

## Original Research Article

# Individual Characteristics, Organizational Justice, and Work Ability as Determinants of Member Performance

Lina Piawaty<sup>1</sup>, Tanto G Sumarsono<sup>1</sup>, Bambang Supriadi<sup>1\*</sup><sup>1</sup>University of Merdeka Malang**Article History**

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**Abstract:** This study aims to analyze the influence of individual characteristics, organizational justice, and work ability on member performance, and identify the most dominant variable affecting the performance of Air Force Academy members. The research location was at the Yogyakarta Air Force Academy. Data analysis techniques used descriptive methods and multiple linear regression analysis. The results showed that individual characteristics, organizational justice, and work ability significantly influence Yogyakarta Air Force Academy member performance. Both simultaneously and partially, the three variables shape optimal member performance. Good individual characteristics support members' ability to work together, communicate, and complete tasks effectively. Organizational justice also plays an important role, where fair treatment from superiors and fellow members creates a comfortable work environment and motivates members to work better. Among the three variables, work ability shows the most dominant influence. Work ability, which includes knowledge, skills, and experience, has significantly impacted the quality and productivity of members' performance at the Yogyakarta Air Force Academy. This research is expected to contribute by emphasizing the importance of fostering individual characteristics, consistent application of organizational justice, and improving work ability as the main factors in supporting the optimal performance of members at the Yogyakarta Air Force Academy. In addition, this study encourages the exploration of other variables that have the potential to influence member performance.

**Keywords:** Individual Characteristics, Organizational Justice, Work Ability, Member Performance.

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## 1. INTRODUCTION

In the era of globalization, the quality of human resources is a significant factor in determining the success of an organization. Organizations can develop because of the ability of their members to produce high performance. The better the members' performance, the greater the chance of the organization's success (Wati & Rahman, 2020). Performance reflects the actual behavior of individuals in achieving work results according to their role in the agency, including the effectiveness and efficiency of members in carrying out their daily tasks (Sari *et al.*, 2020; Husein *et al.*, 2022). Haloho *et al.*, (2023) added that performance results from individual or group work according to their authority and responsibility. According to Dewi *et al.*, (2023), performance is supported by four indicators, namely work quality, work quantity, reliability in completing tasks, and positive mental attitudes and views towards work.

Member performance is an important indicator of organizational success, but low performance is still a common challenge. High performance can only be achieved through good human resource management and alignment between organizational goals and member needs, strengthened by effective leadership (Rahardjo, 2022). Various factors influence performance, including individual characteristics, organizational justice, and work ability. This research focuses on individual characteristics, including the unique interaction between individual and organizational characteristics. Differences in abilities, beliefs, expectations, needs, and past experiences shape work behavior (Umar, 2018; Ratnasari *et al.*, 2020). According to Kunanti *et al.*, (2022), individual characteristics consist of abilities, values, attitudes, and interests, which contribute significantly to shaping the quality of member performance in the organization.

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Good individual character encourages the desire to improve performance. Achieving optimal performance requires members with positive character supported by the organization through a positive work culture, so the overall impact on improving member performance is (Lumanauw, 2022; Kunanti *et al.*, 2022). Previous studies prove that individual characteristics, such as abilities, values, attitudes, and interests, positively and significantly affect performance, as shown through quality, quantity, timeliness, effectiveness, and independence (Kunanti *et al.*, 2022). Puspita *et al.*, (2020) also showed that interest, expertise, education, and work experience contribute positively to performance. However, these findings contradict Lumanauw (2022), who states that expertise, education, experience, and adaptability do not always positively affect performance if individuals do not have good personal characteristics.

The second factor affecting member performance is organizational justice, which is the fair treatment the organization gives each member. Members who feel treated reasonably tend to be more motivated and loyal and perform better (Hidayanti *et al.*, 2020). Organizational justice includes justice in the distribution of rights, decision-making processes, and interactions in the work environment (Karlinda *et al.*, 2022; Manihuruk, 2023). Research by Manihuruk (2023) and Sudirman *et al.*, (2021) proves that distributive, procedural, and interactional justice significantly affect member performance through good communication, equal treatment, and fair rewards and promotions. However, Suharto *et al.*, (2019) disputed these findings and showed that organizational injustice hurts performance, hindering the achievement of organizational goals.

Meanwhile, the third factor affecting member performance is work ability, which is the capacity of individuals to carry out various tasks in the workplace. This ability includes talents, interests, and skills that continue to develop through the learning process (Rustiana *et al.*, 2021). With good abilities, members can complete tasks effectively and achieve optimal results. According to Robbins, Judge & Campbell (2017), lack of work ability is often the leading cause of decreased performance because members cannot meet organizational demands. Research by Sembiring *et al.*, (2021), Evawati (2020), Budiansyah *et al.*, (2021), and Suharto *et al.*, (2020) prove that work ability has a significant positive effect on performance. However, Sekartini (2016) found that work ability has a significant negative effect, indicating that other factors also affect member performance.

This study aims to analyze the effect of individual characteristics, organizational justice, and work ability on member performance and identify the most dominant variable affecting the performance of Yogyakarta Air Force Academy members. The results of

this study are expected to have practical benefits for the Yogyakarta Air Force Academy as input in understanding the influence of individual characteristics, organizational justice, and work ability on member performance. The findings can also be used as a reference for developing performance improvement strategies. Theoretically, this research contributes to the development of human resource management science. It becomes a reference for other parties and future researchers interested in examining the factors influencing member performance in an organizational environment.

## 2. LITERATURE REVIEW

Performance is a person's work in carrying out his duties according to the responsibilities. According to Fitria in Syaifudin (2018), performance reflects the results of individual work, where the better the individual works, the more significant the contribution made to achieving organizational goals. Siagian in Fachrezi Hakim and Hazmanan Khair (2020) calls performance the result of work achieved within a certain period. Sedarmayanti in Burhannudin *et al.* (2019) emphasizes that performance includes the achievements of individuals or groups in the organization in completing tasks legally, morally, ethically, and not violating the law. The State Administration Agency in Tri Maryati (2020) states that member performance is the achievement of a certain level of work, program, or policy in line with the vision, mission, and objectives of the organization. Cashmere in Fachrezi Hakim and Hazmanan Khair (2020) also explains that performance includes work results and individual work behavior during a specific period. Thus, member performance can be a tangible result of carrying out responsibilities for assigned tasks and considering rules, morals, and ethics to realize organizational goals.

Factors that affect member performance are described by Kadir *et al.*, (2019), including the quality of work results assessed from accuracy, neatness, and thoroughness, as well as quantity, which includes the speed of completing tasks and the number of daily work results. The attitude of members also plays an important role, including how to behave, think, and behave at work, along with responsibility for accepting and carrying out tasks. Maryati (2021) adds that performance can be measured through work quality, namely the ability to complete tasks according to orders neatly, thoroughly, and ultimately, as well as work quantity, which assesses the amount of work or time to complete the job. In addition, the implementation of tasks is measured by accuracy and lack of errors while working. At the same time, responsibility shows the ability to complete work according to company operational policies without neglecting accuracy and precision.

Individual characteristics describe the characteristics that distinguish each individual in the organization. According to Normariati Silaban (2018),

heterogeneous individual characters create diverse performance interactions in organizations because each individual has a behavior influenced by their respective environments. Purnamasari (2021) adds that each individual has characteristics in the form of abilities, personal beliefs, expectations, needs, and past experiences that form potential and talent in specific fields. Subyanto in Ibrahim (2019) calls individual characteristics the attitudes and values that influence individuals in achieving their desires, forming distinctive characteristics according to their concepts, principles, and way of life. Leavit Basuki (2019: 17) states that individual characteristics reflect the fundamental differences between individuals and one another. Thus, individual characteristics are fundamental differences in views, goals, needs, and abilities.

Factors that influence individual characteristics, according to Sopiah (2018), include interests, where individuals tend to choose careers according to their interests, as well as identity, which makes careers an extension of identity and identity formation. Personality also plays a role, including personal orientations such as realistic, fun, artistic, training, power, and prestige needs. In addition, social backgrounds such as economic status and parental education also shape individual character. According to Nur Hanifah (2019), indicators of individual characteristics include abilities, namely the ability to complete tasks on time without errors; values, related to job satisfaction, social relationships, intellectual development, and family time; and attitudes, namely positive or negative evaluations of work, work groups, and organizations. Interests are also an important indicator, where the tendency to like a particular type of work determines an individual's suitability for the job.

Organizational justice is an individual's perception of the treatment received at work, where individuals feel treated somewhat by the organization. According to Suryani & John (2018), organizational justice reflects the level of fairness received by members regarding decision making, both managerial decisions and explanations related to these decisions. Hidayanti et al. (2020) added that organizational justice relates to how members perceive their treatment and how these perceptions affect their job satisfaction. Ahmad (2020) explained that organizational justice arises from individual perceptions of the fairness of treatment in the work environment. Meanwhile, Musringudin & Yulian (2021) emphasized that organizational justice includes a balance between the rights obtained by individuals and the obligations demanded by the organization. Thus, organizational justice shapes members' job satisfaction and comfort.

Organizational justice is influenced by several factors that encourage members to work well for long-term welfare. According to Atmojo & Tjahjono (2016), fair distribution of work results is critical because it concerns the welfare of members. Muslim Hidayat,

Tjahjono, & Fauziyah (2017) added that justice is influenced by compensation given according to the efforts and contributions of members. The better the member's performance, the better the compensation received should be, reflecting the balance between effort and results. Ahmad (2020) mentioned three indicators of organizational justice: distributive justice related to the fairness of results and work schedules, procedural justice involving consistency of rules and listening to member complaints, and interactional justice, which includes fair treatment from leaders. Kristanto & Lesmana (2020) added that justice includes resource allocation, decision processes, and interpersonal relationships.

Work ability is a person's ability, which includes intelligence, skills, and physical and mental capacity to carry out tasks. Sembiring and Tanjung (2021) explain that ability reflects a person's intelligence and skills in solving the problems at hand. Thoha (2017) adds that ability is related to knowledge and skills obtained through education, training, and work experience. Wahyuni (2021) states that work ability includes members' capacity, capability, and potential to handle assigned tasks. Fikri & Begawati (2020) emphasize that work ability can be seen from members' expertise in completing their work. Nurhaedah (2018) states that ability directly affects member performance and satisfaction if it is by their duties. Thus, work ability reflects the skills, knowledge, and experience that support members in their work.

Intellectual and physical factors influence work ability. According to Ramadhan et al. (2018), intellectual ability includes an individual's capacity to carry out mental activities, while physical ability is related to the stamina, strength, and physical skills needed in the job. Wahyuni (2021) added that work ability could be measured through several indicators, namely knowledge, which is the foundation of skills and is influenced by the level of education; training, as a short-term educational process to develop technical skills; and experience, which shows the level of mastery of work based on the mass of work and skills possessed. In addition, skills in operating tools and completing tasks well are important indicators. Work ability, which is the member's belief in being able to complete a given job, also affects overall work ability.

### **3. RESEARCH METHOD**

#### **3.1 Research Design**

This research uses a quantitative method with a comparative causal approach to test hypotheses through statistical analysis. This research involves three independent variables and one dependent variable to analyze the influence between variables. This type of research is explanatory, which aims to explain the relationship and causal influence between the variables studied. According to Sugiyono (2009), explanatory research aims to determine and explain the relationship

between two or more variables and analyze the influence between variables in depth.

### 3.2 Scope and Location of Research

The scope of this research covers the field of human resources, specifically related to the performance of members of the Yogyakarta Air Force Academy, which is influenced by individual characteristics, organizational justice, and work ability. This research was conducted at the Yogyakarta Air Force Academy, considering that the institution has characteristics that are relevant to the research topic. The Yogyakarta Air Force Academy is considered appropriate because it involves members with backgrounds, organizational cultures, and performance appraisal systems that reflect the variables under study: individual characteristics, organizational justice, and work ability.

### 3.3 Population and Sample

The population in this study were all members of the Yogyakarta Air Force Academy's Private Cadets (Pratar), totaling 60 members. Sugiyono (2017) divides the population into a sampling population and a target population. Because the population is relatively small, this study uses the census method by involving all Pratar members as respondents. Thus, all 60 Yogyakarta Air Force Academy Pratar members became the sample and the research population, so this research is categorized as census research.

### 3.4 Data Collection and Analysis Techniques

Data collection in this study was carried out systematically using instruments such as questionnaires arranged in the form of written statements submitted to respondents to obtain information relevant to the research variables. The questionnaire aims to obtain valid and reliable data according to the research objectives. The data collected was then analyzed using descriptive analysis techniques and multiple linear regression. Descriptive analysis aims to describe the characteristics of research data based on respondents' answers, using mean and mode values to determine the category of each variable. Data were analyzed using the SPSS (Statistical Program for Social Science). Meanwhile, multiple linear regression analysis is used to test the effect of independent variables on the dependent variable and determine the closeness of the relationship and the amount of contribution of the independent variable to the dependent variable through the coefficient of determination (Ghozali, 2007). The multiple linear regression model used is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:

Y = Member Performance

$\alpha$  = Constant number

$\beta_1 - \beta_3$  = Regression Coefficient

$X_1$  = Individual Characteristics

$X_2$  = Organizational Justice

$X_3$  = Work Ability

$e$  = Standard error

## 4. RESULTS AND DISCUSSION

### 4.1 Research Results

The Yogyakarta Air Force Academy (AAU) has a long history that began with the establishment of the Indonesian National Army Air Force (TNI AU) Aviator School on December 15, 1945 at Maguwo Air Base by Air Commodore Adisutjipto. This school gave birth to strong aviators such as Abdulrachman Saleh, Husein Sastranegara, and Halim Perdanakusuma. Although the tragedy of the shooting down of a Dakota VT-CLA aircraft by the Dutch on July 29, 1947, killed Adisutjipto and his friends, aviator school education did not stop as an effort to obtain core personnel for the Air Force of the Republic of Indonesia (AURI). After Maguwo Air Base was bombed by the Dutch in 1948, the AURI designed an integrated education, which in 1950 was centered at Adisutjipto Air Base. July 26, 1965, was declared the founding day of the Air Force Academy or AAU, with the motto "*Vidya Karma Vira Pakca*," which means that every AAU Graduate Officer armed with knowledge and a warrior attitude is ready to carry out the duties of the state and nation to maintain the sovereignty of the national aerospace region.

Respondents in this study were grouped based on gender, age, education, and length of service at the Yogyakarta Air Force Academy. This grouping aims to provide a comprehensive picture of the respondents' characteristics and reveal potential problems related to the variables measured: individual characteristics, organizational justice, work ability, and member performance. Based on gender classification, most respondents were male, as many as 45 people or 75%, while women amounted to 15 or 25%. In terms of age, respondents were dominated by the 41-50 age group, as many as 35 people (58.3%), followed by respondents aged over 50 years, as many as 15 people (25%), and respondents aged 31-40 years as many as 10 people (16.7%). This shows that most respondents are at a productive age, which is expected to enable them to contribute optimally to tasks at the Yogyakarta Air Force Academy.

Regarding education, all respondents have the latest educational background equivalent to postgraduate, as many as 60 people or 100%. This shows that the Yogyakarta Air Force Academy staff members understand how to overcome various problems in the work environment. Meanwhile, in terms of tenure, most respondents have worked for more than 5 years, as many as 25 people (41.7%). Respondents with 3-5 years and 1-3 years of service were 15 people (25%) each, while those who worked for less than 1 year were five (8.3%). This data shows that most respondents have a reasonably long work experience, so they are expected to understand the duties and responsibilities at the Yogyakarta Air Force Academy.



**Descriptive Analysis Results**

This study describes 60 Yogyakarta Air Force Academy's Private Cadets (Pratar) members, focusing on individual characteristics, organizational justice, work ability, and member performance. Data analysis using the SPSS program, with statistical techniques in the form of mean and mode values, to describe the distribution of respondents' answers to each variable. Individual characteristics are measured through four primary indicators: abilities, values, attitudes, and interests. The ability indicator shows that most respondents, as many as 37 people (61.7%), have abilities classified as high, while one respondent (1.7%) is in the lowest category. The values indicator showed that 32 respondents (53.3%) had strong positive values, while six respondents (10.0%) tended to be lower. Attitudes and interests show a similar pattern, where 38 respondents (63.3%) show high attitudes and interests towards work, while only two respondents (3.3%) are in the low category.

Organizational justice is measured through three indicators, namely distributive, procedural, and interactional justice. The distributive justice indicator showed that 33 respondents (55.0%) felt justice in distributing rights and obligations, while 11 (18.3%) felt otherwise. Procedural justice noted that 43 respondents (71.7%) considered the procedures applied in the organization fair, but one respondent (1.7%) considered the process unfair. Meanwhile, interactional justice, which relates to interactions between individuals, showed that 42 respondents (70.0%) felt that they received fair and respectful treatment, while three respondents (5.0%) stated that there was unfair treatment. In general, the perception of organizational justice at the Yogyakarta Air Force Academy tends to be positive, which is expected to support a conducive work atmosphere and increase members' work motivation.

Members' work ability is measured through five indicators, namely knowledge, training, experience, skills, and work ability. The knowledge indicator showed

that 38 respondents (63.3%) had good knowledge, while three respondents (5.0%) were in the lowest category. On the training indicator, 36 respondents (60.0%) felt they had received adequate training, while one (1.7%) felt they had not. The experience indicator showed that 37 respondents (61.7%) had good work experience, while one respondent (1.7%) had the lowest experience level. Work skills were measured through two questionnaires that showed 32 respondents (53.3%) had good skills, while two respondents (3.3%) still needed development. Finally, work ability showed a similar pattern, with 32 respondents (53.3%) having high ability, and one respondent (1.7%) being at the lowest level.

Member performance was measured through four primary indicators: work quality, work quantity, task execution, and responsibility. On the work quality indicator, 36 respondents (60.0%) showed high work quality, while two (3.3%) showed lower quality. The work quantity indicator showed that 34 respondents (56.7%) could complete work according to the target, while one respondent (1.7%) was in the lowest category. Task execution was measured through two questionnaires, which noted that 34 respondents (56.7%) could carry out tasks well, while three respondents (5.0%) showed task execution that needed to be improved. The responsibility indicator showed that 34 respondents (56.7%) had a high sense of responsibility towards their duties, while three respondents (5.0%) tended to be less responsible. In general, the performance of the Yogyakarta Air Force Academy prefects shows positive and promising results.

**Multiple Linear Regression Analysis Results**

The results of multiple linear regression analysis that examines the influence between the variables of individual characteristics, organizational justice, and work ability on member performance at the Yogyakarta Air Force Academy are presented in the following table:

**Table 1: Multiple Linear Regression Results**

Variabel	Description	Regression Coefficient β	t Count	Sig.
X <sub>1</sub>	Individual Characteristics	0.334	3.119	0.003
X <sub>2</sub>	Organizational Justice	0.324	2.215	0.031
X <sub>3</sub>	Work Ability	0.277	2.683	0.010
Constant	3.041			
R <sup>2</sup>	0.543			
Adjusted R Square	0.519			
F Count	22.205			
Sig. F	0.000			
N	60			

Source: Data processed 2024

Based on the results of the multiple linear regression analysis displayed in the table above, the multiple linear regression equation can be arranged as follows:

$$Y = C + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

$$Y = 3.041 + 0.334X_1 + 0.324X_2 + 0.277X_3 + e$$

Based on the multiple linear regression analysis results, the regression constant value is 3.041. This shows that when the three independent variables, namely

individual characteristics, organizational justice, and work ability, are assumed to be constant or worth 0, there is still an influence on the performance of Yogyakarta Air Force Academy members. The regression coefficient of the individual characteristics variable of 0.334 shows that individual characteristics positively influence the performance of Yogyakarta Air Force Academy members. The t test results show that the probability value of the individual characteristics variable is smaller than the research error rate of 0.05 or 5%, so the effect is significant.

Furthermore, the regression coefficient of the organizational justice variable of 0.324 shows that organizational justice also positively affects the performance of Yogyakarta Air Force Academy members. The t test results show that the probability value of the organizational justice variable is smaller than the research error rate of 0.05 or 5%, so the effect is significant. The same thing is shown by the work ability variable, where the regression coefficient is 0.277, which means that work ability positively affects the performance of Yogyakarta Air Force Academy members. The t-test results also show that the probability value of the work ability variable is smaller than the research error rate of 0.05 or 5%, so the effect is significant.

The closeness of the relationship between the three independent variables, namely individual characteristics, organizational justice, and work ability, with the dependent variable performance, is measured using multiple correlation coefficient analysis. The correlation coefficient (R) value of 0.737 indicates that the correlation between the three independent variables and performance reaches 73.7%, which indicates a strong relationship. Meanwhile, the coefficient of determination (R<sup>2</sup> adjusted) of 0.519 shows that individual characteristics, organizational justice, and work ability contribute 51.9% to the performance of Yogyakarta Air Force Academy members. The remaining 48.1% is influenced by other factors outside the variables examined in this study.

**Hypothesis Test Results**

Based on testing the first hypothesis, the F value is 22,205 with a significance of 0.000. The first hypothesis is accepted because the significance value is smaller than the alpha (α) of 0.05. These results indicate that simultaneously, individual characteristics,

organizational justice, and work ability significantly affect the performance of Yogyakarta Air Force Academy members. The F test tests the effect of the three independent variables by comparing the probability value (Sig.) with alpha (α) 0.05. If the probability value is smaller than 0.05, the hypothesis is accepted. Conversely, the hypothesis is rejected if it is more significant than 0.05. Thus, it can be concluded that individual characteristics, organizational justice, and work ability simultaneously significantly influence the performance of Yogyakarta Air Force Academy members.

Furthermore, the results of testing the second hypothesis in this study show the t test results for each independent variable. The individual characteristics variable has a t value 3,119 with a significance value (Sig.) of 0.000. The organizational justice variable has a t value of 2,215 with a significance value (Sig.) of 0.000. Meanwhile, the work ability variable shows a t value of 3.119 with a significance value (Sig.) of 0.000. Based on these results, the three independent variables, namely individual characteristics, organizational justice, and work ability, partially affect the performance of Yogyakarta Air Force Academy members. In other words, each independent variable makes a real contribution to improving member performance. This shows that the better the individual characteristics, organizational justice, and work ability of members, the more significantly the performance of Yogyakarta Air Force Academy members will increase.

Meanwhile, the results of testing the third hypothesis show that the three independent variables, namely individual characteristics, organizational justice, and work ability, each significantly affect the performance of Yogyakarta Air Force Academy members. This is evidenced by the significance value (Sig. t) of all variables of 0.000, smaller than the error tolerance level 0.05. Each independent variable is proven to contribute positively and significantly to performance improvement. The Unstandardized Coefficients value shows that individual characteristics have the most significant influence of 0.334 compared to organizational justice and work ability. Thus, the third hypothesis that work ability has a more significant influence on performance is not proven, because individual characteristics have the most dominant influence. The results of testing the third hypothesis in this study can be seen in full in the following table:

**Table 2: Test Results of 3rd Hypothesis**

No	Independent Variable	Dependent Variable	Regression Coefficient	Sig. t	Error Tolerance Level	Result
1	X <sub>1</sub> Individual Characteristics	Y – Performance	0.334	0.000	0.05	X <sub>1</sub> affects Y
2	X <sub>2</sub> Organizational Justice	Y – Performance	0.324	0.000	0.05	X <sub>2</sub> affects Y
3	X <sub>3</sub> Work Ability	Y – Performance	0.277	0.000	0.05	X <sub>3</sub> affects Y

Source: Data processed 2024

## 4.2 Discussion of Research Results

The members' characteristics at the Yogyakarta Air Force Academy are measured through four primary indicators: abilities, values, attitudes, and interests. On the ability aspect, most respondents strongly agreed that their education provides tangible benefits to the academy. Regarding values, most respondents also strongly agreed that the Yogyakarta Air Force Academy has acceptable quality standards for all members. On the attitude indicator, respondents strongly agree that they can socialize well at and outside work. Meanwhile, in terms of interest, respondents strongly agree that they always have high enthusiasm for carrying out the work for which they are responsible. This shows that the individual characteristics of members at the academy are promising and support creating a positive and conducive work environment.

Organizational justice at the Yogyakarta Air Force Academy is measured through three main aspects: distributive justice, procedural justice, and interactional justice. Regarding distributive justice, most respondents strongly agree that their results are proportional to their efforts and contributions to the academy. Furthermore, on procedural justice, most respondents strongly agreed that they had the opportunity to express their views and feelings for the betterment of the academy. This reflects transparency in decision-making. Meanwhile, on interactional justice, respondents also strongly agree that they are treated politely and respectfully in the work environment. These three aspects indicate that the perception of organizational justice at the Yogyakarta Air Force Academy is positive, contributing to creating harmonious and productive working relationships.

The Yogyakarta Air Force Academy members' work ability is measured using five indicators: knowledge, training, experience, skills, and work ability. On the knowledge aspect, most respondents strongly agreed that the educational materials received were by the work assigned. On the training side, respondents also strongly agreed that the tasks assigned aligned with the training they had undergone. Work experience also plays an important role, where most respondents stated that the length of service helped them more easily carry out their duties. Regarding the skills indicator, respondents tended to strongly agree that they could take full responsibility for each task they received. Regarding work ability, members also implemented the academy's policies well. All of these aspects show members' relatively high level of work ability.

The members performance at the Yogyakarta Air Force Academy is measured through four primary indicators: work quality, work quantity, task execution, and responsibility. Regarding work quality, most respondents strongly agreed that they have personal initiative in supporting the implementation of their assigned tasks. Regarding work quantity, most members stated that they could complete tasks well and achieve

the targets that had been set. Implementing tasks also received positive attention; most respondents claimed to have never been absent without an apparent reason. Finally, on the responsibility indicator, members strongly agree that they always complete work promptly and satisfactorily. This positive member performance shows strong dedication and professionalism in supporting the achievement of organizational goals.

The results showed that the individual characteristics of the Yogyakarta Air Force Academy members are generally in the good category, which is reflected in positive abilities, values, attitudes, and interests in carrying out their duties. Individual characteristics are an important aspect that must be considered because they can affect the ability of members to establish cooperation and effective communication to improve overall performance. Various factors, such as the encouragement of personal desires, the fulfillment of basic and professional needs, the achievement of goals, and the level of job satisfaction, influence these individual characteristics. On the other hand, organizational justice also plays an important role in shaping a conducive work atmosphere where individuals feel they get fair treatment from the organization. With good organizational justice, members will feel valued, motivated, and more willing to contribute optimally to the institution's progress.

In addition to individual characteristics and organizational justice, work ability is a determining factor for member performance at the Yogyakarta Air Force Academy. Work ability includes the extent to which individuals can carry out work according to their educational background, training received, and work experience. The results showed that most members have adequate work abilities in terms of knowledge, technical skills, and physical conditions that support the implementation of tasks. Good work ability is expected to encourage members to make maximum contributions in achieving predetermined performance targets. Optimal member performance is influenced by the willingness to work with full responsibility, appropriate compensation, and expectations for a better future. The favorable combination of individual characteristics, organizational justice, and work ability can form a quality performance that supports achieving organizational goals.

## 5. CONCLUSIONS AND SUGGESTIONS

This study aims to explain the influence of individual characteristics, organizational justice, work ability, and member performance at the Yogyakarta Air Force Academy by presenting several important conclusions. Based on the research results, individual characteristics, organizational justice, work ability, and member performance can be clearly described by the actual conditions that occur at the Yogyakarta Air Force Academy, which is the background of the research. Furthermore, the results of the analysis show that

individual characteristics, organizational justice, and work ability simultaneously significantly affect member performance. Not only jointly the three variables are also proven to have a partial effect on member performance. Of the three variables, work ability shows the most dominant influence and substantially impacts the performance of Yogyakarta Air Force Academy members. This finding reinforces the importance of work ability development in creating optimal member performance in the academy environment.

Based on the study's results, several suggestions are presented that are expected to be applied at the Yogyakarta Air Force Academy to improve member performance. Good individual characteristics must be nurtured and considered because positive characteristics can encourage members to work together and contribute more optimally in their duties. Efforts to build positive individual characteristics can be made through training, mental coaching, and strengthening a work culture that supports professionalism. In addition, organizational justice is also an important factor that must be maintained and improved. Fair treatment among fellow members and between members and superiors will create a harmonious work climate and increase work motivation. Practical work skills must continue to be honed, considering that good skills contribute directly to performance. Researchers also suggest that future studies consider other variables that can influence performance to provide a more comprehensive picture of the factors that support the improvement of member performance at the Yogyakarta Air Force Academy.

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