The Effect of Individual Characteristics, Resilient and Work Ability on Intention to Leave and Employee Performance at PT Clariant Adsorbent Indonesia, Gresik

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Abstract- This study aims to determine and analyze the effect of Individual Characteristics, Resilient and Workability on Intention to Leave and Employee Performance. This study uses quantitative methods. The population is 214 employees of PT Clariant Adsorbent Indonesia, Gresik. Sources of data in this study using primary data obtained directly from employee respondents with google form. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS Version 3 software to validate with Convergent Validity, Average Variance Extracted (AVE), Discriminant Validity and perform reliability with Composite Reliability and Cronbach's Alpha. The research method uses an explanatory clause with a sample of 109 respondents. Collecting data using a questionnaire and analyzed using Smart PLS 3.0 to test the validity and reliability. The results showed that individual characteristics and work ability had a significant positive effect on exit intentions with path coefficients of 0.168 and 0.6979, while resilient had a positive but not significant effect with path coefficients of 0.0023. Individual characteristics and work ability have a positive but not significant effect on employee performance with path coefficients of 0.0092 and 0.0517. Intention to leave and resilient have a positive and significant effect on employee performance with path coefficient numbers 0.6019 and 0.2837. The results of this study can prove that individual characteristics, work ability and intention to leave are factors up and down the performance of employees so that a strategy is needed to improve employee performance in terms of quality, quantity, work duties and responsibilities.

Keywords: employee performance; individual characteristics; intention to leave; resilient; work ability

I. INTRODUCTION

PT. Clariant Adsorbent Indonesia (CAI), Gresik determines the conditions and behavior of employees from their performance, where a phenomenon that often occurs is that a performance that has been so good can be damaged, either directly or indirectly by various employee behaviors that are difficult to prevent. The performance of each individual is different from other individuals according to the level of knowledge, skills and motivation possessed by the individual. Likewise with groups, the performance of one group with another will not be the same because the composition of group members has different understandings of performance differently. To provide uniformity of performance, the company must establish standard and standard measurements so that it can be used as a guideline by every employee.

Individual characteristics have an influence on employee performance, strengthened by previous research that the strength of an employee's individual character can have a positive influence on increasing performance at work, and vice versa

(Martadiani, Widari, Artawan, & Azis, 2019). Individual characteristics include the abilities, values, attitudes and interests of employees in determining work. Employees with a good background of individual characteristics can influence the leadership in assigning job responsibilities. Employees need to have resilient in themselves for the work assigned by the company, if resilient can be an ability, then employee performance is ensured to be good, but on the contrary if resilient is not reliable then employees easily give up in their work (Lukita & Rahma, 2021).

The work ability of employees can be seen from their talents, skills and knowledge as well as health conditions and strengths in carrying out their work responsibilities, so employees assess their abilities His work knowledge, training and work experience prove that it is able to influence employee performance well or even worse (Nurhaedah, Mardjuni, & Saleh, 2018). In addition, the impact that is also caused is that the continuity of the company's operations is threatened because it is possible that employees who leave work do not have representatives who can replace their positions and the positions left are still waiting for new employees. For this reason, it is important for companies to avoid an increase in intention to leave activities with consideration of costs and the continuity of the company's operations so that the overall performance of employees is not disturbed (Nugroho, Sularso, & Prihatini, 2016).

This problem was clarified in the researcher's interview with Barqi Muhammad Babulloh's supervisor that the percentage of Intention to leave in 2017 to 2019 increased from year to year and from 2020 to the end of August 2021 also experienced an increase in percentage. According to him, the employee's ability factor in operating the production system equipment must use a formula according to the raw materials being weighed, besides that, employees must also be tough in dealing with raw materials that have small particles, namely dust that can harm employees, so employees are required to use Personal Protective Equipment (PPE), glasses, N-95 masks and earphones to reduce noise during the production process. Another factor that he stated was that the majority of employees in the production division had their last education at the high school level, where this period was a stepping stone in getting the job they wanted.

Another problem is the inconsistency in previous research that research with the title "The Effect of Individual Characteristics, Competence on Job Satisfaction and Employee Performance of IKM Batik in Pamekasan" by Firmansyah et al. (2020) stated that the results of individual characteristics were not significant on employee performance and work ability was not significant on employee performance. However, a study entitled "The Effect of Individual Characteristics and Characteristics of Jobs on Employee Performance at Three Private Universities (Pts) In Denpasar" by Martadiani et al. (2019) revealed the results of individual characteristics having a significant effect on employee performance.

The research entitled "The Influence of Co-Workers Perceived Warmth, Competence and Inclusion on Employees Turnover Intention: The Mediating Effect of Job Attitudes" by Baqir et al. (2017) revealed that work ability had no significant effect on Intention to leave, while the research entitled "the effect of pay and employee job satisfaction and competence on turnover intention and its impact on the service quality of honorary employees Service Quality Antecedent in the Airport Operational Unit Office of Class III North Kalimantan" by Asnoni et al. (2021) stated that work ability results have a significant effect on Intention to leave.

Based on the background and the previous studies above, this study aims to determine and analyze the effect of Individual Characteristics, Resilient and Workability on Intention to Leave and Employee Performance.

II. CONCEPT AND HYPOTHESIS

Conceptual framework is a part of research that presents concepts or theory in the form of a research concept framework. Conceptual framework refers to the problems to be researched or related to research and made in the form of a diagram (Hidayat, 2007:67). Conceptual framework from this study consisted of endogenous variables, intervening variables and exogenous.

Exogenous variables are variables that cause changes or changes emergence of endogenous variables. The exogenous variables in this study are Individual characteristics (X1), Resilient (X2) and work ability (X3). Variable endogenous is a variable that affects or is the result of exogenous (independent) variable. The intervening variables in this study are Intention to Leave (Z) and endogenous (bound) variables are
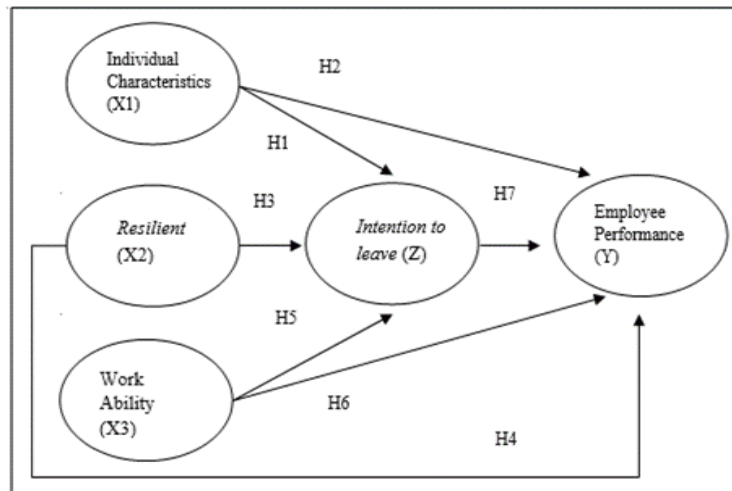
Employee Performance (Y).

Image 1
Concept of Research
(Source: Processed by Researchers)

Based on explanation above, this study aims to determine and analyze the effect of Individual Characteristics, Resilient and Workability on Intention to Leave and Employee Performance. The hypothesis is as follows: H1 = individual characteristics have a significant effect on the intention to leave employees of PT Clariant Adsorbent Indonesia, Gresik. H2 = individual characteristics have a significant effect on the performance of employees of PT Clariant Adsorbent Indonesia, Gresik. H3 = Resilient has a significant effect on the Intention to leave employees of PT Clariant Adsorbent Indonesia, Gresik. H4 = Resilient has a significant effect on employee performance at PT Clariant Adsorbent Indonesia, Gresik. H5 = Work ability has a significant effect on Intention to leave employees of PT Clariant Adsorbent Indonesia, Gresik. H6 = Work ability has a significant effect on employee performance at PT Clariant Adsorbent Indonesia, Gresik. H7 = Intention to leave has a significant effect on the performance of employees of PT Clariant Adsorbent Indonesia, Gresik.

Individual Characteristics

According to Ratih (2015:48) providing an understanding of individual characteristics is a psychological process that affects individuals in obtaining, consuming and receiving goods and services as well as experiences. Individual characteristics are internal (interpersonal) factors that move and influence individuals.

According to Subyantoro (2009:70) everyone has views, goals, needs and abilities that are different from one another. This difference will be carried over in the world of work, which will cause satisfaction from one person to another, even though they work in the same place. Arief Subyantoro said that the indicators of individual characteristics include: Abilities, Values, Attitudes, Interests:

Ability, is the capacity of an individual to do various tasks in a job (Robbins & Judge, 2017:67). In other words, ability is a function of knowledge and skills.

Values, a person's value is based on satisfying, enjoyable work, relationships with people, intellectual development and time for family (Robbins & Judge, 2017:67).

Attitude, attitude is an evaluative statement-whether favorable or unfavorable-about objects, people, or events. In this study, attitudes will focus on how a person feels about work, work groups, providers and organizations (Robbins & Judge, 2017:67).

Interest, is an attitude that makes people happy about the object of a situation or certain ideas. This is followed by feelings of pleasure and a tendency to seek the object of interest. Interest patterns A person is one of the factors that determine the suitability of people with their work. People's interest in the type of work varies (As'ad, 2004:12).

Resilient

According to Desmita (2017:107) resilient is the flexibility, resilient, ability or human capacity of a person, group, or community that allows it to deal with, prevent, minimize, and even eliminate the adverse effects of unpleasant conditions, or turning miserable

living conditions into a natural thing to deal with.

According to Herman et al. (2011:84) says that resilient sources include the following:

Personality factors, including personality characteristics, self-efficacy, self-esteem, internal locus of control, optimism, intellectual capacity, positive self-concept, demographic factors (age, gender, ethnicity), hope, resilient, emotional regulation, and so.

Biological factors, the initial environment will affect the development and structure of brain function and neurobiological systems.

Environmental factors, the level of the immediate environment includes social support including relationships with family and peers, secure attachment to the mother, family stability, safe and secure relationships with parents, and social support from peers. This environment is related to the level of resilient. Furthermore, the wider environment, namely the community system, such as a good school environment, community services, opportunities to carry out sports and arts activities, cultural factors, spirituality and religion as well as at least experience related to violence, are related to the level of resilient.

Work ability

Ability to work is what causes, distributes, and supports employee performance, so that they are willing to work hard and enthusiastically to achieve optimal results. Work ability is increasingly important because managers give work to their subordinates to be done well and integrated with the desired goals.

In research Raharjo et al. (2016:81) indicators of work ability include the following:

Knowledge Knowledge is the foundation on which to build skills and abilities. Organized knowledge of information, facts, principles or procedures that, when applied, result in an adequate performance of the job.

Training (training) A short-term educational process that uses systematic and organized procedures so that non-managerial workers learn technical knowledge and skills for specific purposes.

Experience (experience) The level of mastery of a person's knowledge and skills in his work which can be measured from years of service and the level of knowledge and skills possessed.

Intention to Leave

Intention to leave is the desire of employees to leave an organization; it is the intention for the employee to stop working voluntarily. but can also be triggered by non-organizational factors as well as several organizational factors (Robbins & Judge, 2017:78).

The indicators of intention to leave are as follows:

Personal factors which include job satisfaction, age, gender, education, length of work, geographical distance.

Organizational factors which include reward systems, salaries, promotions are the extent to which work in a position becomes routine. employees who have the intention to leave will decrease work motivation and decrease performance, so it can be said that the intention to leave employees has a negative and significant effect on employee performance (Sumantri et al., 2017:117).

Employee performance

Performance (Work Achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is the result of a job that has been done, either in the form of physical or material or non-physical or non-material with the level of targets that must be achieved or tasks that must be carried out within a certain period of time (Mujanah, 2009:58).

In this measurement criteria, organizational goals are set by management or work groups, then employees are encouraged and their performance is assessed based on how far the employees have achieved the goals that have been set. Employee performance indicators according to Mangkunegara (2017:75) include:

Quality of work is how well an employee does what he is supposed to do.

Quantity of work is how long an employee works in one job day.

This work quantity can be seen from the work speed of each employee.

Task execution is how far the employee is able to do his job accurately or without errors.

Responsibility for work is an awareness of the employee's obligations to carry out the work given by the company.

III. METHOD

The research subjects of this research are employees of PT Clariant Adsorbent Indonesia, Gresik totaling 211 employees and the sampling technique used is Purvosive Sampling. According to Sugiono, (2012:96) explains that the technique of determining the sample with certain considerations, then in this study the sample used was only 109 employees of the production department. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS Version 3 software to validate with convergent validity, average variance extracted (AVE), and discriminant validity and perform reliability with Composite reliability and Cronbach's Alpha. The research method uses an explanatory clause with data collection using a questionnaire as primary data.

IV. RESULT AND DISCUSSION

Validity test

Testing the validity of the reflective indicators uses the correlation between item scores and construct scores. Measurements with reflective indicators indicate a change in one indicator in a construct if other indicators in the same construct change (or are removed from the model). Reflective indicators are suitable for measuring perception, so this study uses reflective indicators.

In the outer model, there is an analysis of the validity and reliability of the PLS indicators. Indicator validity consists of convergent validity and discriminant validity, while reliability can be seen from composite reliability and Aproach's Alpha. The image of the outer data analysis of this research model is as follows:
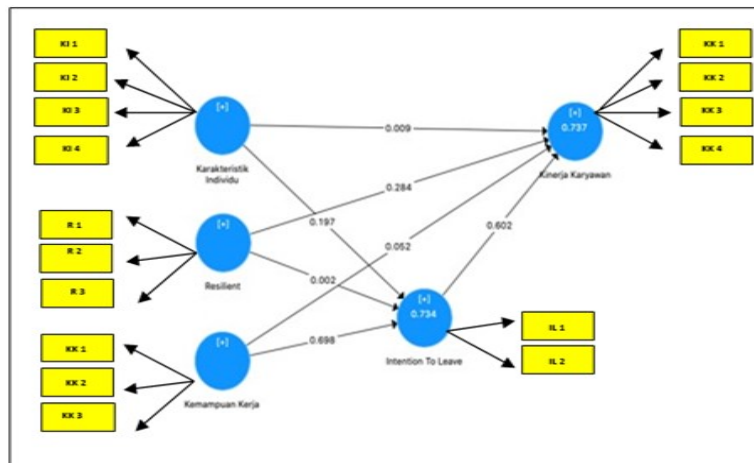

Image 2
Data analysis on the outer model
(SmartPLS Version 3 software)

For the discriminant validity stage, the measurement is assessed based on the cross loading of the measurement with the construct or by comparing the AVE roots for each construct with the correlation between one construct and another in the model. The table 1. AVE values and AVE roots are as follows:

Table 1.
AVE Value and AVE Root

Type	Average Variance Extracted (AVE)	Akar Average Variance Extracted (AVE)
Intention to leave	0.743	0,862
Individual Characteristics	0.502	0,708
Work Ability	0.722	0,849
Employee Performance	0.583	0,764
Resilient	0.541	0,736

Source: Processed by Researchers

Apart from comparing the AVE root value with the correlation of the latent variables, discriminant validity tests can also be done by looking at the cross loading value. The criterion in cross loading is that each indicator that measures the construct must have a higher correlation with the construct than with the other constructs. In the loading

score table, it will be seen that each indicator in a construct will be different from the indicators in other constructs and accumulate in the construct in question. It can be seen in the following Table 2. Cross Loading:

Table 2
Cross Loading

Variabel	Intention to Leave	Karakteristik Individu	Kemampuan Kerja	Kinerja Karyawan	Riselient
x10	3,365	5,047	3,831	3,618	3,902
x11	3,872	4,826	3,403	3,479	3,836
x12	2,826	4,810	2,968	3,328	2,896
x13	3,485	5,178	3,881	3,516	4,142
x14	3,739	4,783	3,499	3,750	3,738
x15	2,466	3,663	3,490	2,528	2,294
x16	3,560	4,875	3,329	3,677	3,817
x17	3,808	5,517	3,877	3,024	2,934
x18	4,060	5,405	4,019	3,003	2,940
x19	3,910	4,863	4,472	3,244	3,271
x21	2,952	2,873	3,257	3,256	4,539
x22	3,084	3,670	3,654	3,517	5,552
x23	3,426	3,872	3,492	3,924	5,385
x24	3,058	3,824	3,476	3,932	5,249
x25	3,112	3,414	3,292	3,601	5,106
x26	2,874	3,573	3,308	2,704	4,751
x31	4,651	4,753	5,774	4,190	4,416
x32	4,383	4,615	5,676	4,058	3,981
x33	4,809	4,585	6,065	4,453	4,432
x34	5,540	4,097	6,072	4,890	4,228
x35	5,364	4,112	6,155	4,503	3,751
x36	5,506	4,658	6,315	5,033	3,811
x37	4,526	4,200	5,158	4,015	2,975
y11	4,401	3,909	3,542	5,236	3,477
y12	3,493	3,640	3,309	4,751	4,297
y13	4,429	3,972	4,515	5,287	4,006
y14	4,592	4,084	4,372	5,591	4,041
y15	4,910	3,903	4,348	6,038	3,885
y16	4,232	3,075	3,817	5,394	3,397
y17	4,794	3,208	4,162	5,447	3,163
y18	4,592	3,553	4,109	5,690	3,378
y19	3,661	2,909	3,861	4,033	3,226
z1	5,669	4,109	5,010	4,442	3,233
z2	6,155	4,462	5,313	4,956	3,710
z3	5,869	4,445	4,787	4,879	3,213
z4	5,950	4,707	5,310	4,824	4,045
z5	6,198	4,096	5,208	5,269	3,960
z6	6,070	4,074	4,779	5,203	3,531

Source: Processed by Researchers

Reliability Test

Stability and consistency of an instrument in measuring a concept or variable. The reliability test can be said to be a reliable construct, the rule of thumb that applies is > 0.7 for the composite reliability value. The results for the reliability test of this study can be seen as follows:

Table 3
Composite Reliability

Variable	Composite Reliability
Intention to leave	0.945
Individual Characteristics	0.908
Work Ability	0.947
Employee Performance	0.925
Resilient	0.875

Source: Processed by Researchers

The table above shows that the composite reliability value for all constructs is above 0.7 which indicates that all constructs in the estimated model meet the discriminant validity criteria. The lowest composite reliability value is 0.875 in the Resilient construct while The reliability test can also be strengthened with Cronbach's Alpha where the SmartPLS output gives the results in table 4. as follows:

Table 4.
Cronbach's Alpha

Variable	Cronbach'a Alpha
Intention to leave	0.931
Individual Characteristics	0.887
Work Ability	0.935
Employee Performance	0.908
Resilient	0.829

Source: Processed by Researchers

Structural Model Testing (Inner Model)

In PLS, the structural model is evaluated

by calculating the Goodness of Fit (GoF). The reference in this GoF measurement is explained by (Hair, et al. 2014) GoF values range from 0-1 with an interpretation of 0.1 (small GoF), 0.25 (moderate GoF), 0.36 (large GoF). The following table shows the average value of communalities and also the average value of R-square.

Table 5
R-Square

Variable	R Square	R Square Adjusted
Intention to leave	0.7342	0.7266
Employee Performance	0.7366	0.7265

Source: Processed by Researchers

Hypothesis test

Further testing can be done by looking at the path coefficient value or the inner model which shows the level of significance in hypothesis testing.

Tabel 6.
Path Coefficient

Variable	Original Sample (O)	T Statistics	Remarks
Intention to leave -> Employee Performance	0.6019	4.7362	Accepted
Individual Characteristics -> Intention to leave	0.1968	2.3888	Accepted
Individual Characteristics -> Employee Performance	0.0092	0.1113	Rejected
Work Ability -> Intention to leave	0.6979	8.4589	Accepted
Work Ability -> Employee Performance	0.0517	0.3712	Rejected
Resilient -> Intention to leave	0.0023	0.0271	Rejected
Resilient -> Employee Performance	0.2837	4.5617	Accepted

Source: Processed by Researchers

The image of data analysis on the inner model in this study is shown in image 2 as follows:
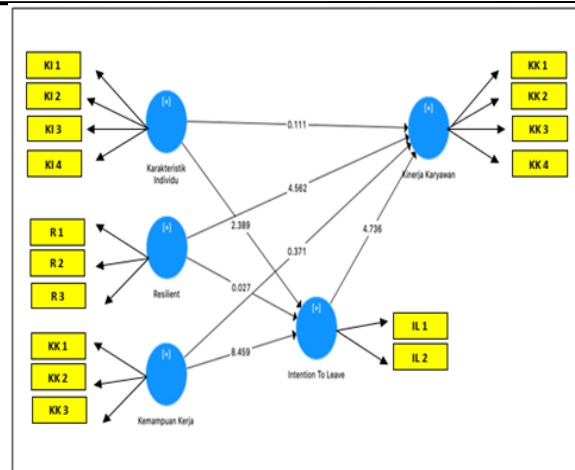

Image 3
Data analysis on the inner model
(SmartPLS Version 3 software)

The results of the analysis in the table above show that individual characteristics have an effect of 0.1968 on Intention to leave. TStatistic obtained is 2.3888 (p > 1.96), so H0 is rejected and H1 is accepted. In other words, the individual characteristic variables have a significant positive effect on changes in the Intention to leave variable. That is, an increase in the value of individual characteristics will have an effect on a significant decrease in Intention to leave. Conversely, a decrease in the value of individual characteristics will have an effect on increasing Intention to leave significantly. Research of Nugroho et al. (2016) can be used as empirical evidence that has the same research results.

The results of the analysis in the table above show that individual characteristics have an effect of 0.0092 on employee performance. TStatistic obtained is 0.1113 (p 1.96) so that H0 cannot be rejected and H2 cannot be accepted. In other words, the individual characteristic variables have a positive but not significant effect on changes in employee performance variables. That is, an increase in the value of individual characteristics has no effect on a decrease in employee performance or vice versa. The research of Firmansyah et al. (2020) with the title "The Effect of Individual Characteristics, Competence on Job Satisfaction and Employee Performance of IKM Batik in Pamekasan" can be used as empirical evidence that has the same research results.

The results of the analysis in the table above show that Resilient has an effect of 0.0023 to Intention to leave. TStatistic obtained is 0.0271 (p 1.96) so that H0 cannot be rejected and H3 cannot be accepted. In other words, the Resilient variable has a

positive but not significant effect on changes in the Intention to leave variable. This means that an increase in the value of Resilient has relatively no effect on a decrease in Intention to leave or vice versa. The results of this study contradict the results of Widati & Muafi (2020) with the title Analysis of the Effect of Work Meaning and Resilient on Intention to Leave Mediated by Job Satisfaction which states that resilient has a negative and significant effect on intention to leave.

The results of the analysis in the table above show that resilient has an effect of 0.2837 on employee performance. TStatistic obtained at 4.5617 (p 1.96) so that H0 is rejected and H4 is accepted. In other words, the Resilient variable has a significant positive effect on changes in the Employee Performance variable. That is, an increase in the relative value of Resilient has an effect on increasing employee performance or vice versa. The results of the study Pascarini (2020) entitled The Effect of Job Embeddedness, Resilient and Cyberloafing on Performance and OCB as an Intervening Variable for Education Personnel at Untag 45 Surabaya can be used as empirical evidence that has the same research.

The results of the analysis in the table above show that the work environment has an effect of 0.6979 on the intention to leave. TStatistic obtained is 8.4589 (p > 1.96), so H0 is rejected and H5 is accepted. In other words, the work ability variable has a positive and significant influence on changes in the Intention to leave variable. That is, an increase in the value of Work Ability will have an effect on increasing Intention to leave or vice versa. The results of this study are different from previous research conducted by Asnoni et al. (2021) with the title "The effect of pay and employee job satisfaction and competence on turnover intention and its impact on the service quality of honorary employees Service Quality Antecedent in the Airport. Operational Unit Office of Class III North Kalimantan that work ability has a significant negative effect on intention to leave.

The results of the analysis in the table above show that the workload has an effect of 0.0517 on employee performance. TStatistic obtained is 0.3712 (p > 1.96) so that H0 cannot be rejected and H6 is not accepted. In other words, the workability variable has a positive but not significant effect on changes in the employee performance variable. That is, an increase in the value of Workability will not have an effect on a decrease in Employee

Performance or vice versa. The results of this study contradict the previous research conducted by Risqon & Purwadi (2012) with the title The Effect of Leadership, Compensation and Work Ability on the Performance of Perum Perhutani KPH Mantingan Employees.

The results of the analysis in the table above show that the Intention to leave has an effect of 0.6019 on Employee Performance. TStatistic was obtained at 4.7362 (p > 1.96), so that H0 was rejected and H7 was accepted. In other words, the Intention to leave variable has a positive and significant influence on changes in the Employee Performance variable. This means that an increase in the value of Intention to leave will have an effect on decreasing employee performance or vice versa. The results of this study support previous research conducted by Puspita et al. (2020) with the title "The influence of Transformational Leadership, Work Environment and Workloads on Intention to leave and Employee Performance". The conclusion of this study is that intention to leave has a significant positive effect on employee performance.

V. CONCLUSION

Based on the results and discussion in the study, the conclusion in this study is that the influence of individual characteristics and work ability on intention to leave shows a significant positive. This means that an increase in the value of individual characteristics and employee work abilities will have an effect on a significant decrease in Intention to leave. On the other hand, a decrease in the value of individual characteristics and employee work abilities will significantly increase the intention to leave, while resilient has a positive but not significant effect on intention to leave. Resilient and intention to leave have a positive and significant effect on employee performance.

There are several suggestions that need to be given for further research to be better. As for some suggestions that can be input for further research, the company in improving employee performance needs to pay attention to the data on the rise and fall of Intention to leave employees in the production division of PT Clariant Adsorbent Indonesia, Gresik. In addition, companies in improving employee performance need training or training and develop the necessary aspects which can build a forum for company progress and provide a sense of security for employees so that

attention is needed on conditions or work environment so that employees are resilient and employees feel safe. in doing his job.

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