



INDIVIDUAL BEHAVIOR MEASUREMENT MODEL: INDIVIDUAL CHARACTERISTICS, WORK CULTURE AND WORKLOAD (LITERATURE REVIEW MSDM)

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Abstract: The role of previous research or relevant research is very important and useful, because it can help and function to strengthen theoretical studies and phenomena of the relationship or influence between variables in a study. This article reviews and seeks to confirm the factors that influence individual behavior and organizational citizenship behavior which include individual character, work culture and workload. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research. Human Resource Management literature study results from library research are that: 1) individual characteristics affect individual behavior; 2) work culture influences individual behavior; 3) workload affects individual behavior;

Keyword: Individual characteristics, Work culture, Workload, Individual behavior

INTRODUCTION

Problem background.

Sustainability of research must always be carried out to find theoretical studies that can later have an impact on practical benefits in the life of the wider community. On that basis as an educator, lecturers must be able to fulfill their service in the Tridarma of Higher Education, one of which is conducting research. Through observations and data, it is known that a problem or phenomenon in a particular field of science is known through the applicable rules, the lecturer is able to write scientific or research papers by combining them through their knowledge and skills in understanding, analyzing, describing, and explaining problems related to certain factors. related to each other in the field of science.

Based on empirical experience, many researchers such as lecturers and students have difficulty in finding relevant supporting articles for their scientific works as the basis for their research. Relevant research articles are needed to strengthen and develop theoretical studies, which are useful for seeing the relationship between certain variables to build hypotheses and discuss research results. This research will specifically discuss the factors of individual characteristics, work culture and workload that affect individual behavior and organizational citizenship behavior in the study of human resource management literature. Of course there are many other factors that can also explain and influence individual behavior and

organizational citizenship behavior. However, in this review, the focus is more on the matters or problems described above.

Formulation of the problem

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:

1. Do individual characteristics influence individual behavior?
2. Does work culture affect individual behavior?
3. Does workload affect individual behavior?

THEORETICAL REVIEW

Individual Behavior

Behavior is a series of actions made by individuals, organisms, systems, or artificial entities in relation to themselves or their environment ((Hemakumara & Rainis, 2018)). Furthermore, behavior is a function of the interaction between a person and his environment, while individual behavior is a function of the interaction between the person or individual and his environment (Miftah, 2015). If it is associated with organizational behavior, individual behavior is a system of study of the nature of organizations such as how organizations start, grow and develop and how they affect members as individuals, voter groups, other organizations and institutions that are more big, (Thoha, 2014).

Talking about organizations, of course, cannot be separated from the discussion of individual or human behavior. As we know that humans are the main element in every organization. In addition, humans are social creatures and being in groups is a part of human life.

In their days, humans will be involved or join group activities, one of which is the organization. Humans who are part of the membership of an organization, whether large or small, have a greater tendency to establish intimacy in certain groups. There are also several factors that influence, such as proximity to the workplace, common goals, the similarity of tasks, so that closeness arises between each other and they start to organize.

Research related to individual behavior has also been carried out by many previous researchers such as: (Asbary et al., 2019), (Mawo, Thomas, 2017), (Adilansyah et al., 2018; (Arsaman, 2019)).

Individual Characteristics

Individual characteristics are individual differences with other individuals. The most important resource in an organization is human resources, people who provide their energy, talent, creativity, and effort to the organization so that an organization can continue to exist (Peoni, 2014). Individual characteristics are characteristics or special traits possessed by employees that can make themselves have different abilities from other employees to maintain and improve their performance (Aktarina, 2019). Individual characteristics are interests, attitudes towards oneself, work, and work situations, individual needs, abilities or competencies, knowledge about work and emotions, moods, feelings, beliefs and values, (Setiawan & Bodroastuti, 2012), Robbins (2008), stated that individual characteristics such as age, tenure, and marital status can affect individual performance.

Research related to characteristics has been studied by many previous researchers including: (Arifudin & Rusmana, 2020), Anwar, C., Titisari, P., & Desia Prajitiasari, E. (2014).

Work Culture

The culture conveys to employees about how the behavior should be. A member will want to participate, if the person concerned knows the goals of the organization, the benefits to himself, and the way the organization is in achieving its goals, Robbins (2008).

Schein (2010), defines culture as a pattern of shared basic assumptions that certain groups learn to deal with problems of external adaptation and internal integration. Five factors that influence work culture are employee responsibility, innovation, result orientation, knowledge and work system. These factors will directly affect the work culture of employees in a company or organization. This is in accordance with research conducted ((Ali et al., 2018)) which states that work culture has a significant effect on employee performance.

Work culture is a concept that regulates the beliefs, thought processes, and behavior of employees based on the ideology and principles of an organization. It is this concept that governs how each employee interacts with each other and also how an organization or company functions. Work culture will not emerge by itself, but is formed through a controlled process that involves human resources and all supporting devices. It can be said that work culture is also a collection of basic assumptions that are learned as a result of solving problems that exist in the company in the adjustment process. That is why work culture is related to the mentality of employees and this will affect their work atmosphere.

Types of Work Culture

- **Clan Culture.** Clan work culture is a work culture that creates a work environment that tends to be friendly and welcoming. This situation will make all employees of the company considered as one big family who are collaborating and actively involved in various activities. This type of work culture emphasizes the formation of solid team work and good communication.
- **Market Culture.** Market work culture is a work culture that uses competition as the basis for running a company. From this competition, employees will be more motivated to be competitive and focus on achieving work productivity levels. A leader in this work culture must be able to create a healthy and conducive competitive situation for all employees in the company.
- **Hierarchy Culture.** Hierarchical work culture emphasizes the concept of a more formal and structured work environment. Full control of the company is held by people who have high positions in the company, because they are considered to have experience and ability and are worthy of being role models. The company will run well and as it should if all levels of the company comply with the hierarchical rules that are firm and effective. This work culture is considered the most appropriate work culture to increase the productivity of a company.
- **Adhocracy Culture.** An environment that adheres to an adhocracy work culture will be more dynamic and creative. Leaders are seen as innovators who dare to take risks and motivate employees to realize fresh ideas. This work culture emphasizes the concept of freedom for employees to create something new so that later it will be able to make the company survive in the midst of intense competition.

Penelitian terkait budaya kerja sudah banyak di teliti oleh peneliti sebelumnya diantaranya adalah: (Mawo, Thomas, 2017)(Purba et al., 2017), (Brata et al., 2017), (Harini et al., 2020), (Elmi et al., 2016).

Workload

Workload is a number of activities that require expertise and must be done within a certain period of time in physical or psychological form (Dhini Rama Dhanian, 2010), Riggio (2000: 250) states that workloads are work tasks that are a source of stress such as work

requires working with fast, produce something and concentrate from work stress. Zaki and Marzolina (2016) regarding workload as a comparison of employee abilities with job demands, which means that if employees have higher work abilities than job demands, boredom will arise, on the other hand if employees' abilities are lower than job demands, more feelings of fatigue will arise. The indicators used to determine the workload developed from the research results of Zaki and Marzolina (2016) consist of:

- Number of jobs
- Work target
- Boredom
- Overloaded
- Work pressure

Type of Workload

- 1) Quantitative overload Physical or mental overload, i.e. individuals have to do too many things in their work and may become a source of job stress. Another element that gives rise to this quantitative overload is the time constraint. At certain times or conditions, the end time (dead line) can be a stimulus to produce good work performance, but if the time pressure causes many mistakes in work or causes health problems for individuals, this reflects a quantitative overload.
- 2) Qualitative overload. Qualitative workload is on individuals due to work demands that are higher than the limits of individual cognitive and technical abilities. To a certain extent, the workload causes work to be unproductive and destructive to individual workers. If it continues, mental fatigue will arise and can appear in the form of pathological emotional and psychomotor reactions.

Workload Factor

- 1) External factors, namely loads that come from outside the worker's body, such as; Physical tasks, such as work stations, layout, workplace, work tools and facilities, working conditions, work attitudes, and psychological tasks, such as work complexity, level of difficulty, job responsibilities. Work organization, such as length of time working, rest periods, work shifts, night work, remuneration systems, organizational structure models, delegation of tasks and authority. And the work environment is a physical work environment, chemical environment, biological work environment and psychological work environment.
- 2) Internal factors, Internal factors are factors that come from within the body itself as a result of reactions to external workloads. Internal factors include somatic factors (gender, age, body size, nutritional status, and health conditions) and psychological factors (motivation, perception, belief, desire and satisfaction).

Research related to work culture has been studied by many previous researchers including: Benedita, R. (2018), (Demur et al., 2019), (Afuan et al., 2020).

Table 1: Relevant previous research

No	Author (Year)	Previous Research Results	Similarities to this article	Difference with this article
1	(Mawo, Thomas, 2017)	Culture has a positive and significant influence on consumptive behavior	Work Culture Affects Individual Behavior	Financial Literacy, Self-Concept, and Culture Together Affect Consumptive Behavior
2	(Afuan et al., 2020)	There is a Partially Significant Positive Effect Between	Workload Affects Organizational Citizenship Behavior	Workload Affects Organizational Citizenship Behavior

		Workload on Organizational Citizenship Behavior		
3	Benedita, R. (2018)	Workload has a positive and significant impact on cyberloafing behavior	Workload has a positive and significant impact on behavior	Work Environment Affects Cyberloafing Behavior
4	Putra, R. B., & Fitri, H. (2021)	Individual Characteristics Affect Organizational Citizenship Behavior, Work Culture Affects Organizational Citizenship Behavior	Individual Characteristics Affect Organizational Citizenship Behavior, Work Culture Affects Organizational Citizenship Behavior	Individual Characteristics Affect Lecturer Performance
5	Irawan, A. (2012)	<i>Individual Characteristics Have a Positive and Significant Influence on Organizational Citizenship Behavior</i>	<i>Individual Characteristics Have a Positive and Significant Influence on Organizational Citizenship Behavior</i>	Job Characteristics Proven Significant Influence on Job Satisfaction
6	Saragih, N. M. (2020)	<i>Individual Characteristics Have a Positive and Significant Influence on Organizational Citizenship Behavior</i>	<i>Individual Characteristics Have a Positive and Significant Influence on Organizational Citizenship Behavior</i>	<i>Leadership Has a Positive And Significant Influence on Organizational Citizenship Behavior</i>
7	Parashakti, R. D., Rizki, M., & Saragih, L (2016)	organizational culture has a significant effect on employee innovative behavior	Culture has a positive and significant influence on individual behavior	transformational leadership and organizational culture have a significant effect on employee innovative behavior
8	Demur Et Al., 2019	Workload Has a Significant Relationship With Caring Behavior	Workload has a positive and significant impact on behavior	Motivation Has A Significant Relationship With Caring Behavior

WRITING METHOD

In writing this scientific article, the methods used are qualitative methods and literature studies or library research. Reviewing and reviewing literature books in accordance with the theories discussed, especially in the scope of Human Resource Management (HRM). Besides that, analyzing reputable scientific articles and also scientific articles from unrepudated journals. All scientific articles cited are sourced from Mendeley and Google Scholar. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (H. Ali & Limakrisna, 2013). Furthermore, it will be discussed in depth in the section entitled "Related literature" or literature review ("Review of literature"), as the basis for formulating hypotheses and and in the final stage, these two literatures will be the basis for comparison with results or results. the findings revealed in the study, (H. Ali & Limakrisna, 2013).

DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article in the concentration of Human Resources is:

1. Individual Characteristics Affect Employees' Individual Behavior

Character is the attitudes and actions taken by humans (individual employees), while the attitudes and actions of a human being in expressing personality. Individual character can

be owned by someone if in dealing with a job, if someone has a good character, then individual behavior can be said to be good. Thus, individual values or characters can be formed properly so that they can work well.

Cooperative behavior is often assumed to depend on individuals' characteristics, such as altruism and reasoning ability. Evidence is mixed about what the precise impact of these characteristics is, as the subjects of study are generally randomly paired, generating a heterogeneous mix of the two characteristics. In this study we ex-ante create four different groups of subjects by factoring their higher or lower than the median scores in both altruism and reasoning ability. Then we use these groups in order to analyze the joint effect of the two characteristics on the individual choice of cooperating and on successful paired cooperation. Subjects belonging to each group play first 10 one-shot prisoner's dilemma (PD) games with ten random partners and then three consecutive 10-round repeated PD games with three random partners. In all games, we elicit players' beliefs regarding cooperation using an incentive compatible method. Individuals with high altruism are more optimistic about the cooperative behavior of the other player in the one-shot game. They also show higher individual cooperation and paired cooperation rates in the first repetitions of this game.

Previous studies that are relevant to individual behavior include: (Ridwan et al., 2020), (Ali, 1926).

2. Work Culture Affects Employee Individual Behavior

Work culture is an important factor, because it is able to change the attitudes and behavior of individual employees who become human resources to achieve work productivity. Work culture has a view of life as values, habits continue to be attitudes and behaviors to achieve a good individual work.

Anthropological theory explains that a person's behavior is influenced by his social environment. In a wider context, the social environment that influences a person's behavior in it includes culture, subculture, and social class.

People need to understand the culture so they know how to get their work done," Herrera said, adding there are also micro work cultures within an organization from a management culture to an engineering culture to an employee culture. Work culture is different from a company's core values, which largely remain the same over time. For example, CrowdStrike is updating its core values because of massive growth — the company has dramatically grown from under 400 people to now over 4,500.

Previous research that examined the relationship and influence of individual characteristics on individual behavior was research by: Parashakti, R. D., Rizki, M., & Saragih, L (2016), Asbari Et Al., (2019), (Mawo, Thomas, 2017).

3. Workload Affects Employee Individual Behavior

Workload is a level of activity from a job in a certain amount of time, and must be completed by individual employees, individuals or groups. In everyday life the workload must be completed within a predetermined time, when individuals have low work demands, we can see that they have good behavior, if they have high work pressure, individuals have a tendency to run away in the face of a job.

Previous research that is relevant to workload on individual behavior is research by: Benedita, R. (2018), Demur Et Al., 2019.

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows:

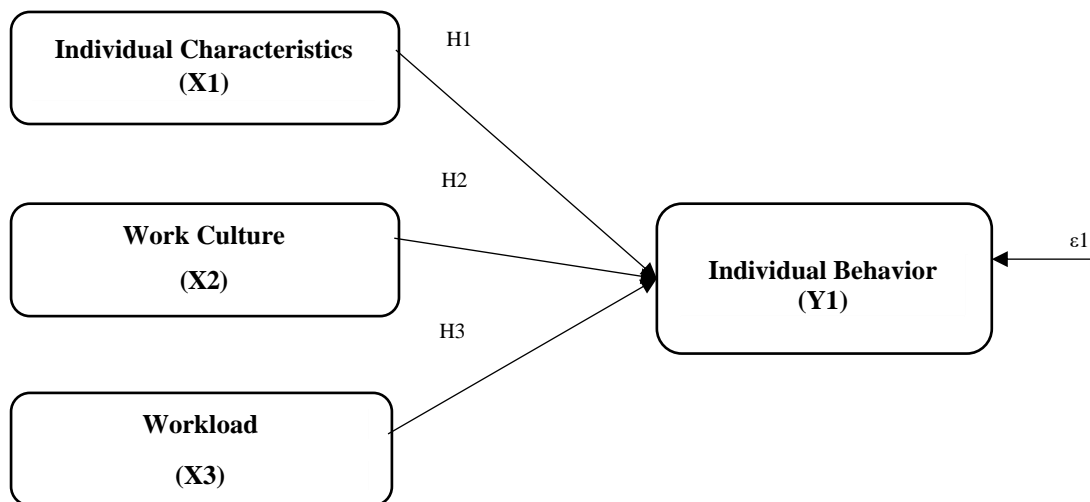


Figure 1: Conceptual Framework

In the conceptual framework above, it is known that 3 exogenous variables, namely individual characteristics), work culture and workload have a relationship and influence on individual behavior. From the model above, there are still factors that are also able to influence and identify individual behavior and OCB directly or indirectly, such as:

- 1) Motivasi: (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016), (Aima et al., 2017)
- 2) Pengetahuan: (Desfiandi et al., 2017), (Prayetno & Ali, 2020), (Mukhtar et al., 2016), (Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, 2017), and (Toto Handiman & Ali, 2019).
- 3) Leadership: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016).
- 4) Work Satisfaction: (Harini et al., 2020), (Masydzulhak et al., 2016), (Masydzulhak et al., 2016), (Mukhtar et al., 2016),
- 5) Commitment: (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017), (Riyanto, Yanti, et al., 2017), and (Masydzulhak et al., 2016)

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the formulation, theory and discussion, it can be concluded that the hypotheses for further research are:

1. Individual characteristics affect individual behavior
2. Work culture affects individual behavior
3. Workload affects individual behavior

Suggestion

Based on the conclusions above, it can be suggested that there are many other factors that influence individual behavior and organizational citizenship behavior at all types and levels of the organization, therefore further studies are needed to complement what other factors can influence individual behavior. and future extra-role behavior (OCB).

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