KINERJA PEGAWAI
PADA DINAS PENDIDIKAN KABUPATEN ASAHAN:
PENGARUH KUALITAS PRIBADI DAN MOTIVASI KERJA

(EMPLOYEE PERFORMANCE IN THE EDUCATION DEPARTMENT OF ASAHAN DISTRICT: THE IMPACT OF PERSONAL QUALITIES AND WORK MOTIVATION)

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Abstrak

Penelitian ini bertujuan untuk mengetahui (1) besarnya pengaruh karakteristik individu terhadap peningkatan kinerja pegawai pada kantor dinas pendidikan kabupaten Asahan, (2) besarnya pengaruh motivasi kerja terhadap peningkatan kinerja pegawai pada kantor dinas pendidikan kabupaten Asahan, dan (3) besarnya pengaruh karakteristik individu dan motivasi kerja secara keseluruhan secara bersama-sama terhadap peningkatan kinerja pegawai pada kantor dinas pendidikan kabupaten Asahan. Metode penelitian yang digunakan adalah jenis penelitian kuantitatif korelasional dengan pola studi korelatif. Hasil penelitian ini menyajikan (1) besarnya pengaruh positif dan signifikan antara karakteristik individu terhadap peningkatan kinerja pegawai dengan koefisien korelasi $r_{x1y}=0{,}680$. Sumbangan efektif yang diberikan oleh variabel karakteristik individu untuk meningkatkan kinerja pegawai Dinas Pendidikan Kabupaten Asahan sebesar 68%, dan (2) besarnya pengaruh positif dan signifikan antara motivasi kerja terhadap peningkatan kinerja pegawai Dinas Pendidikan Kabupaten Asahan dengan koefisien korelasi $r_{x1y}=0{,}930$. Sumbangan efektif yang diberikan oleh variabel motivasi kerja terhadap peningkatan kinerja pegawai Dinas Pendidikan Kabupaten Asahan sebesar 93%, dan (3) terdapat pengaruh positif dan signifikan antara karakteristik individu dan motivasi kerja secara bersama-sama terhadap peningkatan kinerja pegawai Dinas Pendidikan Kabupaten Asahan dengan koefisien korelasi sebesar 0,990 dan sumbangan efektif secara bersama-sama sebesar 99%. Artinya kedua faktor tersebut sangat menentukan dalam peningkatan kinerja pegawai. Apabila kedua faktor tersebut baik maka kinerja pegawai akan semakin baik lagi.

Kata Kunci: *Karakteristik Individu, Motivasi Kerja, Kinerja Pegawai*

Abstract

This research aims to determine (1) the magnitude of the influence of individual characteristics on improving employee performance at the Asahan district education office, (2) the magnitude of the influence of work motivation on improving employee performance at the Asahan district education office, and (3) the magnitude of the influence of individual characteristics and work motivation overall. together to improve employee performance at the Asahan district education office. The research method used is a quantitative type of correlational study with a correlative study pattern. The results of this research are presented (1) the magnitude of the positive and significant influence between individual characteristics on improving employee performance with a correlation coefficient rx1y=0.680. The effective contribution made by individual characteristic variables to enhance the performance of employees of the Asahan District Education Service is 68%, and (2) the magnitude of the positive and significant influence between work motivation and improving the performance of employees of the Asahan District Education Service with a correlation coefficient rx1y = 0.930. The effective contribution made by the work motivation variable to enhancing the performance of Asahan District Education Service employees is 93%, and (3) there is a positive and significant influence between individual characteristics and work motivation together by increasing the performance of Asahan District Education Service employees by a coefficient correlation of 0.990 and a joint effective contribution of 99%. This means that these two factors are very determining in improving employee performance. If these two factors are good, employee performance will be even better.

Keywords: *Individual characteristics, Work motivation, Employee performance*

INTRODUCTION

The performance of each individual is very different from each other according to the skills, knowledge, understanding, age, attitude, gender, and needs that a person brings into the work situation. The performance of each individual will not be the same because each individual has a different understanding of performance. To provide equal performance, the leader must set standards or measurements so that they can be used as guidelines by each employee. To obtain good performance results, employees who have good individual behavior or characteristics that are supported by motivation given by the leader will ultimately have a positive impact on employee performance.

In addition, each employee has characteristics that are inherent in each employee and are different from each other. These characteristics are formed from the surrounding environment. The characteristics of individual employees have a very real impact on individual behavior in doing work because the characteristics are

carried into the work environment. Individual characteristics are special traits or traits that employees have that can make them have different abilities from other employees to maintain and improve their performance. Individual characteristics consist of interests, attitudes, and needs that a person brings into the work situation. Motivation is closely related to performance. A certain motivation of employees influenced by the three characters is thought to affect a certain performance of the employee. Not only do individual characteristics affect employee performance, but performance is also influenced by other factors, namely work motivation (Mangkunegara, 2009:25). Motivation is a positive encouragement for an activity/work carried out by someone to improve a result of a person's activities and ideals.

Employee work motivation can come from within or from outside themselves. Positive motivation can encourage someone to improve their performance to achieve the expected goals and targets. Motivation is formed from the employee's attitude in facing work situations in the workplace, be it government agencies or companies. Motivation is a condition or energy that drives oneself/employees that is directed to achieve the goals of the organization or the employee itself. The employee's positive and positive mental attitude towards the work situation is what strengthens their work motivation to achieve maximum performance. Motivation is related to the work environment so to improve work results, motivation has an important influence on employee performance because the success or failure of an organization in achieving its goals is also determined by the motivation of the leader because with the stimulating power from superiors to subordinates, it will make employees more enthusiastic to complete the work better. In this connection, the motivational factor of employees/employees as human resources in certain areas of duty in the organization influences individual characteristics so that they can improve performance, improve individual performance, which ultimately improves organizational performance. Motivation factors play an important role in improving employee performance, so this aspect is very important for the growth and development of an organization. The Asahan District Education Office is an implementing element of the government. Following its duties, this institution pays close attention to human resource issues by continuously providing coaching to achieve effective and efficient performance to form civil servants who excel according to their abilities and knowledge. However, this is still considered less than optimal.

Based on the results of the exploration conducted by the researcher at the Asahan District Education Office, the researcher found problems, including low employee performance; this can be seen from the low quality of employee work, and punctuality in completing work is still lacking. Based on the problems above, the researcher suspects that the problem is caused by a lack of motivation from the head

of the Asahan District Education Office; this can be seen from the lack of employee participation and lack of communication in efforts to achieve tasks.

1. Problem Formulation

Based on the description of the background above, the author formulates several research problems, including the following:

1. How much influence do individual characteristics have on employee performance at the Asahan District Education Office?
2. How much influence does work motivation have on employee performance at the Asahan District Education Office?
3. How much influence do individual characteristics and work motivation have on work performance at the Asahan District Education Office?

2. Research Goals

The study's goals are to ascertain:

1. How individual traits affect workers' performance at the Asahan District Education Office.
2. How employee performance at the Asahan District Education Office is affected by job motivation.
3. How employee performance in the Asahan District Education Office is impacted by personal traits and passion for work.

RESEARCH METHODS

The research method used is quantitative research of the correlational type with a correlative study pattern. The research variables are placed in two groups, namely independent variables and dependent variables. The population point in this study is employees at the Asahan district education office. To determine the sample, a saturated sample (census sample) was used. So, the sample is the entire population of employees at the Asahan District Education Office, totaling 83 people. The research instrument used was a questionnaire with a Likert point scale. The data analysis technique used simple correlation regression and multiple regression techniques.

RESULTS AND DISCUSSION

1. Theoretical Review

Previous Research

Previous research is an effort by researchers to find comparisons and then to find new inspiration for further research in addition to previous studies helping research in positioning research and showing the originality of the research.

Danar Kridharta, Endang Rusdianti, Journal of the Postgraduate Program of Master of Management, Semarang University, with the title of the study, **"Analysis of the Influence of Individual Characteristics, Organizational Commitment, and Job Satisfaction on Employee Performance with Motivation as an Intervening Variable."** This study aims to analyze the performance of employees of PT Bank BRI, Brebes branch, from micro business account officers. The independent variables consist of individual characteristics, organizational commitment, and job satisfaction. The dependent variable is the employee performance variable, and the intervening variable is motivation. This study used a purposive sampling method. 90 micro business account officers as samples. The data collection method using a questionnaire filled out directly by respondents. The analysis used to answer the hypothesis and problem formulation is stepwise regression analysis. The results of the study indicate that individual characteristics have a positive and significant effect on motivation, organizational commitment does not affect motivation, job satisfaction has a positive and significant effect on motivation, individual characteristics do not affect employee performance, and organizational commitment has a positive and significant effect on employee performance. Motivation affects the relationship between individual characteristics and employee performance; in other words, to improve employee performance, motivation is needed. Motivation does not affect the relationship between organizational commitment and employee performance. Motivation affects the relationship between job satisfaction and employee performance; in other words, to improve employee performance, motivation is needed.

The similarities in this study lie in the variables of individual characteristics, work motivation, and work performance. Likewise with the analysis techniques and research methods used in this study, namely by using multiple linear regression, the method used is sampling using a questionnaire. While the difference in this study lies in the object of research in the previous study, which was conducted at PT Bank BRI Brebes branch from micro business account officers, the author conducted research at the Asahan District Education Office. Destia Aktarina in the Journal of Media Wahana Ekonomika, Vol. 12, No. 3, October 2015: 42-54 with the title **"The Influence of Individual Characteristics, Work, and Work Environment on Motivation and Its Impact on the Performance of Police Members at the Palembang Police."** This study aims to analyze individual characteristics, work, and work environment on motivation and its impact on the performance of police members at the Palembang Police. The formulation of the problem in this study is whether there is a significant influence of individual characteristics, work, and work environment, partially and simultaneously, on motivation; whether there is a significant influence of individual characteristics, work environment, and motivation on the performance

of Polri members at Polresta Palembang; and what factors are the most dominant in influencing the performance of Polri members at Polresta Palembang. This study aims to determine the significant influence of individual characteristics, work, and work environment, partially and simultaneously, on motivation; to determine the significant influence of individual characteristics, work environment, and motivation on the performance of Polri members at Polresta Palembang; and to determine the most dominant factors influencing the performance of Polri members at Polresta Palembang. The theory used is performance management and organizational behavior. Data collection techniques with a list of questions were distributed to 265 respondents. Data were collected using a questionnaire with an ordinal scale measurement unit. From the results of the research that has been conducted, it can be seen that there is a significant influence of individual characteristics, work, and work environment simultaneously and partially on motivation; there is a significant influence of individual characteristics, work environment, and motivation on the performance of Polri members at Polresta Palembang, and the most dominant factor influencing the performance of Polri members at Polresta Palembang is individual characteristics.

The similarities in this study lie in individual characteristics, work motivation, and work performance. Likewise with the analysis techniques and research methods used in this study, namely by using multiple linear regression, the method used is sampling using a questionnaire. While the differences in this study lie in the object of research, previous research was conducted at the Palembang Police and the author at the Asahan District Education Office.

a. Individual Characteristics

Every human being has individual characteristics that differ from one another. In the Big Indonesian Dictionary (KBBI), what is meant by characteristics is a trait or nature that can improve the quality of life. While an individual is an individual; a person. The following are the definitions of individual characteristics according to experts, namely:

a. According to Panggabean in Prasetyo (2008:29), individual characteristics are the characteristics of an individual who has a distinctive nature according to a certain character.

b. According to Robbins in Prasetyo (2008:29), individual characteristics are a way of looking at a particular object and trying to interpret what is seen.

c. According to Rahman (2013:77), individual characteristics are characteristics that show a person's differences in motivation, initiative, ability to remain steadfast in facing tasks until completion or problems,

or how to adapt to changes that are closely related to the environment that affect individual performance.

d. According to Ivan (2008:81), individual characteristics are people who see things differently will behave differently, people who have different attitudes will respond differently to orders, and interact differently with coworkers, and subordinates. Individual characteristics can describe the characteristics that are inherent in a person in their life, especially in acting and behaving.

e. According to James (2012:87), individual characteristics are interests, attitudes, and needs that a person brings into a work situation. Robbins in Prasetyo (2008:29), individual characteristics are the way of looking at certain objects and trying to interpret what is seen. Meanwhile, Robins (2008) put forward several individual characteristics, namely: gender, marital status, age, education, family income, and term of office.

According to Arief Subyantoro (2009), everyone has different views, goals, needs, and abilities. These differences will be carried into the world of work, which causes the satisfaction of one person to another to be different, even though they work in the same place. Indicators are variables that can be used to evaluate conditions or the possibility of measuring changes that occur over time. In the individual characteristic variables, Arief Subyantoro mentions the following indicators:

1) Ability is the capacity of an individual to do various tasks in a job.
2) Value: An individual's value is based on satisfying work, which can be enjoyed, relationships with people, intellectual development, and time for family.
3) Attitude: An attitude is an evaluative statement, either pleasant or unpleasant, towards an object, individual, or event. Attitude is a person's evaluation, feelings, and tendencies that are relatively consistent toward an object or idea.
4) Interest is an attitude that makes people happy about a particular object or situation.

b. Motivation

Motivation comes from the Latin word "movere," which means "push" or driving force. Motivation is the driving force that causes a member of an organization to be willing and able to mobilize their abilities in the form of expertise or skills, energy, and time to carry out various activities that are their responsibility and carry out their obligations in order to achieve the goals and various targets of the organization that have been previously determined

(Siagian, 2003:138). From the explanation of this theory, it is stated that motivation is a drive that makes an employee able and willing to mobilize their abilities for the organization to achieve goals. Motivation is a desire in a person that causes the person to take action (Mathis and Jackson, 2006:89).

In this study, the researcher used motivation indicators from Maslow's theory. Abraham Maslow's hierarchy of needs theory according to Sofyandi and Garniwa (2007:102). Consisting of:

1. Physiological needs (Physiological-need)

   Physiological Needs Physiological needs are the most basic hierarchy of human needs, which are the needs to be able to live, such as eating, drinking, housing, oxygen, sleep, and so on.

2. Safety needs (Safety-need)

   If physiological needs have been relatively satisfied, then the second need arises, namely the need for safety. This need for safety includes security for protection from the dangers of work accidents, guarantees for the continuation of their work, and guarantees for their old age when they are no longer working.

3. Social needs (Social-need)

   If physiological needs and safety have been minimally satisfied, then social needs will arise, namely the need for friendship, affiliation, and closer interaction with others. In an organization, it will be related to the need for a compact workgroup, good supervision, joint recreation, and so on.

4. Esteem needs (Esteem-need)

   This need includes the need for the desire to be respected and appreciated for one's achievements, recognition of one's abilities and expertise, and the effectiveness of one's work.

5. Self-actualization needs Self-actualization is the highest level of Maslow's hierarchy of needs. Self-actualization is related to the process of developing a person's true potential. The need to demonstrate the abilities, skills, and potential that a person has. The need for self-actualization tends to increase in potential because people actualize their behavior. A person who is dominated by the need for self-actualization enjoys tasks that challenge their abilities and skills.

c. Employee performance

According to Sutrisno (2010:30), performance is the result of a person's efforts determined by their personal characteristics and perceptions of their role in the job. Based on several definitions above, it can be concluded that performance is the work result achieved by an employee in carrying out work in accordance with the responsibilities given to the employee.

Performance Assessment According to Moeheriono (2009: 78), generally the assessment factor consists of five main elements, namely:

1. Work results, namely the success of employees in carrying out work (output), are usually measurable, such as how much has been produced, how much, and how much the increase is, for example, marketing turnover, amount of profit, total asset turnover, and others.
2. Behavior, namely the aspect of employees in carrying out work, service, politeness, attitude, and behavior, both towards fellow employees and customers.
3. Attributes and competencies, namely employee skills and mastery according to job demands, knowledge, skills, and expertise, such as leadership, initiative, and commitment.
4. Comparative, namely comparing employee performance results with other employees at the same level as the person concerned, for example, fellow sales, how big is their sales turnover for one month?

Bangun (2012:93) stated that to facilitate performance assessment, work standards must be measurable and clearly understood. A job can be measured through five dimensions, namely:

1. Quantity of Work, This, shows the amount of work produced by individuals or groups as a requirement that becomes the work standard.
   a. Doing work according to the target output that must be produced per person per hour of work.
   b. Doing work according to the number of activity cycles completed.
2. Quality of Work. Every employee in the company must meet certain requirements to be able to produce work according to the quality required by a particular job:
   a. Doing work according to the operation manual.
   b. Doing work according to the inspection manual.
3. Punctuality. Each job has different characteristics, for certain types of work must be completed on time because it is dependent on other jobs.
   a. Completing work according to the specified deadline.
   b. Utilizing work time optimally to produce the output expected by the company.
4. Attendance. A certain type of work requires employees to be present to do it according to the specified time.
   a. Arrive on time.
   b. Do the work according to the specified working hours.

5. Ability to work together. Not all work can be completed by one employee alone; for certain types of work, it may have to be completed by two or more workers. Work performance can be assessed from the ability to work together with other co-workers.

   a. Help superiors by providing suggestions for increasing company productivity.

   b. Respect each other's co-workers.

   c. Work well with co-workers.

2. Location and Implementation of Research

This research was conducted at the Asahan District Education Office. This research is explanatory research, which is research that aims to analyze the relationships between one variable and another or how one affects another variable.

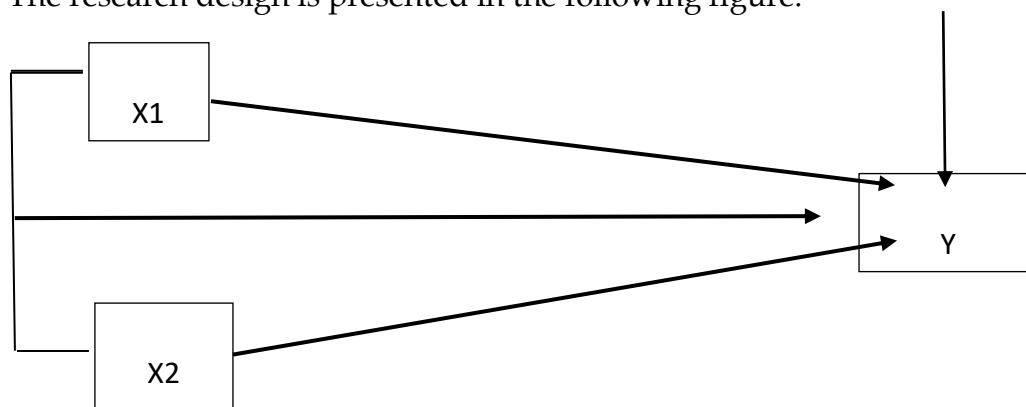The research design is presented in the following figure:

Image: Inter-Variable Structure Model of Research

Description:

X1: Individual Characteristics

X2: Work Motivation

Y: Employee Performance

ε: Residue

$P_{y\varepsilon}$: Other Factors

Based on the causal relationship model as explained above, this study uses a quantitative approach with a non-experimental design. So, the researcher does not treat the research subjects but rather examines the facts that have occurred and been experienced by the research subjects. This means that manipulation of the research variables is not carried out but only explores the facts of events that have occurred using a questionnaire containing a number of questions or statements that reflect the respondents' perceptions of the variables being studied.

The population in this study were all employees in the Asahan District Education Office, totaling 81 employees. The sample was selected by the researcher based on the research population in the research object. According to Arikunto (2014:120), a sample is a portion or representative of the population being studied. Determination of sample size in this study was carried out using the Slovin formula in Ridwan (2014:65). The formula in question is as follows.

$$n = \frac{N}{Nd^2 + 1}$$

Where: n = Number of Samples

N = Population

d = Error Rate of 0.05 (5%)

From the formula above, the number of samples (n) is as follows:

$$n = \frac{81}{1 + 81\,(0.05)^2}$$

$$n = \frac{81}{1 + 0.2025}$$

$$n = 67.35$$

calculation using the above formulation, obtained a sample of 67 employees.

1. Discussion of Research Results

The data described in this study include individual characteristic score data (X1), work motivation (X2), and employee performance (Y) taken from 83 employees at the Asahan District Education Office, North Sumatra Province. From the results of the research that has been carried out on the data, all incoming data meets the requirements to be processed and analyzed. Briefly, it can be stated that this data description reveals information about the total score, highest score, lowest score, average, standard deviation range, frequently appearing scores, and middle scores. The following shows the basic statistical calculations of the three-variable data.

Basic Statistical Calculation of Individual Characteristics and Work Motivation and Employee Performance.

| Statistics		Individual Characteristics	Work Motivation	Employee Performance
N	Valid	83	83	83
	Missing	0	0	0
Mean		85.0361	83.8916	127.3735
Std. Error of Mean		1.06964	1.48496	1.62416
Median		89.0000	87.0000	131.0000
Mode		93.00	95.00	139.00
Std. Deviation		9.74485	13.52866	14.79676
Variance		94.962	183.025	218.944
Skewness		-.799	-2.855	-.774
Std. Error of Skewness		.264	.264	.264
Kurtosis		-.176	14.503	-.095
Std. Error of Kurtosis		.523	.523	.523
Range		36.00	97.00	59.00
Minimum		64.00	3.00	91.00
Maximum		100.00	100.00	150.00
Sum		7058.00	6963.00	10572.00

Next, the data type of each variable above is displayed in the following description:

1. Data Description of Individual Characteristic Variables (X1)

From the results of data processing in Table 4.7, the average score (mean) for the individual characteristic variable (X1) is 85.0361, the middle value (median) is 89.0000, the value that often appears (mode) is 93.00, the standard deviation is 9.74485, and the variance is 94.962, while the lowest or minimum and highest or maximum data are 64.00 and 100.00, respectively. This means that the data has a range from 64.00 to 100.00.

According to Agus Irianto (1998:60), if the average value of the median and mode are the same or not much different, then the data distribution is considered normal because the calculation of the average median and mode of the data is not much

different, then it can be understood that the individual characteristic variable score (X1) tends to be normally distributed. A complete description of the individual characteristic data score can be seen in the following histogram.
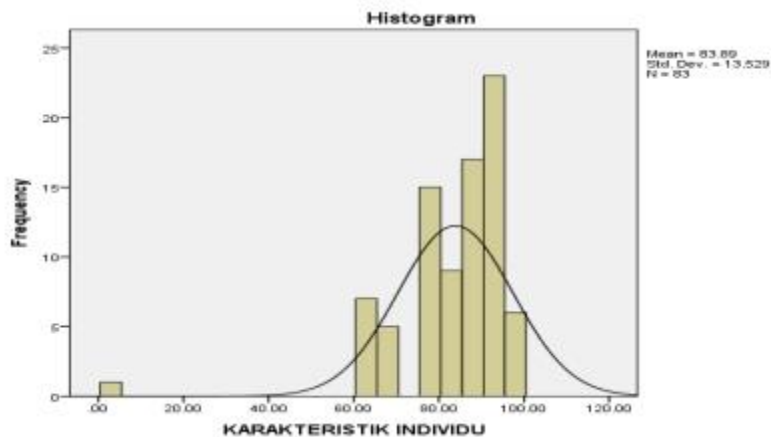
2. Description of work motivation variable data (X2)

The average mean score for the work motivation variable X2 is 83.8916. The middle value (median) is 87.0000, the value that often appears (mode) is 95.00, the standard deviation (std. deviation) is 13.52866, the variance is 183.025, while the lowest minimum and highest maximum data are 3.00 and 100.00, respectively. This means that the data has a range from 3 to 100. A complete description of the work motivation data score can be seen in table 4.9 below.
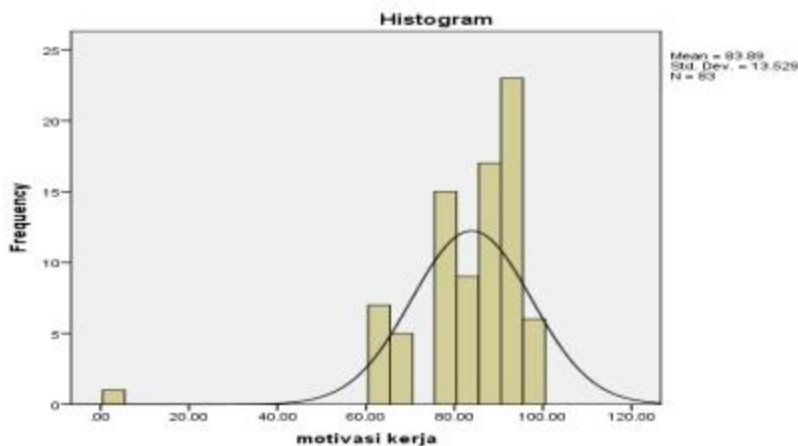
The distribution of work motivation scores (X2) is as many as 16 people. 19.28% are below the average interval class, and as many as 24 people 28.92% are at the average interval class, and as many as 43 people, 10.84%, are above the average. This occurs because there is a variation in the number of respondents' answers in filling out the questionnaire with the predetermined answer scores, so it can be seen in the table of the number of respondents who have chosen the size from "often" to "never".

3. Data Description of Employee Performance Improvement Variable (Y)

The results of data processing obtained an average score (mean) for the employee performance variable (Y) of 127.3735, a median of 131.0000, a frequently occurring value (mode) of 139.00, a standard deviation of 14.79676, and a variance of 218.944, while the lowest minimum and highest maximum data were 91.00 and 150.00, respectively. This means that the data has a range from 91.00 to 150.00.

The distribution of employee performance scores (Y) shows that as many as 20 people (24.09%) are below the average interval class, as many as 13 people (15.66%) are at the average interval class, and as many as 50 people (21.69%) are above the average. This happens because there are variations in the number of respondents' answers in filling out the questionnaire with the assigned answer scores. So, it can be seen in the table the number of respondents who have chosen the size from "always" to "never".

Analysis Requirements Test

This study uses a parametric statistical formula using correlation and regression analysis techniques. These two techniques can only be done if they have met several requirements. According to Soerjono (1996:54), three requirements must be met in using parametric statistics, namely a) the minimum sample size has been met, b) the sample data for each variable is normally distributed, and c) the population variance between groups is homogeneous. In addition to these 3 requirements, regression analysis requires the requirements for the linearity test of the regression line and the independence test between independent variables.

1. Normality Test

The analysis of the normality test in the study aims to test the assumption that the sample distribution and sample average approach or follow the normality of the population. The normality test for the distribution of scores or data is carried out using the Kolmogorov-Smirnov test, or the K-S test, because the number of samples is greater than 50. The level of significance used as the basis for rejecting or accepting the decision of whether or not a data distribution is normal is alpha 0.05. From the data calculation, it can be categorized that the data from the three variables in this study are distributed in a normal distribution.

2. Homogeneity Test

The homogeneity test is a test carried out to see whether the data obtained comes from a homogeneous sample. The results of the homogeneity test show that the sig. X1 score is 0.733 and the sig. X2 score is 0.096, which is greater than alpha 0.05. Thus, it can be said that the data distribution comes from a homogeneous sample.

3.Linearity test of the regression lines X1 and X2 against Y

The linearity test is a test conducted to see whether each data variable of individual characteristics and work motivation tends to form a linear distribution

against the employee performance variable. The results of the test of significance and linearity of the simple regression equation have a significance score of 0.532 (Deviation from Linearity). Thus, it can be stated that the distribution of data on the individual characteristics variables (X1) and work motivation (X2) forms a linear line against the employee performance improvement variable (Y).

1. First Hypothesis

The first hypothesis is that the magnitude of the influence of individual characteristics on employee performance improvement at the Asahan District Education Office is determined by the dimensions of individual characteristics, namely ability, value, attitude, and interest, contributing to improving employee performance, carried out by correlation analysis and simple regression.

From the results of the analysis, the correlation coefficient between individual characteristics and employee performance (ry1) was obtained at 0.313, and the coefficient of determination was 0.680 with sig. 0.004 < Alpha 0.05. This shows that the relationship between individual characteristics (X¬1) and employee performance (Y) is significantly correlated at a 95% confidence level of 68%.

Furthermore, the regression line equation is obtained. Based on the calculation of data analysis, the t-test price of variable X1 is 2.967, $t_{tab\ (0.05:58)}$ = 2.002 with sig 0.000 < Alpha. This indicates that the equation of the direction of the regression line can be used as a prediction tool to determine the relationship or contribution between individual characteristic variables (X1) and increased employee performance (Y).

The results of data analysis obtained a score of F_{hit} = 8.803 and $F_{tab\ (0.05;\ 1:59)}$ = 4.004 with sig. 0.004 < alpha 0.05. This shows that the regression equation model formed Y = 67.59 + 0.45 X1 is linear and significant at a 95% confidence level. The amount of contribution is 68%.

2.Second Hypothesis

The second hypothesis is that the magnitude of the influence of work motivation on improving employee performance at the Asahan Regency Education Office is determined by the dimensions of work motivation, namely physiological needs (physiological need), safety needs, social needs, esteem needs, and self-actualization needs. To test this hypothesis, a simple correlation and regression analysis was conducted. The results of the hypothesis analysis obtained a correlation coefficient between work motivation and employee performance (ry1) of 0.930 and a determination coefficient of 0.820, with sig. 0.001 < alpha 0.05. This shows that the relationship between work motivation (X2) and employee performance (Y) is significantly correlated at a 95% confidence level. The amount of contribution is 93%.

To find out whether the relationship between work motivation (X2) and employee performance (Y) is predictive or not, a simple regression analysis was conducted. From the calculation results, the regression equation of work motivation (X2) with employee performance (Y) is obtained. The calculation results obtained the regression line equation y = 9 5.988 + 0.307X2. Further analysis of the formation of this regression equation can be seen based on the analysis of the t statistical test, which is also to prove whether the coefficient of the regression line equation contained in the work motivation variable (X2) can be accepted as a predictive tool to identify symptoms that occur, such as symptoms of the relationship or contribution of the work motivation variable (X2) to improving employee performance (Y). The calculated t value is 220.139, and the t table is 2.591 with sig 0.000 < alpha 0.05. This indicates that the regression line direction equation can be used as a predictive tool to determine the relationship or contribution between the work motivation variable (X2) and employee performance (Y). Further analysis is to test the regression equation formed to test its level of significance. The f hit score = 8.351, and F_{tab} (0.05: 1: 59) = sig 0.005. Thus it can be concluded that work motivation X2 has an effect on employee performance (Y). Thus the second hypothesis stating that work motivation has an effect on improving employee performance has been empirically tested and can be accepted at a confidence level of 95%. The amount of contribution is 93%.

3. Third Hypothesis

The third hypothesis is the magnitude of the influence of individual characteristics and work motivation at the Asahan District Education Office together on improving employee performance is determined by the dimensions of the individual characteristics and work motivation variables. To test this hypothesis, correlation and multiple regression analysis were carried out.

After analyzing the data, the $F_{hi}t$ score = 4130.417 and F_{table} (0.005,2:59) = 3, 153 with sig 0.000 <alpha 0.05. From the results of the analysis, the correlation coefficient between individual characteristics and work motivation with increased employee performance was 0.990 while the determination coefficient was 0.890 with sig. O,000 <alpha 0.005. This shows that the relationship between individual characteristics and work motivation with increased employee performance is significantly correlated at a 95% confidence level. The magnitude of the influence is 99.0%.

To find out whether the relationship between individual characteristics and work motivation with increased employee performance is predictive or not, multiple regression analysis was carried out. From the calculation results, the regression equation of individual characteristics and work motivation with increased employee performance y is obtained as follows: regression line y = -

1.271 + 0.003X1 + 1.510X2. Further analysis of the formation of this regression equation can be seen based on the analysis of the t statistical test which is also to prove whether the coefficient of the regression line equation contained in the individual characteristics and work motivation variables can be accepted as a predictive tool to identify symptoms that occur such as symptoms of the relationship or contribution of work motivation variables to increased employee performance.

Furthermore, the t hit price of variable X1 is 0.245 with sig. 0.007, and the t hit of variable X2 is 8.274 with sig. 0.00. Both sig values (X1 and X2) < alpha 0.05. This indicates that the direction of the regression line equation can be used as a predictive tool to determine the influence between individual characteristics (X1) and work motivation (X2) with increased employee performance (Y). It can be concluded that the direction of the regression equation line formed on the individual characteristics and work motivation variables on the employee performance improvement variable is a linear regression.

Discussion of research results

The results of hypothesis testing indicate that the three hypotheses in this study are accepted as true both individually and collectively. This means that from the process of simple regression analysis and multiple regression analysis, it is proven that there is a significant influence of individual characteristics and work motivation both individually and collectively on improving employee performance at the Asahan District Education Office. The series of findings in this research process can be explained by the author as follows.

1. First Finding

The results of the analysis prove that there is a significant influence of individual characteristics on improving employee performance at the Asahan District Education Office. The findings obtained based on a series of data analysis show that individual characteristics on improving employee performance empirically have a relationship of 10000, and the closeness of the relationship between the individual characteristic variable (X1) and the employee performance improvement variable (Y) is obtained at 0.680. The influence of the individual characteristic variable (Xh) on the work motivation variable (X2) is 68%. Meanwhile, the partial correlation between the X1 variable and y in the controlled X2 condition is 0.7551 and the determination coefficient is 0.5702. This illustrates that the increase in employee performance of 57.02% is determined by the individual characteristic factor while the remaining 42.08% is suspected to come from other variables that also influence the increase in employee performance at the Asahan District Education Office which were not examined in this study.

This proves that the increase in employee performance is largely determined by the dimensions of individual characteristics. Although the survey results show that the increase in employee performance has not been maximized, this study proves that the cause of low employee performance is not only due to individual characteristics but is suspected to be caused by other factors that are not revealed in this study. Because there are so many factors that cause low employee performance. Theoretical studies explicitly state that individual characteristics greatly determine the good or bad implementation of tasks or employee performance, including employee performance at the Asahan District Education Office.

According to Arief Subyantoro (2009:46) everyone has different views, goals, needs and abilities. These differences will be carried over into the world of work, which causes the satisfaction of one person with another to be different, even though they work in the same place.

Research conducted by Nuning Nurna Dewi, Jurnal Media Mahardhika Vol. 16 No. 3 May 2018, with the title of the study, "The Influence of Individual Characteristics, Work Discipline, and Motivation on Employee Performance. Also strengthens this study. The findings show that individual characteristics have a significant effect on Employee Performance.

2. Second Finding

The results of the analysis show that there is a significant influence between work motivation and improving employee performance.

This finding was obtained based on a series of data analysis showing that there is an influence of work motivation on improving employee performance. However, further analysis results revealed that the influence of work motivation on improving employee performance is still not optimal.

The results of the analysis prove that the variable of work motivation on improving employee performance empirically has a relationship of 0.930 and the closeness of the relationship between variable X2 and variable y is obtained at 0.820. This illustrates that an increase in employee performance of 93% is determined by the work motivation factor.

Initial findings from field data indicate that there are indeed problems with employee performance where the change of the head of the Service as the leader of an organization greatly determines employee work motivation. The results of further observations that have been carried out by interviewing several employees revealed that most of the employee work motivation decreased with the change of the head of the service where they were comfortable with the old head of the service who they considered to have leadership and had a good vision for the development of the Asahan District Education Service both in terms of academics

and non-academically. However, employee work motivation is also related to fair and transparent division of tasks so that they will be more enthusiastic in working, especially in providing good service to every guest who comes to the Asahan District Education Office.

Therefore, this study was conducted to provide input so that changes in individual employee characteristics can be better and employee work motivation also increases. As explained by the theoretical study that has been presented, it shows that work motivation that is carried out should be able to improve employee performance because work motivation is basically a driver for employees to be able to work more enthusiastically in completing tasks that are their responsibility.

Thus, employees must always receive training and guidance so that employee work motivation continues to be updated. Sutrisno (1999:38) said that the implementation of re-service and in-service is an effort to develop employee insight in facing increasingly complex challenges of the times so that their work motivation does not slacken or weaken, especially in facing innovation or policy changes.

3. Third Finding

The results of the analysis prove that there is a significant influence of individual characteristics and work motivation together on improving employee performance. The results of the third hypothesis analysis show a significant influence of individual characteristics X1 and work motivation X2 together on learning outcomes of 99% with a correlation coefficient of 0.990. While the remaining 1% comes from other factors.

The results of the multiple regression analysis show that individual characteristics and work motivation, when combined, will have a major influence on improving employee performance. Thus, it can be said that the higher the level of individual characteristics in employees and the better the employee's work motivation in working, the better the increase in employee performance at the Asahan District Education Office.

Sutrisno (1999:43) said that to become a professional, employees must be supported by a good office atmosphere or supportive office culture and high employee work motivation so that employee performance can be further improved.

Therefore, employees in professional positions must always contribute to creating a conducive office culture and can increase maximum work motivation in order to carry out their duties as employees with high employee performance that comes from the depths of each heart as a calling in improving employee performance at the Asahan District Education Office.

CONCLUSION

The first conclusion is, the magnitude of the influence of individual characteristics on improving employee performance at the Asahan Regency Education Office is determined by the dimensions of individual characteristics, namely: abilities, values, attitudes, and interests by 68%, while the remaining 32% comes from other variables. Furthermore, the second, the magnitude of the influence of work motivation on improving employee performance at the Asahan Regency Education Office is determined by the dimensions of work motivation, namely physiological needs, safety needs, social needs, esteem needs, and self-actualization needs by 93%, while the remaining 7% comes from other variables not examined in this study. Third, Simultaneously, individual characteristics and work motivation have an effect on improving employee performance at the Asahan Regency Education Office by 99%. This means that both factors are very important in improving employee performance, if both factors are good, then employee performance will also be better.

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