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Correlation Analysis of Hardiness Personality to Work Motivation of Home Industry Employees

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Abstract

The purpose of this study was to determine the relationship between the personality variable hardiness and work motivation in employees of home companies. This is interesting because the majority of employees in home companies have employees with different levels of education and characteristics from companies in general. This research is a quantitative research model with a correlational design, the population is taken as many as 89 people who are employees in one of the home industry production companies. Hypothesis testing in this study uses the Pearson (*Product Moment*) correlation technique which is aimed at determining the relationship between the free variable (X) of hardiness personality and the bound variable (Y) of work motivation. Based on the calculation of the analysis, r = 0.786 was obtained with sig = 0.000 < 0.050 which means that there is a positive relationship between *personality hardiness* and work motivation. Based on the results of determining the category of hardiness personality score information from 89 subjects, who had a hardiness personality with a low category of 12 employees or 13%, who had a medium hardiness personality of 47 employees or 53%, and who had a high *hardiness* personality of 30 employees or 34%. Meanwhile, based on the results of determining the category description of the work motivation score of 89 subjects, who had work motivation with a low category of 5 employees or 6%, who had moderate work motivation of 30 employees or 34%, who had high motivation of 40 employees or 45%, and who had very high work motivation of 14 employees or 16%. So that further research is expected to develop research designs to a wider format with a much larger population size. The hope is that it will be able to bring up findings related to hardiness with work motivation in employees.

Keywords: *Hardiness Personality, Home Industry, Work Motivation*

Introduction

Currently, the development of the business world, science and technology is increasingly developing very rapidly, coupled with the development of technological models so this situation itself gives rise to increasingly fierce competition both in the domestic and international markets in this era of globalization. So to meet the satisfaction of consumers in the service industry, productivity is very important for companies to be managed properly. Tague (Juzer & Sri Darma, 2019) says that slow productivity growth is caused by an organizational moral failure and is a reflection of how leaders and workers view their organizations. Every company competes in search of the best and appropriate strategies and policies that can be used as an alternative to achieve company goals, so the role of human resources is needed in facing these challenges. Human resources in this case are employees (Dahlan et al., 2017). Employees are the main resource that runs the wheels of company

productivity, therefore qualified individuals will be the main support for the smooth running of activities in a company (Jyotsna Bhatnagar, 2012).

Employees are those who work for a business entity or company, both private employees and government employees, and are given employee benefits in accordance with applicable laws and regulations, both daily, weekly, and monthly, which are usually given weekly (Johnson et al., 2020). Employees are required to be able to carry out the duties charged to them professionally, which means that employees have the view to always think, work hard, work full-time, discipline, honesty, high loyalty and full of dedication in order to succeed their work (Huang & Li, 2022). For this reason, it is necessary to have a coaching and grow awareness as well as high work ability. If employees consciously work optimally, then organizational goals will be easier to achieve. Companies generally believe that to achieve competitiveness, there must be efforts made by employees in order to achieve company goals. The success of the organization is determined by how much the capabilities of human resources are manifested in the form of high work motivation (Siti Noni Evita, 2017)

Various literature has written that motivation drives the emergence of behavior. Motivation exists because of the existence of needs in the individual that must be met. Motivation is intense behavior (Meisha, 2017). As an intense of the behavior, the behavior that arises is in accordance with the existing motivation. This means that it can be said that motivation at work is very necessary to bring up work behavior. The thing that motivates a person's morale is to meet the needs and satisfaction of both meteriil and non-material that he obtains in return or in return for the services he provides to the company. Martoyo (Ratnaningtyas et al., 2021) states that work motivation is something that generates encouragement or morale or in other words encourages morale. The mood or psychology of an employee as an individual in society or company in his work environment, has a huge impact on the implementation of his work. The inner atmosphere is seen in the spirit or passion of work that produces work activities as an impetus for the achievement of the goals of the company in which he works. Based on the psychological reality, it shows that the passion or inability of a worker in carrying out his work is greatly influenced by the work motivation that drives him. Every job requires a strong motivation to be willing to carry out the work and be able to create high performance in a passionate, passionate, and dedicated manner (Ratnaningsih, 2012)

The low work motivation that an employee has can affect the quality of work productivity. As a result, employees are less able to show maximum work performance. One of the predictors of the success of a company's operations is when the achievement of work performance for an employee is in accordance with the abilities possessed by the employee (Kleinbeck & Fuhrmann, 2000). Companies that can find out what motivates their employees to work can determine the company's path in achieving goals. The existence of high work motivation, employees will work harder in carrying out their work. On the other hand, with low work motivation, employees do not have the enthusiasm to work, give up easily, and have difficulty in completing their work (Jufrizen & Hadi, 2021)

As'ad (Kriston et al., 2020) says that motivation is often interpreted as the term encouragement behind the individual doing so to achieve a certain goal. As mentioned by Mc Clelland and Atkinson mentioned the existence of three main human motives in work, namely the need for achievement, the need to socialize, and the need for power. Even if everyone has this need or motive yet the power of the influence of this need is not equally strong at every moment or at different times. However, Mc Clelland and Atkinson have used this theory to improve the performance of a job by adjusting conditions in such a way that it can move a person towards achieving the desired result (Kocman & Weber, 2018). The results of research conducted, show a very significant relationship between work motivation and work productivity in employees, namely the higher the employee's work motivation, the higher the

employee productivity. Furthermore, research conducted by Farlen ((Robescu & Iancu, 2016) regarding the contribution of work motivation to employee performance shows that work motivation and work ability have a significant influence simultaneously and partially on employee performance.

Work motivation is the main consideration in the management of a company today, because it contributes greatly to work performance and productivity. Work motivation is important for the company, especially the benefits for employees and the company. Motivation will encourage employees to be more accomplished and productive in their work. In addition, work motivation can be said to be one of the factors that determine the high and low performance of an employee. E.J Donal (Kusumasari, 2022) states that motivation is also related to psychological factors of a person as a form of relationship between attitudes, needs and satisfaction that occur in human beings. According to Mangkunegara (Anggraeni & Jannah, 2014) there are two main factors that affect a person's work motivation, namely organizational (company) factors and personal factors. Organizational factors include the return system, the quality of supervision, workload, values and interests, as well as the physical condition of the work environment. Meanwhile, personal factors include personality traits (*Personality*), seniority, length of service, abilities or skills related to the field of work and life satisfaction.

Charles Schreiber (Nisar et al., 2021) that a person's life success is determined by his formal education only 15%, while another 85% is determined by his personality or mental attitudes. This is in line with the results of research conducted by Goleman (Rubens et al., 2018) which states that *soft* skills determine 80% of individual and organizational work achievements, while IQ or hard skills only 20% determine a person's performance. Therefore, entrepreneurs, business leaders, staff, and employees need to improve and develop their *soft skills* and employee personalities so that the achievement of individual and organizational performance can be achieved optimally. According to Islami (Kriston et al., 2020) one of these *soft skills* is personality *hardiness* or what is commonly called self-resilience.

Hardiness personality is a psychological resilience that can help in managing stress (Olivia, 2014). *Hardiness* is one of the personality characteristics that individuals have in the face of depressed situations. Individuals who have a high *hardiness* personality will have strong psychological resilience where the individual will face every pressure by turning a negative stressor into a positive challenge. *Hardiness* is the basis for a person to view the world more positively, raise living standards, turn barriers and pressures into development and sources of growth.

Individuals who have a high level of *hardiness* have strong feelings and high work motivation, greater confidence in control and are more open to changes and challenges in life (Nisar et al., 2021). The work motivation of a person can be controlled by oneself, and the process of the results of his activities depends on his own idea of personal responsibility for success or failure. They have greater control confidence than individuals who have a low *personality hardiness*, have more openness to turn a negative stressor into a challenge in life (Olivia, 2014).

Literature Review and Hypotheses

Employees in a company are required to carry out the duties charged to them professionally, which means that employees must have the view to always work hard and have great responsibility for the success of their work. So that it is necessary to have a coaching and grow awareness as well as high work ability. If employees consciously work optimally, then organizational goals will be easier to achieve. Employees of a company will be able to work well if they have motivation for the job or in other words work motivation. Employees who

have high work motivation will improve the life of the organization or company. As'ad (Kusumasari, 2022) says that motivation is often interpreted by the term encouragement that underlies the individual doing to achieve a certain goal. As mentioned by Mc. Clelland and Atkinson who mentioned the existence of three main motives for human beings in work, namely the need to excel, the need to socialize, and the need for power. Even if everyone has this need or motiv, yet the power of the influence of this need is not equally powerful at every moment or at different times. However, Mc Clelland and Atkinson have used this theory to improve the performance of a job by adjusting conditions in such a way that it can move a person towards achieving the desired result (Meisha, 2017).

Work motivation is a condition that moves employees towards achieving work goals, mental attitude is a mental state that encourages a person to try to achieve maximum work potential (Ratnaningsih, 2012). David Mc Celland (Dan et al., 2016) argues that there is a positive relationship between work motivation and work achievement, Work motivation is the encouragement in a person to carry out an activity or task preferably in order to be able to achieve work with a commendable predicate. Work motivation, operationally having an understanding is a form of encouragement arising from a person that causes a person to be excited at work because of the needs that must be met, with indicators (1) motivation related to the evaluation of his abilities, (2) motivation oriented towards the implementation of tasks perfectly, (3) the desire to get appreciation and recognition from others, (4) the desire to have authority, and (5) the need to cooperate with others (Jufrizen & Hadi, 2021).

Hardiness personality is a personality related to psychological resilience that can help a person in managing the stress experienced. According to Kobasa (Maddi et al., 2006) said that *personality hardiness* is a characteristic of personality that individuals have in facing stressful states. If this hardiness personality is connected to the world of work, it can be described that an employee who has a high *hardiness* personality then the employee will have more effort in his work, so that these efforts will affect the creation of work efficiency and productivity. Personality *hardiness* is a psychological resilience that can help an employee in managing work stress. Individuals who have a high level of *hardiness* have stronger feelings and high work motivation, greater confidence in control and are more open to changes and challenges in life. The work motivation of a person can be controlled by oneself, and the process of the results of his activities depends on his own idea of personal responsibility for success or failure. They have greater confidence in control than individuals who have a low *personality hardiness*, have more openness to turn a negative stressor into a challenge in life.

Hardiness is a constellation of personality characteristics that make individuals stronger, more resilient, stable, and optimistic in the face of stress and reduce negative effects in themselves (Olivia, 2014). Personality *hardiness*, operationally having an understanding is the strength of an employee in dealing with stressful situations by managing his stress. Seeing a problem that occurs not as a threat but as a positive challenge to develop and grow, so as to improve performance. The personality aspect   of *hardiness* in this study consists of commitment, control, and challenges. The indicators of personality *hardiness* in this study are having a high commitment to work, having control over himself, and having confidence that problems are a challenge (Anggraeni & Jannah, 2014).

Research Method

This research is a quantitative research model with a correlational design, the population is taken as many as 89 people who are employees in one of the home industry production companies. Due to the small population, the use of samples is used as a whole. The data collection technique uses a survey in the form of an attitude scale in the form of a questionnaire, using a scale of work motivation and personality hardiness. The work motivation scale is compiled using high motivation indicators that relate to the evaluation of his abilities, high

motivation oriented towards the perfect execution of tasks, high desire to get appreciation and recognition from others, high desire to have authority, and high need to cooperate with others. The indicators of personality *hardiness* in this study are having a high commitment to work, having control over himself, and having confidence that problems are a challenge. Kobasa (Anggraeni & Jannah, 2014).

The calculation of the scale reliability test obtained the following results Obtained the value of the alpha reliability coefficient for the hardiness personality variable obtained *the* following results : N subjects = 89 and Alpha Cronbach = 0.895 While for the work motivation variables with the following results : N subjects = 89 and *Alpha Cronbach* = 0.896. Before hypothesis analysis is carried out, it is necessary to test the assumption of normality of distribution. The distribution normality test is carried out to determine the variance of the variables being analyzed will follow the characteristics of the standard normal distribution. Each variable to be analyzed must be normally distributed. Therefore, before hypothesis testing is carried out, it will first be tested for data normality. The guideline used for normal or not distribution is that if $p > 0.05$ then the data is said to be normal, while if $p < 0.05$ then the data is said to be abnormal (Audistiana et al., 2017)

Hypothesis testing in this study uses the Pearson (*Product Moment*) correlation technique which is aimed at determining the relationship between the free variable (X) of hardiness personality and the bound variable (Y) of work motivation. The reason for using the *Product Moment* correlation analysis technique is because it can find out the relationship between the X and Y variables with the normal form of distribution of the X and Y variables. This study uses a significance level of 5% (0.050), so that if $p < 0.050$ then the hypothesis is accepted, while if $p > 0.050$ then the hypothesis is not accepted.

Results and Discussion

Data Normality Test

Normality tests are carried out to find out whether the values obtained from the collection results really follow the normal distribution or curve or not, or it can be said to see whether or not the distribution of data on research data variables in the population. Normality tests were carried out on bound variables and free variables, namely work motivation variables and hardiness personality variables. The normality test was carried out using the SPSS with the Kolmogorov-Smirnov test. The guideline for knowing the decision of the normality test results with the Kolmogorov –Smirnov test is that if the significance value is greater than or equal to 0.05 then the distribution is said to be normal. If the significance value is less than 0.05 then the distribution is said to be abnormal.

Table. 1

Normality Test Analysis Results Table

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Work Motivation	.058	89	.200[*]	.988	89	.565
Hardiness Personality	.063	89	.200[*]	.982	89	.272

Source : SPSS, 2022

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Normality test result on the *work motivation* scale of 0.200 ρ > 0.05, and on the *hardiness* personality scale of 0.200 ρ > 0.05, so it can be concluded that the two variables are normal distribution. After knowing that the two variables are normally distributed, then data analysis can be done using parametric statistical models.

Hypothesis Test

Statistical techniques used to determine the relationship between hardiness personality and work motivation use *product moment* correlation analysis techniques. The results of the correlation test between variables can be seen in the table as follows:

Table 2

Table of Hypothesis Test Analysis Results

Correlations

		Kepribadian Hardiness	Motivasi Kerja
Kepribadian Hardiness	Pearson Correlation	1	.786**
	Sig. (2-tailed)		.000
	N	89	89
Motivasi Kerja	Pearson Correlation	.786**	1
	Sig. (2-tailed)	.000	
	N	89	89

**. Correlation is significant at the 0.01 level (2-tailed).
Source : SPSS, 2022

Based on the calculation of the analysis, r = 0.786 was obtained with sig = 0.000 < 0.050 which means that there is a positive relationship between *personality hardiness* and work motivation. Therefore the hypothesis that states there is a positive relationship between personality *hardiness* and work motivation in employees is accepted. "This means that the higher the *personality hardiness* of an employee, the higher the work motivation. Vice versa, the lower the *personality hardiness* of an employee, the lower the work motivation.

Discussion

Data analysis using *Pearson's Product Moment* correlation test technique, , showed a result r = 0.786 with sig = 0.000 < 0.050. These results show that the hypothesis proposed by the researchers is proven, namely "there is a positive relationship between personality *hardiness* and work motivation in employees of the production department of CV Sumber Jaya Makmur". The results of the positive correlation value show that there is a unidirectional relationship, namely the higher the *personality hardiness* of an employee, the higher the work motivation. So that, the lower the *personality hardiness* of an employee, the lower the work motivation.

The results of this study prove that one of the things that affects a person's work motivation is personality *hardiness*. In addition, this research also supports the previous opinion that an employee's self-resilience can have implications for how high an employee performs. employees who have a high level of *hardiness* have strong feelings and high work motivation, greater trust in control and are more open to changes and challenges in life (Olivia, 2014). *Hardiness* shows an employee's belief that an employee is capable of doing and getting

a job done. Employees who have a high *hardiness* personality tend to be involved in whatever is being done. They also have confidence that he is capable of influencing events in his life. In addition, they also have the belief that change is a normal part of life. The belief that individuals have that they are capable of influencing events in their lives and making changes is important in their daily lives.

In addition, this research also strengthens the results of research proposed by Charles Schreiber (Abiyoga & Sawitri, 2018) that a person's life success is determined by his formal education only 15%, while another 85% is determined by his personality or mental attitude. This means that a person's personality has a greater influence on a person's life success. If the results of the study are related to the industrial world, it can be implied that the factor that has a big influence on the performance of an employee is personality. This is also in line with the results of research conducted by Goleman (Rosen et al., 2015) which states that *soft* skills determine 80% of individual and organizational work achievements, while IQ or *hard skills* only 20% determine a person's performance. Therefore, entrepreneurs, business leaders, staff, and employees need to improve and develop their *soft skills* and employee personalities so that the achievement of individual and organizational performance can be achieved optimally. According to Islami (Ratnaningsih, 2012)one of these *soft skills* is personality *hardiness* or what is commonly called self-resilience.

Schultz (Harlina, 2012) explains that individuals who have a high level of *hardiness* have attitudes that make them more able to fight stress. Individuals with *hardy* *personality* believe that they can control or influence the events in their lives. They are deeply committed to their work and the activities they enjoy, and they view change as something interesting and challenging more than as something threatening. Conversely, the lack of *hardiness* in individuals can be associated with high levels of stress. Reggio & Porter (in Harlina, 2011). Stressors, difficulties and tensions are part of the work that will indirectly affect a person's motivation and performance. This statement is supported by a statement from Handoko (Jufrizen & Hadi, 2021) that almost every working condition can cause stress and tension depending on the reaction of employees.

Personality *hardiness* is a psychological resilience that can help an employee in managing work stress. Individuals who have a high level of *hardiness* have stronger feelings and high work motivation, greater confidence in control and are more open to changes and challenges in life. The work motivation of a person can be controlled by oneself, and the process of the results of his activities depends on his own idea of personal responsibility for success or failure. They have greater confidence in control than individuals who have a low *personality hardiness*, have more openness to turn a negative stressor into a challenge in life.

An employee who is able to evaluate his work well, has a high desire to work perfectly, has a high desire to get appreciation from others and has a high need to cooperate with others, it can be said that the employee has high work motivation, and vice versa. Based on the test results that show a significant correlation between the level of *hardiness* personality and work motivation , it means that *personality hardiness* can be developed to help employees to further improve their work motivation so that it will have a positive impact both for employees personally and for the company in general.

Various literature has written that motivation drives the emergence of behavior. Motivation exists because of the existence of needs in the individual that must be met. Motivation is intense behavior (Umar in Cahyono, 2013). As an intense of the behavior, the behavior that arises is in accordance with the existing motivation.

This means that it can be said that motivation at work is very necessary to bring up work behavior. The thing that motivates a person's morale is to meet the needs and satisfaction of both meteriil and non-material that he obtains in return or in return for the services he provides to the company. Martoyo (Gomes & Psikologi, n.d.) states that work motivation is something that generates encouragement or morale or in other words encourages morale. The mood or psychology of an employee as an individual in society or company in his work environment, has a huge impact on the implementation of his work. The inner atmosphere is seen in the spirit or passion of work that produces work activities as an impetus for the achievement of the goals of the company in which he works. Based on the psychological reality, it shows that the passion or inability of a worker in carrying out his work is greatly influenced by the work motivation that drives him. Every job requires a strong motivation to be willing to carry out the work and be able to create high performance in a passionate, passionate, and dedicated manner (Olivia, 2014).

Employees are the main resource that runs the wheels of company productivity, therefore qualified individuals will be the main support for the smooth running of activities in a company. In other words, if employees have high work motivation, it will make a big contribution to the progress of the company. Based on the results of the *hardiness* personality filling score and work motivation scale, the standard assessment provisions for each score that has been added can be determined. The results of the provisions are adjusted to the categorization of levels with the aim of placing each individual into groups whose positions are tiered according to a continuum based on the attributes measured. The continuum of levels for *hardiness* personality scale scores and work motivation scales is made with 5 categories, namely very low, low, medium, high, and very high.

Category determination is carried out normatively on the subject score, namely the number of aitems on the *hardiness* personality scale that have been tested and meet the aitem feasibility test of 22 aitems and the work motivation scale that has been tested and meets the aitem feasibility test of 30 aitems, each of which is given a score of 1,2,3, to 4. Thus, the smallest score a subject may obtain on the hardiness personality scale is 22 X 1 = 22 and the largest score a subject may obtain on the hardiness personality scale is 22 X 4 = 88, so the hardiness personality scale score range is 66 (88 – 22). While the smallest score that a subject may obtain on the work motivation scale is 30 X 1 = 30 and the largest score that a subject may obtain on the work motivation scale is 30 x 4 = 120, so the work motivation scale score range is 90 (120 – 30).

Azwar (Azwar, 2018) categorization is based on the acquisition of normally distributed scores for estimation against individual scores in his group. This means that for a normal distribution the standard is divided into six parts, of which three parts are on the left side of the mean (marked negative) and three parts are on the right of the *mean* (marked positive). Thus, the value of the score range is divided into six standard deviation units (σ) so that the standard deviation for the *hardiness* personality scale score is 88 : 6 = 14.6 or rounded to 15 and the standard deviation for the work motivation scale score is 90 : 6 = 15.

The theoretical mean for the hardiness personality score is the middle value on scores 2 and 3 so that the middle value of 2.5 and the score (μ) of the theoretical mean of *the hardiness* personality scale is obtained 22 X 2.5 = 55, while the theoretical *mean* for the work motivation scale score is the middle value on scores 2 and 3 so that a middle value of 2.5 and a score (μ) is obtained theoretically the personality scale *hardiness* obtained 30 X 2.5 = 75. The categorization norms for *hardiness* personality scale scores and work motivation scales can be seen in the table below:

Table 3
***Hardiness* Personality Scale Categorization Norms**

Category	Norm Provisions	Score Conditions
Very Low	$\mu \leq -1{,}5\sigma$	≤ 38
Low	$-1{,}5\sigma < \mu \leq -0{,}5\sigma$	39 s/d 54
Middle	$-1{,}5\sigma < \mu \leq +0{,}5\sigma$	55 s/d 70
High	$+1{,}5\sigma < \mu \leq +1{,}5\sigma$	71 s/d 86
Sangat Tinggi	$+1{,}5\sigma < \mu$	$89 \geq$

Table 4
Work Motivation Scale Score Categorization Norms

Category	Norm Provisions	Score Conditions
Very Low	$\mu \leq -1{,}5\sigma$	≤ 52
Low	$-1{,}5\sigma < \mu \leq -0{,}5\sigma$	53 s/d 67
Middle	$-1{,}5\sigma < \mu \leq +0{,}5\sigma$	68 s/d 83
High	$+1{,}5\sigma < \mu \leq +1{,}5\sigma$	84 s/d 98
Very High	$+1{,}5\sigma < \mu$	$99 \geq$

Based on the norms of the *hardiness* personality score category and the work motivation scale above, it can be categorized for each score subject on each scale can be seen in the table below:

Table 5
***Hardiness* Personality Score and Work Motivation Score Categories on Subjects**

Kategori	Subject scores on each scale			
	Hardiness Personality		Work Motivation	
	∑ Subject	%	∑ Subject	%
Very Low	0	0 %	0	0 %
Low	12	13 %	5	6 %
Middle	47	53 %	30	34 %
High	30	34 %	40	45 %
Very High	0	0 %	14	16 %

Based on the results of determining the category of hardiness personality score information from 89 subjects, who had a hardiness personality with a low category of 12 employees or 13%, who had a medium hardiness personality of 47 employees or 53%, and who had a high *hardiness* personality of 30 employees or 34%. Meanwhile, basedon the

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results of determining the category description of the work motivation score of 89 subjects, who had work motivation with a low category of 5 employees or 6%, who had moderate work motivation of 30 employees or 34%, who had high motivation of 40 employees or 45%, and who had very high work motivation of 14 employees or 16%.

Conclusion

Based on the results of statistical calculations obtained r = 0.786 with sig = 0.000 < 0.050 which means that there is a positive relationship between personality *hardiness* and work motivation. Therefore the hypothesis that states there is a positive relationship between personality *hardiness* and work motivation in employees is accepted. "This means that the higher the *personality hardiness* of an employee, the higher the work motivation. Vice versa, the lower the *personality hardiness* of an employee, the lower the work motivation. This research still has limitations, especially in terms of population and methods used, so there are still many aspects that have not been comprehensively explored. So that further research is expected to develop research designs to a wider format with a much larger population size. The hope is that it will be able to bring up findings related to hardiness with work motivation in employees.

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