

Antesedents on HR Performance

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Abstract. The aim of this research is to determine the influence of Work Discipline, Communication, Individual Characteristics and Employee Competence on HR Performance at the UPPD SAMSAT Wonosobo Office. The data used in this research is primary data which was used by distributing questionnaires to SAMSAT Wonosobo employees. This research involved a population of 30 employees. The sampling technique employed was a saturated sample, meaning the entire population was used as the research sample. The data, collected in numerical form using a Likert scale, was analyzed with SPSS for Windows version 25. The research utilized a quantitative approach, specifically applying multiple linear regression analysis. The results of this research show that individual characteristics and employee competence have a positive effect on HR performance, while work discipline and communication do not have a positive effect on HR performance. The implications of this research can be used as a reference for companies in improving performance. Companies can focus more on identifying individual characteristics and employee competencies. Optimizing these components will have a positive impact on overall organizational performance.

Keywords. Work Discipline, Communication, Individual Characteristics, Employee Competency, HR Performance.

1 Introduction

Human Resources (HR) in a company encompasses all individuals, from subordinates to superiors, who contributes to achieving the mission of the organization. Humans are the primary drivers in every work process, making HR an irreplaceable factor. The quality and satisfaction of human resources significantly influence the company's success.

When a job or task meets the predetermined performance objectives, it is considered good performance of workers. UPPD Samsat in Wonosobo Regency provides various services, such as local tax collection and regional levies, with the following targets and realizations:

Tabel 1. Target and Realization Data of UPPD SAMSAT Revenue Wonosobo Regency for the Years 2021-2023

Years	Target	Realization of Revenue	%
2021	127.935.996.000	124.074.640.750	96,98
2022	150.188.522.000	130.158.466.086	86,66
2023	153.533.983.000	127.190.992.324	82,84

Source: PAD online

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It is evident from the preceding table that the realization rate in revenue at the UPPD SAMSAT office of Wonosobo Regency from 2021 to 2024 has not reached the set targets. This indicates that the service processes or performance are still not ideal. Priorities need to be sharpened; as program implementers, they need to be coordinated, and performance needs to be improved to enhance the results achieved. This will enable them to provide the most transparent service possible to the community in the field of Local Tax and Regional Levy services in Wonosobo Regency.

To accomplish organizational objectives, the presence of effective management is imperative within the entity. A well-organized institution is underpinned by four fundamental management functions: planning, organizing, executing, and evaluating. Discipline and communication within the institution constitute essential elements of the management process. Furthermore, individual characteristics such as age, educational background, and professional experience also exert an influence on performance outcomes. Employees who exhibit favorable attributes are more inclined to achieve optimal performance. Competencies, which incorporate both theoretical understanding and real-world expertise, are integral to the performance of employees.

When personnel demonstrate robust work discipline, they develop an acute consciousness and readiness to adhere with organizational rules and societal standards. The enforcement of discipline within an organization is of paramount importance. In the absence of rigorous employee discipline, the attainment of the organization's objectives becomes significantly arduous. Consequently, discipline is essential for a corporation's success in realizing its strategic aims.

Furthermore, for an organization to achieve its objectives, it is crucial for both managers and employees to engage in efficient and transparent communication. Stakeholders within the organization need timely information that pertains to their responsibilities. When team members do not communicate effectively, they may struggle to meet their goals or produce suboptimal results. Strong communication is vital for enhancing employee performance. Organizations that promote effective communication often see improved performance levels, as it can inspire workers to complete their assignments accurately, thus aiding in the attainment of desired outcomes.

Employee performance is influenced by individual characteristics, which indicate an employee's ability to excel in various tasks. The relationship between personal traits and The role of corporate culture is crucial role in determining achievement within the organization. Employees who possess positive character traits tend to have a stronger motivation to succeed. Consequently, to achieve peak performance, it is essential to have employees with admirable behaviors and characteristics, backed by an organization that encourages positive qualities in its workforce, ultimately impacting overall employee performance.

To achieve optimal performance, it is essential to implement focused human resource management strategies that align the goals of both employees and the organization. High employee performance is demonstrated by individuals who are aware of and committed to their roles and responsibilities. Organizations need skilled employees, as those with the right competencies can execute their tasks efficiently and continue to grow, provided they have the fundamental skills necessary for successful task completion.

2 Literature Review

2.1 HR performance

[1] that performance constitutes an individual's accomplishments, encompassing both quantitative and qualitative aspects, when the individual effectively meets their professional obligations and responsibilities. Suryani characterizes performance as the resultant output achieved by an individual or collective entities within an organization that corresponds with their designated responsibilities and authorities, aimed at achieving the organization's objectives in a legal, moral, and ethical manner. Hariman and Hilgert, who align with several of the previously mentioned perspectives, assert that performance serves as an indicator of the efficacy of the apparatus and will function as a criterion for assessing whether a governmental organization has successfully achieved its objectives. Performance encapsulates the results attained by employees while executing their assigned responsibilities.

2.2 Work Discipline

According to [2] as cited in the study conducted by [3], "discipline is defined as an individual's conduct that aligns with the established regulations, operational procedures, or the normative behaviors and actions that conform to the organizational guidelines, both codified and uncoded." In order to facilitate a transformation in employee behavior and ensure adherence to predetermined norms and specific organizational regulations, leaders strategically employ work discipline as an instrument of communication. It is anticipated that all personnel will adhere to and implement these regulations while executing tasks related to resource management. Regardless of their roles in the production of goods or the provision of services, individuals represent the most significant asset of an organization. Based on the outcomes of previous review from [4] declares that work discipline has an impact on employee. Additionally, this study is consistent with his study [3], [5], [6], in contrast to research [7] which claims that work discipline possesses a negative impact on worker performance. Based on the explanation above, the hypothesis proposed is as follows:

H1 : Work discipline has a positive and significant effect on performance.

2.3 Communication

In accordance with the academic results of Onong Uchjana Effendy, as reported in the research conducted by [8] communication is defined as a systematic process through which messages are transmitted from one individual to another, with the objective of imparting knowledge, articulating viewpoints, or altering interpersonal communication modalities or behaviors, either in a direct or indirect manner. Consequently, it is essential that a minimum of two individuals engage in the communicative process. The act of communication cannot be effectively executed by a solitary individual in the absence of additional participants. Based on the outcomes of previous research from [9] declares that communication has an impact on employee performance, Additionally, this research support his findings [10], [11], [12] in contrast to research [13] which asserts that dialogue has a negative impact on employee performance. The following hypothesis is put out in light of the previously provided explanation :

H2 : Communication has a positive and significant effect on the performance of human resources

2.4 Individual Characteristics

Businesses must consider the unique qualities of each employee to recruit, develop careers, and improve employee performance. Characteristics are variations that show that the unique characteristics of each employee are different [14] in research [15]. Based on the findings of earlier studies from [16] states that individual characteristics has an impact on employee

performance, this research is also in line with his research [17], [18], [19], in contrast research [20] which claims that individual characteristics has a negative impact on employee performance. Considering the explanation above, the following notion is put forth :

H3 : Individual characteristics have a positive and significant effect on human resource performance

2.5 Competency

Competency, as delineated in the scholarly investigation conducted by [21] and referenced in subsequent studies [22] refers to the attributes of an individual that correlate with achievement and/or exceptional performance within a specific professional environment. Given that personal characteristics represent fundamental and intrinsic dimensions of an individual's persona, they serve as reliable indicators for forecasting diverse situational outcomes in the workplace; thus, competencies are characterized as essential qualities.. Because competence causes or predicts behavior and performance, it is said that the two are interconnected. Considering the outcomes of previous research from [23] states that employee competence impacts the performance of employees, this research is also according to his study [24], [25], [26], in contrast to research [27] which asserts that worker proficiency has a negative impact on employee performance. The following hypothesis is put out in light of the previously provided explanation :

H4 : Competence has a positive and significant effect on the performance of human resources

Research Model

Based on the hypothesis description above, the research model is as follows:

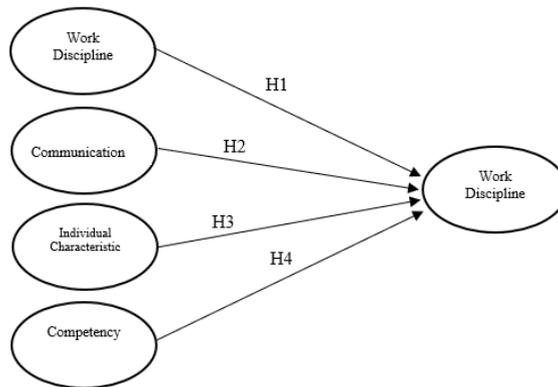


Fig. 1. Research model

3 Research Methods

The researcher adopted a quantitative associative study methodology, utilizing SPSS version 25 software for the processing of data. Quantitative research methodologies, as articulated by [28] can be conceptualized as research techniques grounded in positivism, applied to either populations or samples. In certain scenarios, research instruments are employed for data collection, with quantitative and statistical data analysis conducted for the purpose of

evaluating established hypotheses. In this investigation, a saturation sampling strategy in conjunction with a probability sampling technique was implemented for the selection of samples. In the context of saturation sampling, the size of the sample is equivalent to that of the population. The study's population comprised 30 workers from the UPPD SAMSAT Wonosobo Office. The evaluation of variables in this study utilized a Likert scale, which spans strongly disagree, disagree, neutral, agree, and strongly agree on a scale of 1 to 5, administered to participants through written comments or inquiries [28].

4 Result and Discussion

4.1 Result

4.1.1 Validity Test

Tabel 2. Validity Test

Variable/Indikator	R-Computed	R-Table	Sig. (2-tailed)	Description
Work Discipline (X1)				
DK1	0,442	0,361	0,014	Valid
DK2	0,499	0,361	0,005	Valid
DK3	0,662	0,361	0,000	Valid
DK4	0,606	0,361	0,000	Valid
DK5	0,481	0,361	0,007	Valid
DK6	0,532	0,361	0,003	Valid
DK7	0,479	0,361	0,007	Valid
DK8	0,648	0,361	0,000	Valid
Communication (X2)				
K1	0,635	0,361	0,000	Valid
K2	0,761	0,361	0,000	Valid
K3	0,883	0,361	0,000	Valid
K4	0,666	0,361	0,000	Valid
K5	0,466	0,361	0,009	Valid
Individual Characteristic (X3)				
KI1	0,785	0,361	0,000	Valid
KI2	0,644	0,361	0,000	Valid
KI3	0,661	0,361	0,000	Valid
KI4	0,402	0,361	0,028	Valid
Employee Competency (X4)				
KK1	0,793	0,361	0,000	Valid
KK2	0,796	0,361	0,000	Valid
KK3	0,777	0,361	0,000	Valid
HR Performance				
KSDM1	0,451	0,361	0,012	Valid
KSDM2	0,449	0,361	0,013	Valid
KSDM3	0,608	0,361	0,000	Valid
KSDM4	0,550	0,361	0,002	Valid
KSDM5	0,883	0,361	0,000	Valid
KSDM6	0,840	0,361	0,000	Valid

Source: Primary data SPSS version 25

The determined r value for each indication is higher than the value of the r table and the Sig value, according to the validity test results, which are based on table 4 above. The indicators

of the variables Work Discipline (X1), Communication (X2), Individual Characteristics (X3), Employee Competency (X4), and HR Performance (Y) are deemed legitimate as study variable measuring tools when the 2-tailed test result is less than 0.05.

4.1.2 Reliability Test

Tabel 3. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
,785	5

Source: Primary data SPSS version 25

Overall, the findings of the reliability tests conducted for this study are satisfactory. This is evident from the Cronbach's alpha value of 0.785, which is higher than the Cronbach alpha upper limit value of 0.6 as reported by [29] in order for all claims pertaining to the factors HR Performance, Work Discipline, Communication, Individual Characteristics, and Employee Competency to be trustworthy.

4.1.3 Godness of Fit (F test)

Tabel 4. Goodness of Fit

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	240,357	4	60,089	3,372	,024 ^b
	Residual	445,479	25	17,819		
	Total	685,836	29			
a. Dependent Variable: KSDM						
b. Predictors: (Constant), KK, KI, K, DK						

Source: Primary data SPSS version 25

From table 4.8, the test results show that $F \text{ count} = 3.372 > F \text{ table} = 2.776$, so H_0 is rejected and H_a is accepted. So in this study it was concluded that the regression equation was declared good (good of fit).

4.1.4 Normality Test

Tabel 5. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	391,935,716
Most Extreme Differences	Absolute	,121
	Positive	,112
	Negative	-,121
Test Statistic		,121
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Source: Primary data SPSS version 25

According to the results of the normality test using the One-Sample Kolmogorov-Smirnov Test, the level of significance exceeded the limit of $\alpha = 0.05$, which was 0.200. This indicates that the residual variables in the regression model are normally distributed..

4.1.5 Multicollinearity Test

Tabel 6. Multicollinearity Test

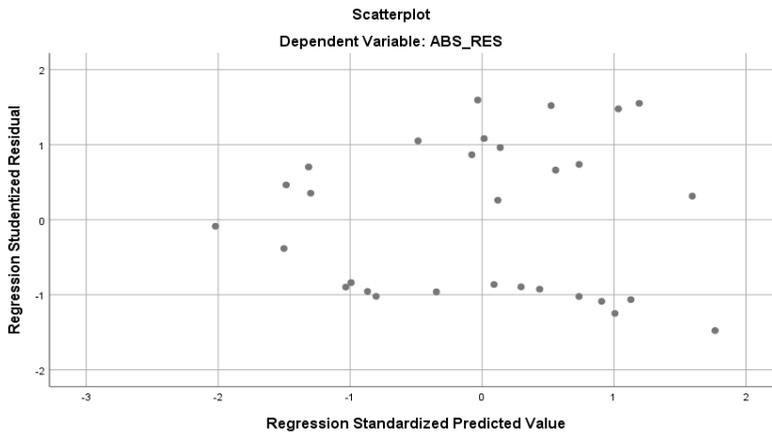
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,240	5,119		2,977	,006
	DK	,120	,299	,090	,400	,692
	K	-,080	,333	-,049	-,241	,812
	KI	,100	,413	,041	,242	,811
	KK	1,397	,563	,545	2,481	,020

Source: Primary data SPSS version 25

The standard error value for each of the four coefficients— $X1 = 0.299$, $X2 = 0.333$, $X3 = 0.413$, and $X4 = 0.563$ —in the coefficient table is less than one. Additionally, with $X1 = 0.120$, $X2 = -0.080$, $X3 = 0.100$, and $X4 = 1.397$, the beta coefficient value is less than one. Therefore, it may be concluded that multicollinearity is not recognized and the standard error value is low.

4.1.6 Heteroscedasticity Test

Tabel 7. Heteroscedasticity Test



Source: Primary data SPSS version 25

The scatterplot graph indicates that the data distribution is dispersed above and below or around the number 0, and the plotting points in the image lack a discernible pattern. Based on these observations, it can be concluded that either the heteroscedasticity test assumptions have been met or the data does not exhibit symptoms of heteroscedasticity.

4.1.7 Multiple Linear Regression Test

Tabel 8. T test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,730	4,237		,408	,686
	DK	-,023	,163	-,024	-,141	,889
	K	,052	,150	,048	,344	,734
	KI	,668	,160	,528	4,177	,000
	KK	,929	,353	,450	2,631	,014

Source: Primary data SPSS version 25

Equation for Multiple Linear Regression :

$$Y = 1,730 - 0,023 X_1 + 0,052 X_2 + 0,668 X_3 + 0,929 X_4 \quad (1)$$

The regression equation above may be understood in the following way :

- The value of 1.730 is positive for the constant. The relationship between the dependent and independent variables is indicated by a positive sign. This demonstrates that the HR Performance value is 1.730 if all independent variables, such as Work Discipline (X1), Communication (X2), Individual Characteristics (X3), and Employee Performance (X4), own a value of zero percent or remain unchanged.
- The Work Discipline variable (X1) has a regression coefficient of -0.023. This value shows a negative influence (in the opposite direction) between the Work Discipline variables and HR Performance. This means that if the Work Discipline variable is higher by 1%, then on the other hand the HR Performance variable will decrease by 0.023. Assuming all other variables remain constant over time.
- The Communication variable's (X2) regression coefficient has a positive value of 0.052. This shows that an increase in Communication of 1%, will increase HR performance by 0.052 Presuming additional independent variables remain. Positive signs indicate a unidirectional influence between independent and dependent variables.
- The Individual Characteristics variable's (X3) regression coefficient has a positive value of 0.668. This shows that an increase in Individual Characteristics of 1% will increase HR performance by 0.668 Presuming additional independent variables remain. Positive signs indicate a unidirectional influence between independent and dependent variables.
- The employee competency variable's regression coefficient value (X4) was positive at 0.929. This shows that an increase in employee competence of 1% will increase HR performance by 0.929 assuming other independent variables remain. Positive signs indicate a unidirectional influence between independent and dependent variables.

4.1.8 t Test

Based on the Tabel 8. T test, the following results are obtained:

- In the Work Discipline variable (X1), the calculated t value is -0.141 and Sig. Amounting to 0.889. Due to the fact that the computed t value is less than 1,708 and Sig is greater than 0.05, we can conclude that variable X1 has no significant effect on variable Y. H1 is rejected.
- In the Communication variable (X2), the calculated t value is 0.344 and Sig. Amounting to 0.734. Due to the fact that the computed t value is less than 1,708 and Sig is greater than 0.05, we can conclude that variable X2 has no significant effect on variable Y. H1 is rejected.

- c. In the Individual Characteristics variable (X3), the calculated t value is 4.177 and Sig. Of 0,000. Because the calculated t value is greater than 1,708 and Since the significance value (Sig) is less than 0.05, it can be concluded that variable X3 has a significant impact on variable Y, confirming that H1 is accepted.
- d. In the Employee Competency variable (X4), the calculated t value is 2.631 and Sig. Amounting to 0.014. Because the calculated t value is greater than 1,708 and Since the significance value (Sig) is less more than 0.05, it may be said that variable X4 has a significant impact on variable Y, confirming that H1 is accepted.

4.1.9 R Square Testing (Determinant Coefficient)

Tabel 9. R Square Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,818 ^a	,668	,615	1,50790

a. Predictors: (Constant), KK, KI, K, DK

b. Dependent Variable: Y

Source: Primary data SPSS version 25

Based on the multiple correlation analysis results shown in Table 4, an Adjusted R Square figure of 0.615 is obtained, This demonstrates that percentage impact of the independent factors (Work Discipline, Communication, Individual Characteristics and Employee Competence) is able to explain 61.5% of the variation in performance variables. employees and other factors have an impact on the remaining 38.5% researched.

The prediction standard error is a measurement of how many predictions the regression model makes wrong. performance (Y). Based on the results of the regression analysis, the standard error of estimation is 1.50790. This shows that the magnitude of the error in predicting was found to be 1.50790.

4.2 Discussion

This theory is refuted because work discipline has no impact on HR effectiveness. As stated by H1, HR performance is not positively influenced by work discipline. Multiple linear regression analysis testing findings on the work discipline variable on employee performance show beta regression results with the number -0.007 with a significance level of 0.946 which is interpreted as not positive and not significant on employee performance. These findings are consistent with earlier studies carried out by [30]. The work discipline variable description test shows a mean figure of 4.68. Based on According to the aforementioned research findings, work discipline has little bearing on output, so it is necessary to Examine additional elements that may affect worker performance at the UPPD Samsat Wonosobo office.

The idea that communication has a positive impact on HR performance is not proven. According to H2, communication does not have a beneficial effect on HR performance. The data calculation findings show a calculated t value of 0.460 and a t table of 2.032, this is in accordance with previous research conducted by [31]. This indicates that, with a significance level of 0.649 > 0.05, the calculated t-value (0.460) is less compared to the t-table value of 2.032. Consequently, there is no meaningful correlation between employee performance and the communication variable. Based on these findings, communication does not affect performance, highlighting the need to explore other factors that may influence employee performance at the UPPD Samsat Wonosobo office.

The idea is accepted because individual attributes have a positive and significant impact on HR performance. Therefore, H3 asserts that personal traits positively impact HR effectiveness. The results of this investigation support [32] earlier research, which established the validity and acceptability of the premise that there is a connection between employee performance and personal traits (X) and (Y). The impact of individual qualities on employee work performance is noteworthy, as evidenced by the number 87. Overall, Employee performance is positively impacted by individual traits. When the personal traits of workers improve, their performance also tends to improve. Therefore, organizations that focus on developing individual characteristics in employees will see improvements in productivity, efficiency, and overall work output.

The theory is accepted because employee competency has a positive and noteworthy effect on HR performance. According to H4, HR performance is positively impacted by employee competency. The findings of this finding is in line with previous studies by Sasmita and Suhardi, which shown a strong relationship between competency and PT employees' performance. The Schneider Electric Manufacturing Batam was found by researchers using the t test results. Overall, Employee performance is positively impacted by competence. When employee competence increases, their performance also tends to increase. Therefore, organizations that focus on developing employee competencies will see improvements in productivity, efficiency and overall work output.

5 Conclusion and Implication

Considering the findings of the study and the conversation, the following conclusions can be drawn: (1) HR performance is not much impacted by work discipline. This suggests that other factors may be more dominant in determining performance. (2) Communication has no substantial impact on HR performance. This demonstrates the need for further evaluation of the communication methods used at the UPPD Samsat Wonosobo Office (3) Individual traits significantly and favorably affect HR performance, suggesting that the more robust an employee's personal traits, the better the HR performance at the UPPD SAMSAT Wonosobo office. (4) Employee competency has a favorable and noteworthy impact on HR performance, this demonstrates that the better employee competency, the higher the HR performance in the UPPD SAMSAT office.

The study's conclusions show that work discipline and communication do not exert a substantial influence on employee performance. This implies that while these two elements hold significance, they may not suffice to enhance performance within the context of the UPPD Samsat Wonosobo office. Consequently, organizations are necessitated to undertake a more comprehensive analysis to discern additional factors that could potentially enhance employee performance. The findings of the research indicate that distinct individual traits, encompassing personality, motivation, and personal values, along with competencies such as technical skills and interpersonal capabilities, exert a considerable impact on employee performance. The ramifications of these findings suggest that organizations must focus on and enhance these two dimensions to elevate the overall performance of their employees.

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