MANAGEMENT

EMPLOYEE PERFORMANCE ENHANCEMENT THROUGH INNOVATIVE BEHAVIOR AT PT KAI

Muhammad Pujiyono
Universitas Sebelas Maret
Surakarta, Indonesia
ORCID ID: 0000-0002-4501-3150

Mugi Harsono
Universitas Sebelas Maret
Surakarta, Indonesia
ORCID ID: 0000-0002-4505-5457

Corresponding author email: muhammad.pujiyonoo@gmail.com

Abstract. Human resource management cannot be separated from the factors of employees who are expected to perform as well as possible in order to achieve company goals. This research aims to examine the effects of individual characteristics and intrinsic motivation on innovative behavior and employee performance, and the influence of innovative behavior on employee performance. This research is quantitative analysis which obtains the sample data from 150 employees. Furthermore, the data is processed by Structural Equation Modeling (SEM) which assisted from the application program of Analysis of Moment Structure (AMOS) version 18.0. According to the result of the analysis, it is concluded as the followings: an individual characteristic has a positive effect on innovative behavior; intrinsic motivation has a positive effect on innovative behavior; individual characteristics has a positive effect on employee performance; intrinsic motivation has a negative effect on employee performance and innovative behavior has a positive effect on employee performance.

Keywords: individual characteristics, intrinsic motivation, innovative behavior, employee performance.
JEL Classification: M500, M510, M590.

INTRODUCTION

Human resource management cannot be separated from the factors of employees who are expected to perform as maximum as possible in order to achieve the company goals. PT Kereta Api Indonesia (PT. KAI) as one of big transportation company in Indonesia currently faced the challenges that should be able to enhance human resources' qualities and achieve special skills in order to be able to compete with the business world. Human resources are a crucial factor in the company. In a large-scaled company, human resources are considered as a very determining element in the business development process, the role of human resources becomes even more crucial (Tadjudin, 2013). Human resources is considered the most strategic position among other resources, thus the performance of human resources will affect how the company performs completely.

LITERATURE REVIEW

Human Resources (HR) is the most important element, as mentioned by Hardyansyah (2016)that human as manpower in an organization an important role in achieving goals and providing good services for organizations and society. Employees are the most important factor of production; therefore they must have the willingness and ability to carry out the tasks assigned by the company.

Performance is a specific target which is a management commitment that can be achieved by human resources or the bank (Poh and Zi, 2001). Pohdan Zi, (2001) stated further that performance does not stand alone but is related to job satisfaction and compensation, influenced by skills, abilities and individual traits.

According to the research of the analysis on Corporate Governance Influence Implementation (Zeptian and Rohman, 2013), it is obtained the result of characteristics as a features or traits that have the ability to improve the quality of life, while individual characteristics are typical traits that indicate a person's differences regarding motivation, initiative, the ability to remain strong in facing tasks to completion, solve problems or how to adapt to changes that are closely related to the environment that affect performance individual.

Etimologically, Winardi (2008) explained that motivation derives of the Latin word move, which means to move. The word is absorbed in English and became motivation which means giving a motive, the arising of a motive or things that encourage or circumstances that give rise to encouragement.

Human resources are one of the most important factors in a bank, because the quality of the bank itself is very dependent on the quality of human resources as human resources and service performer in a bank. (Huson, Auch, Qi, and Schuster, 2007)

According to Yuniarti and Fadila MS (Hengky, 2013), some experts reckon that the key to company's competitive advantage is its human resources. The success of a company, both large and small, depends on its ability to develop and manage human resources within the company (Hasibuan, 2011). Human resources are considered as a factor that greatly affects the company in achieving its goals. Human resources (HR) are a very important asset for an organization, which is the focus of the organization in order to create value that aims to maintain its existence in a competitive environment. It is valid to say that in facing global challenges, the agenda for competition is human resources (Siagian, 2015). Competent human resources are those who are able to maintain and be able to advance the company to become superior among other similar companies and capable of the going concern status (Gathiira, Muathe, and James Kilika, 2020).

The study only analyzes the problem of employee performance from one dimension or one point of view, from the employee's point of view, but does not explore from other perspectives, for example the company's top management / top management or from the point of view of managers in charge of employees so that more research results can be produced and Describes the several dimensions of factors that lead to increased employee performance.

In achieving its targets, the company must also be supported by human resources who are considered to be competent and experts in their respective fields of work (Caesar and Fei, 2018). Employees who are able to work well have high work motivation and an innovative spirit in their workplace (Peiró and Tetrick, 2011).

Moreover, based on the explanation above, this research aims to examine the effects of individual characteristics and intrinsic motivation on innovative behavior and employee performance, and the effect innovative behavior on employee performance at PT Kereta Api Indonesia (PT. KAI).

Pujiyono, M. and Harsono, M. (2020), "Employee performance enhancement through innovative behavior at PT KAI", Management and entrepreneurship: trends of development, 4(14), pp. 23-30. Available at: https://doi.org/10.26661/2522-1566/2020-4/14-02

PAPER OBJECTIVE

Paper objective is to examine the effects of individual characteristics and intrinsic motivation on innovative behavior and employee performance, and the influence of innovative behavior on employee performance.

METHODOLOGY

This research is a quantitative research. Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating preexisting statistical data using computational techniques (Sugiyono, 2016).

The sampling determination is using guidelines from Hair, et al (1995) in Ferdinand (Ferdinand, 2011)which states that a minimum sample size of 5-10 parameter locations is estimated. According to Ferdinand (2011), the appropriate sample size is 100-200. If the sample is too large, e.g. 400 samples, the method becomes very sensitive, making it difficult to obtain good goodness-of-fit measures. The sample is the smallest part and the characteristics possessed by this population (Sugiyono, 2016a). The sampling technique used in this research is the improbability sampling technique, since all populations do not have the same opportunity. Improbability sampling is using purposive sampling. In this study, 150 employees who have worked for two years at PT KAI Headquarters in Bandung will be selected as samples. After obtaining the sample, thus, the data will be analyzed by Structural Equation Modeling (SEM) which assisted from the application program of Analysis of Moment Structure (AMOS) version 18.0.

The variables uses here are individual characteristic, innovative behavior, intrinsic motivation and employee performance.

RESULT AND DISCUSSION

Validity Test

Validity test can be used to examine the accuracy and precision of a reliable measuring instrument. Measuring instruments consider as valid if the corrected item total correlation is higher or equal to 0.4 (Santoso and Tjiptono, 2002). In this case, this validity test uses factor analysis. And the result of every variable obtain the number that higher or equal than 0,4. Therefore the variables consider as valid.

Reliability Test

Reliability test is a test that has a function to find a reliable or trustworthy measuring instrument. Reliability testing of all questions in this study uses Alpha Cronbach formula (Alpha Cronbach Coeffiecient), generally considered reliable if the coefficient value is higher than 0,6. In this case, each variables indicated the score more than 0,6. Thus, the variables consider as reliable to be tested.

SEM Test (Structural Equation Modeling)

A study requires data analysis and interpretation that aims to answer research questions in uncovering certain social phenomena. The method chosen to analyze the data should be related to the research pattern and the variables to be studied. In this study, The Structural Equation Modeling (SEM) of the AMOS statistical software package is used in model development and hypothesis testing. In this research, SEM Test used to analyze the structural relation of every variable.
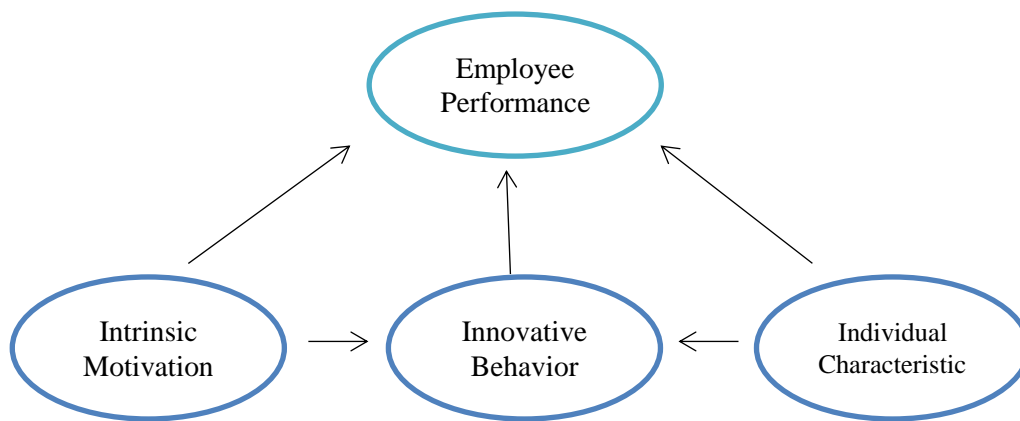
Figure 1. The structural relation of variables

Based on the figure above, it can be indicated that every variables are related to employee performance variables. Intrinsic motivation and individual characteristic has an influence toward innovative behavior.

Hypothesis Test

Hypothesis test used to examine whether the hypothesis is Accepted or Rejected. The standard of Acceptance should obtain the CR Value of 2,648 or higher and a probability test should be smaller than 0,05.

Table 1

Hypothesis Test Result

	CR Value	Probability	Result
H_1	2,648	0,008	Accepted
H_2	2,046	0,041	Accepted
H_3	2,594	0,009	Accepted
H_4	-0,008	0,993	Rejected
H_5	2,337	0,019	Accepted

Hypothesis Test 1

The estimated parameter for the hypothesis of influence of individual characteristics on innovative behavior obtained a CR value of 2.648 and a probability of 0.008. The two values obtained meet the requirements for H1 acceptance because CR value of 2.648 is higher than 1.96 and a probability of 0.008 which is smaller than 0.05.

Based on the table above, Hypothesis 1 is accepted which means individual characteristic has significant influence toward innovative behavior.

Pujiyono, M. and Harsono, M. (2020), "Employee performance enhancement through innovative behavior at PT KAI", Management and entrepreneurship: trends of development, 4(14), pp. 23-30. Available at: https://doi.org/10.26661/2522-1566/2020-4/14-02

Hypothesis Test 2

Testimonial parameter for testing the effect of Intrinsic Motivation on Innovative Behavior shows a CR value of 2.046 and a probability of 0.041. The two values obtained meet the requirements for H2 acceptance, namely a CR value of 2.046 which is greater than 1.96 and a probability of 0.041 which is smaller than 0.05. Thus it can be concluded that intrinsic motivation has a positive effect on innovative behavior.

Based on the table above, Hypothesis 2 is accepted which means intrinsic motivation has significant influence toward innovative behavior.

Hypothesis Test 3

The estimated parameter for testing Individual Characteristics on Employee Performance shows a CR value of 2.594 and with a probability of 0.009. The two values obtained meet the requirements for acceptance of H3, namely the CR value of 2.594 which is greater than 1.96 and the probability of 0.009 which is smaller than 0.05. Thus, it can be concluded that individual characteristics have a positive effect on employee performance.

Based on the table above, Hypothesis 3 is accepted which means individual characteristic has significant influence toward employee performance.

Hypothesis Test 4

The estimated parameter for testing Intrinsic Motivation on Employee Performance shows a CR value of -0.008 and with a probability of 0.993. The two values obtained do not meet the requirements for acceptance of H4, namely the CR value of -0.008 which is smaller than 1.96 and the probability of 0.993 which is greater than 0.05.

Based on the table above, Hypothesis 4 is rejected which means intrinsic motivation did not influence employee performance.

Hypothesis Test 5

The estimated parameter for testing the effect of innovative behavior on employee performance shows a CR value of 2.337 and a probability of 0.019. The two values obtained meet the requirements for acceptance of H5, namely the CR value of 2.337 which is greater than 1.96 and the probability of 0.019 which is smaller than 0.05. Thus it can be concluded that innovative behavior has a positive effect on employee performance.

Based on the table above, Hypothesis 4 is accepted which means innovative behavior has significant influence toward employee performance.

Policy Implications

There are several policy implications that should be applied as a way to develop the company's quality. The policy implication can be seen through the following points:

1)   Every management of PT KAI should update their knowledge, thus it can be shared among employees. And it will influence the employee performance. The employee will be more innovative on carrying their duty.

2)   Management needs to conduct an employee performance appraisal which includes an increase in quantity of work

CONCLUSION

Based on the explanation above, it can be concluded that four of five hypotheses fulfill the requirements to be accepted. The hypothesis regarding individual characteristic influence innovative behavior is accepted, it means that individual characteristic has significance influence toward innovative behavior. The second hypothesis regarding intrinsic motivation effect toward

innovative behavior is accepted, which means that intrinsic motivation has significance and positive influence toward innovative behavior. The third hypothesis regarding individual character that influence performance is also accepted, which means that individual character has significance influence toward employee performance. The fourth hypothesis regarding the intrinsic motivation influence employee performance is the only hypothesis that is not accepted (declined) – it means that that the intrinsic motivation did not influence employee performance. And the last hypothesis regarding Innovative behavior influence on the employee performance is accepted, because innovative behavior has significance influence toward employee performance.

Moreover, it can be indicated that the enhancement of employee performance is influenced by Innovative Behavior in PT Kereta Api Indonesia (PT KAI).

SUGGESTION

Based on the result and conclusion above, there is a suggestion that can used for further analysis such as, in order to be used as a source of ideas and input for the development of the future research, the suggested expansion of this research are recommended at the same time from two perspectives, namely the perspective of the leadership / top management / manager and also the perspective of the employees themselves.

REFERENCES

Caesar, L. D. and Fei, J. (2018), "Work-life balance", *Managing Human Resources in the Shipping Industry*. London: Routledge. Available at: https://doi.org/10.4324/9781315740027

Ferdinand, A. (2011), *Metode Penelitian Manajemen Pedoman Penelitian untuk Penulisan Skripsi Tesis dan disertai Ilmu Manajemen*, Semarang: Universitas Diponegoro, (in Indonesian).

Gathiira, G., Muathe, S. and Kilika, J. (2020), "Organization's Human Resource Practices: Determinants of Employees Retirement Preparedness in the Context of Kenya", Journal of Human Resource Management, 8(3), pp. 52-162.

Hardyansyah (2016), *Pengaruh Kompetensi Sumber Daya Manusia Dan Pemanfaatan Teknologi Informasi Terhadap Kualitas Laporan Keuangan Dengan Sistem Pengendalian Intern Sebagai Variabel Moderating* (Studi Kasus Pada SKPD Kabupaten Polewali Mandar), (in Indonesian).

Hasibuan, M. S. P. (2011), *Manajemen Sumber Daya Manusia*, Edisi Revisi Jakarta: Bumi Aksara, (in Indonesian).

Hengky, S. H. (2013), "Fundamentals of Human Resource Management", Journal of Human Resources Management and Labor Studies, 1(2), p.39-40. Available at: https://www.academia.edu/30781774/Fundamentals_of_Human_Resource_Management (Accessed 20 September 2020).

Huson, D. H., Auch, A. F., Qi, J. and Schuster, S. C. (2007), "MEGAN analysis of metagenomic data", *Genome Research*. Available at: https://doi.org/10.1101/gr.5969107

Peiró, J. M. and Tetrick, L. (2011), "Occupational Health Psychology", *IAAP Handbook of Applied Psychology*. Available at: https://doi.org/10.1002/9781444395150.ch12

Poh K. W. and Zi L. H., (2001), "The moderating effects of firm internal climate for innovation on the impact of public R and D Support program," Bussiness Link, Vol. 1, pp. 33-74.

Santoso, S. and Tjiptono, F. (2002), *Riset Pemasaran : Konsep dan Aplikasinya dengan SPSS*, Jakarta: PT Elex Media Computindo Kelompok Gramedia, (in Indonesian).

Siagian, S. P. (2015), *Manajemen Sumber Daya Manusia*, Jakarta : Bumi Aksara, (in Indonesian).

Sugiyono (2016), *Metode Penelitian dan Pengembangan* (Research and Development/RandD), Bandung: Alfabeta, (in Indonesian).

Pujiyono, M. and Harsono, M. (2020), "Employee performance enhancement through innovative behavior at PT KAI", Management and entrepreneurship: trends of development, 4(14), pp. 23-30. Available at: https://doi.org/10.26661/2522-1566/2020-4/14-02

Sugiyono, P. D. (2016), *Metode penelitian kuantitatif, kualitatif, dan RandD*, Bandung: Alfabeta, (in Indonesian).

Tadjudin, T. (2013), "Pengawasan dalam Manajemen Pendidikan", *Ta'allum: Jurnal Pendidikan Islam*. 1(2), pp. 195-204. Available at: https://doi.org/10.21274/taalum.2013.1.2.195-204 (in Indonesian).

Winardi (2008), *Motivasi dan Pemotivasian Dalam Manajemen*, Jakarta: Raja Grafindo Jakarta, (in Indonesian).

Zeptian, A. and Rohman, A. (2013), „Analisis Pengaruh Penerapan Corporate Governance, Struktur Kepemilikan dan Ukuran Perusahaan terhadap Manajemen Laba pada Perbankan", *Diponegoro Journal of Accounting*, 2(4), pp. 1-11, (in Indonesian).

ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ РОБОТИ ПРАЦІВНИКІВ ЗАВДЯКИ ІННОВАЦІЙНІЙ ПОВЕДІНЦІ В PT KAI

Muhammad Pujiyono
Universitas Sebelas Maret
Surakarta, Indonesia

Mugi Harsono
Universitas Sebelas Maret
Surakarta, Indonesia

Управління людськими ресурсами не можна відокремити від фактору співробітників, які, як очікується, будуть працювати якнайкраще для досягнення цілей компанії. Це дослідження має на меті вивчити вплив індивідуальних особливостей та внутрішньої мотивації на інноваційну поведінку та результати діяльності співробітників, а також вплив інноваційної поведінки на результати діяльності співробітників. Це дослідження є кількісним аналізом, який отримав вибіркові дані від 150 співробітників. Крім того, дані оброблялися за допомогою Моделювання структурних рівнянь (SEM), яке допомогло прикладній програмі Аналізу структури моментів (AMOS) версії 18.0. Згідно з результатами аналізу випливає наступне: індивідуальна характеристика позитивно впливає на інноваційну поведінку; внутрішня мотивація позитивно впливає на інноваційну поведінку; індивідуальні особливості позитивно впливають на результати роботи працівника; внутрішня мотивація негативно позначається на роботі працівника, а інноваційна поведінка, у свою чергу, позитивно позначається на роботі працівника.

Ключові слова: індивідуальні особливості, внутрішня мотивація, інноваційна поведінка, продуктивність працівника.

ПОВЫШЕНИЕ ЭФФЕКТИВНОСТИ РАБОТЫ СОТРУДНИКОВ БЛАГОДАРЯ ИННОВАЦИОННОМУ ПОВЕДЕНИЮ В PT KAI

Muhammad Pujiyono
Universitas Sebelas Maret
Surakarta, Indonesia

Mugi Harsono
Universitas Sebelas Maret
Surakarta, Indonesia

Управление человеческими ресурсами нельзя отделить от фактора сотрудников, которые, как ожидается, будут работать лучше для достижения целей компании. Это исследование имеет целью изучить влияние индивидуальных особенностей и внутренней мотивации на инновационное поведение и результаты деятельности сотрудников, а также влияние инновационного поведения на результаты деятельности сотрудников. Это исследование является количественным анализом, который получил выборочные данные от 150 сотрудников. Кроме того, данные обрабатывались с помощью Моделирования структурных уравнений (SEM), которое помогло прикладной программе анализа структуры моментов (AMOS) версии 18.0. Согласно результатам анализа, вытекает следующее:

индивидуальная характеристика положительно влияет на инновационное поведение; внутренняя мотивация положительно влияет на инновационное поведение; индивидуальные особенности положительно влияют на результаты работы сотрудника; внутренняя мотивация негативно сказывается на работе сотрудника, а инновационное поведение, в свою очередь, положительно сказывается на работе сотрудника.

Ключевые слова: индивидуальные особенности, внутренняя мотивация, инновационное поведение, производительность работника.