  is rejected and  $H_4$  is accepted. So that it can be concluded that simultaneously individual characteristics, internal communication and work enthusiasm influence the performance of PT employees. BPR BKK Tegal Regency with a significant level. used is a 1%. Thus,  $H_4$  which states that individual characteristics, internal communication and work enthusiasm simultaneously influence performance is accepted.

#### 7) Coefficient of Determination

**Table 7.** Coefficient of Determination Results

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.699 <sup>a</sup>	.489	.462	4.48032	1.915

a. Predictors: (Constant), Semangat kerja, Karakteristik individu, Komunikasi internal  
b. Dependent Variable: Kinerja

Based on table 7, it can be seen that the adjusted R square value is 0.462 or 46.2%. It can be concluded that the variables of individual characteristics, internal communication and work enthusiasm have an influence on performance by 46.2%. while the remaining 53.8% is influenced by other factors not studied.

#### 4.2. Discussions

##### 1) The Influence of Individual Characteristics on Performance

From the partial test of individual characteristics on employee performance using the t test, the t table value is 2.001 and the calculated t is 3.763, where the calculated  $t > t$  table or  $3.763 > 2.001$  with a significance value of  $0.000 < 0.05$ , which means  $H_0$  is rejected and  $H_1$  is accepted. So it can be concluded that individual characteristics have a positive and significant effect. Thus,  $H_1$  which states that individual characteristics influence performance is accepted. The results of this research are in line with research conducted by Fitri

Hariyanti which found that individual characteristics influence employee performance.

##### 2) The Effect of Internal Communication on Performance

From the partial test of internal communication on employee performance using the t test, the t table value was 2.001 and the calculated t was 0.368, where the calculated  $t < t$  table or  $0.368 < 2.001$  with a significance value of  $0.714 > 0.05$ , which means that  $H_0$  was accepted and  $H_2$  was rejected. So it can be concluded that internal communication has no significant effect. Thus,  $H_2$  which states that internal communication has an effect on performance is rejected. The results of this research are in line with research conducted by Putri et al, (2019) which found that internal communication had no effect on employee performance.

##### 3) The Effect of Work Morale on Performance

From the partial test of work morale on employee performance using the t test, the t table value is 2.001 and the calculated t is 2.218 where  $t$  calculated  $> t$  table or  $2.218 > 2.001$  with a significance value of  $0.030 < 0.05$ , which means  $H_0$  is rejected and  $H_3$  is accepted. So it can be concluded that work morale has a positive and significant effect. Thus,  $H_3$  which states that work morale influences performance is accepted. The results of this research are in line with research conducted by Syuhada and Amalia (2021) which found that work morale influences employee performance.

##### 4) Influence of Individual Characteristics, Internal Communication and Work Morale on Performance

From the F results, the F table value is 3.156 and the calculated F value is 18.491, which means the calculated F value  $> F$  table or  $18.491 > 3.156$  with a significance value of  $0.000 < 0.05$ , meaning  $H_0$  is rejected and  $H_4$  is accepted. It can be concluded that individual characteristics, internal communication and work enthusiasm simultaneously have a significant effect on performance. Thus,  $H_4$  which states that individual characteristics, internal communication and work enthusiasm simultaneously influence performance is accepted.

#### 5. CONCLUSIONS AND SUGGESTIONS

Based on the results of research and data analysis from the discussion described previously regarding the Influence of Individual Characteristics, Internal Communication and Work Morale on Employee Performance at PT. BPR BKK Tegal Regency, it can be concluded: 1) Individual Characteristics. has a significant effect on employee performance at PT. BPR BKK Tegal Regency, 2) Internal Communication does not have a significant effect on employee performance at PT. BPR BKK Tegal Regency, 3) Work Morale has a significant effect on employee performance at PT. BPR BKK Tegal Regency, 4) Individual characteristics, internal

communication and work enthusiasm simultaneously have a significant effect on employee performance at PT. BPR BKK Tegal Regency.

After conducting research, analyze the data and formulate conclusions from the research results to be used as input and consideration. So the researcher makes the following suggestions: 1) To improve individual characteristics, PT. BPR BKK Tegal Regency should guide work that is in accordance with the characteristics and abilities of employees, so that later with the characteristics or abilities possessed by employees. able to do the work given. well, 2) To improve. internal communications, PT. BPR BKK Tegal district can create more effective communication between superiors and employees. By using direct communication channels to employees in their respective fields in carrying out these duties or superiors, they must provide delivery that is easy for all employees to understand to avoid changes in information. Apart from that, it creates a friendly atmosphere between all company members through joint activities, so it was created. harmonious relationships which ultimately provide a positive contribution to the development and progress of PT. BPR BKK Tegal Regency, 3) To increase work morale of PT. BPR BKK Tegal Regency can pay attention to the performance of its employees, especially regarding the quantity of employee work because enthusiasm for work cannot just appear, therefore companies must continue to be able to provide motivation to their employees so that employees have high performance so that employees can work well, 4) Results It is hoped that this research can be used as reference material for future researchers. The suggestion for future researchers is that it is hoped that they can add independent variables that can influence employee performance, such as teamwork variables, work discipline, work training and add statement instruments in the questionnaire so that research results are maximized.

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