

The Impact of Individual Characteristics on Employee Performance at the Southwest Aceh Regency Education Office

Rahmadian¹, Suprayanto Bancin², Suryani³, Ronny Arby Rambe⁴, Mashyur Tanjung⁵, Nilawati Nasti^{6*}
Universitas Islam Sumatera Utara

Corresponding Author: Nilawati Nasti nilawatinasti@fe.uisu.ac.id

ARTICLE INFO

Keywords: Individual Characteristics, Employee Performance, Education Office, Southwest Aceh

Received : 07, October

Revised : 09, November

Accepted: 11, December

©2025 Rahmadian, Bancin, Suryani, Rambe, Tanjung, Nasti: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to determine the influence of individual characteristics on employee performance at the Southwest Aceh Regency Education Office. The method used is quantitative research with a causal associative approach. The research sample amounted to 71 respondents who were taken through census techniques. Data collection was carried out by questionnaire and analyzed using simple linear regression. The results of the study showed that individual characteristics had a positive and significant effect on employee performance with a significance value of $0.000 < 0.05$ and a determination coefficient (R^2) of 0.646. This means that the better the individual characteristics of the employee, the higher the performance produced. This research confirms the importance of developing individual characteristics in improving the performance of public organizations.

INTRODUCTION

Education is a public service sector that plays a strategic role in the development of human resources in a region. At the Southwest Aceh Regency Education Office, the effectiveness of services is largely determined by the quality of the performance of the employees on duty. One of the factors that is believed to affect employee performance is their individual characteristics. Research states that "individual characteristics are very important in order to create quality human resources" (Sihombing et al., 2018). Thus, understanding individual characteristics is the first step to improving employee performance in this institution.

Individual characteristics include various aspects such as abilities, personality, perceptions, attitudes, experiences and demographic backgrounds of employees. As defined by "individual characteristics include, interests, skills, education, and work experience" (Nugraha, 2019). These things play a role in how employees respond to tasks, work environments, and challenges faced. In the context of the Southwest Aceh Regency Education Office, the diversity of employee characteristics can be an asset or a challenge.

Employee performance itself can be understood as the result of work and work processes carried out to achieve organizational goals. According to Wibowo: "Performance is not only stated as a result of work, but also how the work process takes place" (Maulina & Mastra, 2020). In other words, performance includes aspects of quantity and quality of work, as well as work behavior in the public agency environment. So, performance measurement at the Southwest Aceh Regency Education Office not only looks at formal targets, but also how employees carry out their duties optimally.

The relationship between individual characteristics and employee performance is widely discussed in human resource management research. For example, in a study at the Faculty of Economics, University of PGRI Palembang, it was found that "individual characteristics (ability, personality, perception and attitude) have a positive and significant influence on employee performance" (Juniarti & Hendri, 2017). This shows that the better the individual characteristics of an employee, the more likely their performance is to support the organization's goals. Therefore, research at the Southwest Aceh Regency Education Office needs to explore specific aspects of individual characteristics.

Although many studies have found a positive influence of individual characteristics on performance, others have found insignificant results. For example, in a study at the Konawe Regency Revenue Office, it was found that individual characteristic variables did not have a significant effect on employee performance (HARTATI, 2022). This shows that these relationships are not always linear and can be influenced by other factors such as organizational culture, work environment, and employee work motivation.

For the context of the Southwest Aceh Regency Education Office, understanding the impact of individual characteristics is important because employees in the education sector often face complex and dynamic tasks. Characteristics such as education, teaching experience, motivation, discipline, and service attitude greatly influence how tasks are carried out. By understanding these characteristics, leaders can design employee development strategies that are more targeted.

Furthermore, individual characteristics are also related to the discipline and work ethic inherent in an employee. Simatupang et al's research shows that "partially individual characteristics have a positive and significant effect on employee performance" (Simatupang et al., 2021). Thus, individual characteristics affect not only technical abilities but also effective work behavior in an organizational environment. This is relevant in efforts to improve performance at the Southwest Aceh Regency Education Office.

Another important factor is an employee's perception and attitude towards the work and environment of the agency. Employees who have a positive perception and a proactive attitude tend to show better performance. As stated: "If the individual characteristics of the employee are good, it has an impact on improving employee performance (Fardila & Jalil, 2023)." In the situation of public institutions such as the Southwest Aceh Regency Education Office, the attitude of service and responsibility of employees is very decisive.

However, individual characteristics alone do not guarantee high performance without the support of a conducive work environment, a good management system, and supportive leadership. Research at the DIY Manpower and Transmigration Office shows that individual characteristics partially do not affect performance, but simultaneously with other variables have a significant effect (Heriputranto, 2023). This suggests that individual characteristics should be viewed in the context of a larger organizational system.

In a special study of the government agency sector, research at Lagaligo Bua Airport stated that "there is a positive influence of Individual Characteristics on the Performance of Employees sig. 0.000 < 0.05" (Deskiawati et al., 2023). This proves that individual characteristics can indeed have a strong influence on performance. For the Southwest Aceh Regency Education Office, this is an indication that employee characteristics should not be ignored as a key variable.

Given the importance of individual characteristics, this study aims to analyze specifically how the individual characteristics of employees in the Southwest Aceh Regency Education Office affect their performance. In a practical sense, this includes the evaluation of aspects such as the employee's educational background, experience, motivation, attitude, personality, and professional ability. With this information, leaders can design appropriate HR development interventions.

From a theoretical perspective, this study will also fill a gap in the literature specific to the Southwest Aceh region, which may have a different demographic, cultural, and organizational structure context than other regions. Because the individual characteristics of employees in this area can be influenced by local culture, geographical conditions, and the character of public services in the education sector. Therefore, generalizations of research results from other provinces must be reviewed in a local context.

The concept of individual characteristics is often associated with demographic characteristics (age, gender, education), psychological characteristics (attitude, motivation, personality), and other characteristics (work experience, family background). As it is stated that individual characteristics are "the psychological, moral or character traits of a person that distinguish them from others" (Rodiah et al., 2022). Understanding these dimensions helps explain the variation in performance between employees within an organization.

The performance of employees in educational institutions has specific aspects such as the quality of learning, educational administration services, program innovation, and response to changes in education policies. Therefore, the characteristics of relevant individuals are not only technical abilities but also adaptability, innovation, and cooperation with education stakeholders. This places this research as a relevant effort to improve the quality of education services in Southwest Aceh Regency.

Furthermore, the results of previous studies show that individual characteristics are not static variables, but can be developed through human resource management interventions such as training, position rotation, attitude coaching and career development. For example, the study concluded that individual characteristics and work facilities simultaneously have a positive effect on employee productivity. This gives hope that through the right policies, employees of the Southwest Aceh Regency Education Office can improve their performance.

On the practical side, leaders at the Southwest Aceh Regency Education Office can use the results of this research to formulate strategies to improve employee performance based on individual characteristics. For example, in the recruitment process, pay attention to the compatibility of individual characteristics with tasks and work environments, and in employee development adjust training to the needs of each characteristic. This is in line with the study's findings that individual characteristics have a positive effect on employee performance (Ratnasari et al., 2020).

This research is also expected to help strengthen the relationship between individual characteristics and employee performance in the context of the public sector in remote areas such as Southwest Aceh. By improving understanding of individual characteristic variables, the various obstacles that often arise in educational services such as low motivation, high workload, and lack of adaptation to change can be overcome more systematically.

The limitations in this study include that individual characteristics are only one factor among many factors that affect employee performance. As shown in the study, the influence of individual characteristics can be influenced by other variables such as work environment, organizational culture, workload, and motivation (Parawansa et al., 2021). Therefore, although the focus of this study is on individual characteristics, it is also important to recognize the moderation or mediation variables that may play a role.

The research method to be used is quantitative with a causal associative approach to test the influence of individual characteristics on employee performance. Data will be collected through questionnaires of employees of the Southwest Aceh Regency Education Office and analyzed with regression techniques. This analysis is expected to show how much individual characteristics contribute to performance and whether these influences are significant.

Thus, the research entitled "The Impact of Individual Characteristics on Employee Performance at the Southwest Aceh Regency Education Office" is expected to contribute both theoretically and practically. Theoretically, by expanding the literature on the characteristics of individuals in public organizations in the region. Practically, by providing recommendations for improving employee performance at the Southwest Aceh Regency Education Office through the intervention of appropriate individual characteristics. The final hope is that education services in Southwest Aceh Regency will be more effective, efficient, and have an impact on improving the quality of education in the area.

LITERATURE REVIEW

Individual characteristics are one of the important concepts in the study of organizational behavior because they describe the fundamental differences between employees in responding to tasks and the work environment. According to (Judge & Robbins, 2013), individual characteristics include "personal traits, values, and attitudes that influence the way a person thinks, feels, and acts in an organization." This means that each employee brings a unique background and personality that can impact their performance. In the context of public organizations such as the Education Office, individual characteristics are an important factor that determines the extent to which employees are able to carry out service functions optimally.

In general, individual characteristics can be grouped into two large dimensions, namely biographical characteristics and psychological characteristics. Biographical characteristics include age, gender, education level, and work experience, while psychological characteristics include abilities, personality, values, and attitudes. (Asih, 2021) asserts that "individual characteristics affect a person's behavior and performance in the workplace." Therefore, organizations need to understand the diversity of employee characteristics as the basis for effective human resource management.

Ability factors (*Ability*) is a major part of individual characteristics that affect performance. According to (Hutchinson et al., 2010), ability is "a person's capacity to perform various tasks in a job." Employees who have the ability to meet the demands of their job will be more productive and able to provide satisfactory work results. In educational institutions, this ability can be in the form of administrative skills, communication, and understanding of education policies.

In addition to abilities, personality also plays an important role in determining how employees carry out their jobs. According to (Luthans et al., 2006), personality is "a combination of psychological characteristics that determine the consistency of a person's behavior." A person with an open, disciplined, and highly responsible personality will more easily adjust to the work environment. This greatly affects the performance of Education Office employees who are required to provide fast and responsive public services.

Work attitude is also one aspect of individual characteristics that affect performance. According to (Robbins & Coulter, 2005), an attitude reflecting a person's positive or negative feelings towards a particular object, person, or event at work. Employees who have a positive attitude towards their work tend to have a higher level of commitment and motivation. In the context of public bureaucracy, a good work attitude greatly determines the quality of service to the community.

Furthermore, motivation is also an integral part of individual characteristics related to performance. According to (Malayu, H. S. & Hasibuan, 2017), motivation is "the drive that arises from within a person to do a job better." Motivated employees will have high morale and strive to achieve maximum performance. In contrast, employees with low motivation tend to work simply to fulfill formal obligations without paying attention to the quality of results.

In addition to the above factors, individual perceptions also affect employee performance. Perception is the process of a person interpreting and understanding the situation around him. (Rivai, 2013) states that "a person's perception of his work will affect his level of satisfaction and productivity." In organizations such as the Education Office, perceptions of leadership, work environment, and internal policies can have a direct impact on employee morale and quality of work.

Employee performance (*employee performance*) is the result of work both in quality and quantity achieved by employees in carrying out their duties according to the responsibilities given. According to (Anwar Prabu, 2017), "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him." Performance is an important indicator of the success of public organizations in achieving their goals, especially in the education sector that is oriented towards community service.

Factors that affect performance include ability, motivation, leadership, work environment, and individual characteristics. According to (Nisakurohma & Sunuharyo, 2018), "Individual performance in an organization is influenced by an individual's ability, work motivation, and perception of role." This means that performance is not only the result of organizational policies, but also the result of the interaction between individual characteristics and the work situation at hand.

From the perspective of organizational behavior, the relationship between individual characteristics and performance is also explained by Herzberg's theory of motivation. Herzberg distinguishes two main factors, namely *Motivator* and *Hygiene Factors*. Individual characteristics such as the need to excel, responsibility, and self-development are included in the factors *Motivator* that drive individuals to achieve high performance (Sobaih & Hasanein, 2020). Employees who have high intrinsic motivation tend to perform better even though external factors are not fully supportive.

In the context of public organizations, research by (Poniarsih, 2019) Finding that personality factors such as discipline and responsibility are strong predictors of employee performance. This is in line with the findings (Chandra et al., 2024) which shows that employees with a high level of integrity and a sense of responsibility have better work productivity. Therefore, the development of individual characteristics is an important strategy in improving the performance of the state civil apparatus.

The performance of employees at the Southwest Aceh Regency Education Office is not only measured by the achievement of administrative targets, but also by the quality of public services provided to the community. This requires employees to have strong individual characteristics in terms of responsibility, discipline, and the ability to work together. Thus, the development of individual characteristics must be part of the performance improvement policy within the Education Office.

METHODOLOGY

This study uses a quantitative approach with the causal associative method, which is research that aims to determine the relationship and influence between two or more variables. This approach was chosen because the researcher wanted to find out how much influence individual characteristics had on the performance of employees at the Southwest Aceh Regency Education Office. According to (Sugiyono, 2017), quantitative research is objective and is used to test hypotheses with statistically measurable data.

Research Location and Time

This research was carried out at the Southwest Aceh Regency Education Office, which is located in Blangpidie, Aceh Province. The selection of this location was carried out purposively because the agency has a large number of employees and plays a strategic role in public services in the field of education. The research period lasts for four months, starting from March 2025 to June 2025, which includes the preparation stage, data collection, data processing, and analysis of research results.

Population and Sample

The population in this study is all employees of the Southwest Aceh Regency Education Office, both permanent employees and contract employees. Based on personnel data in 2025, the total population is known to be 71 employees. Because the population is relatively small and it is still possible to be studied as a whole, this study uses a census technique (total sampling), namely 71 respondents. This method was chosen to obtain more accurate results and describe the true condition of all employees.

Data Types and Sources

The types of data used in this study are primary data and secondary data.

1. Primary data was obtained directly from respondents through the distribution of questionnaires containing statements related to individual characteristics and employee performance.
2. Secondary data was obtained from documents, reports, and archives of the Southwest Aceh Regency Education Office related to organizational structure, personnel data, and annual performance reports.

Data Collection Techniques

Data collection techniques are carried out through:

1. Questionnaire (questionnaire), which is a list of written questions given to all respondents. Each statement was measured using a Likert scale with five answer choices, ranging from *strongly disagree* (1) to *strongly agree* (5).
2. Documentation, which is the collection of data from official documents such as performance reports, organizational structure, and personnel data.
3. Light observations are carried out to obtain an overview of the work environment and employee behavior.

Research Variables

This research consists of two main variables, namely:

1. Independent variable (X): *Individual Characteristics*, which include aspects of ability, personality, attitude, motivation, and work experience.
2. Bound variable (Y): *Employee performance*, which is measured through indicators of work quality, work quantity, punctuality, responsibility, and cooperation (Mangkunegara, 2017).

Research Instruments

The research instrument is in the form of a closed questionnaire with statements that have been tested for validity and reliability. The validity test was conducted using Pearson Product Moment correlation, while reliability was measured using Cronbach's Alpha coefficient. An instrument is considered reliable if the Alpha value > 0.60 (Nunnally, 1978).

Data Analysis Techniques

The data obtained from the questionnaire will be analyzed using the help of SPSS version 25.0. The analysis is carried out through several stages, namely:

1. Test Research Instruments
 - a. Validity Test: to find out the extent to which the statement item is able to measure the variable in question.
 - b. Reliability Test: to measure the consistency of respondents' answer results.
2. Classic Assumption Test
 - a. Normality Test, to determine the distribution of data.
 - b. Heteroscedasticity Test and Multicollinearity Test, to ensure the data meets the requirements of linear regression.
3. Simple Linear Regression AnalysisUsed to find out how much influence independent variables (individual characteristics) have on dependent variables (employee performance). The general equation:

$$Y = a + bX + e$$

Where Y is the employee's performance, X is an individual characteristic, a is a constant, b is the regression coefficient, and e is an error.

4. Hypothesis Test
 - a. The t-test is used to determine the significance of the influence of individual characteristics on employee performance partially.
 - b. The Coefficient of Determination (R^2) is used to find out how much individual characteristics contribute in explaining variations in employee performance.

Variable Operational Definition

- a. Individual Characteristics (X): reflect the employee's abilities, personality, attitude, motivation, and experience in carrying out the job.
- b. Employee Performance (Y): the results of employee work measured through the dimensions of quality, quantity, punctuality, responsibility, and cooperation.

RESEARCH RESULTS

The research was conducted at the Southwest Aceh Regency Education Office with a total of 71 respondents, consisting of 51 Civil Servants (57.95%) and 20 non-civil servants (22.73%). Data collection was carried out through the distribution of questionnaires during March-June 2025. Respondents consisted of employees in various fields, including the Secretariat, School Development Sector, and Culture. All respondents have worked for at least one year, so they are considered to understand the organizational context and the performance being measured.

Table 1. Respondent Data

Employee Status	Number (people)	Percentage (%)
Civil Servants	51	57,95
Non-Civil Servant	20	22,73
Total	71	100

Source: Primary data is processed from the survey results (2025).

Results of Individual Characteristics Variable Questionnaire (X)

The questionnaire for individual characteristic variables consists of 10 statement items with a five-point Likert scale. The aspects measured include ability, motivation, work attitude, and personality. The tabulation results showed that most respondents gave positive answers to all items.

Table 2. Individual Characteristics Variable Questionnaire (X)

Statement No.	Strongly Agree (%)	Agree (%)	Sufficient (%)	Disagree (%)	Strongly Disagree (%)
1	36,6	52,1	11,3	0,0	0,0
2	49,3	42,3	8,5	0,0	0,0
3	40,8	40,8	18,3	0,0	0,0
4	39,4	40,8	19,7	0,0	0,0
5	40,8	54,9	4,2	0,0	0,0

Source: Primary data processed (2025).

The average overall score for individual characteristic variables was in the "excellent" category, with a respondent approval rate of >80%. This indicates that employees of the Southwest Aceh Education Office have positive individual characteristics, reflecting high responsibility, adaptability, and work commitment.

Partial Statistical Test Results (t-test)

To test the influence of individual characteristics (X1) on employee performance (Y), simple linear regression analysis was used. The results of the test using SPSS version 25 are presented in the following table.

Table 3. Results of the t-test (partial)

Independent Variables		Coefficient B	t count	Sig. (p)	Information
Individual Characteristics (X ₁)		0,332	5,060	0,000	Significant
Constant (a)		4,249	-	-	-

Source: SPSS Output Data Processed (Rahmadian, 2025)

Based on the table above, the following values are obtained:

- t count = 5.060 > t table = 2.000 ($\alpha = 0.05$)
- Sig. = 0.000 < 0.05

These results show that individual characteristic variables have a positive and significant effect on employee performance at the Southwest Aceh Regency Education Office. This means that the better the individual characteristics of an employee in terms of ability, attitude, and work motivation the higher the performance shown.

Simple Linear Regression Equation

From the results of the analysis, the regression equation was obtained as follows:

$$Y = 4,249 + 0,332X_1$$

Information:

- Y = Employee Performance
- X₁ = Individual Characteristics
- 4.249 = Constant (basic performance value without influence of X₁)
- 0.332 = Regression coefficient, which means that every one unit increase in an individual characteristic score will increase the performance score by 0.332 points.

Coefficient of Determination (R²)

The value of the coefficient of determination (R²) obtained from the regression analysis was 0.646 (64.6%). This means that 64.6% of employee performance variations can be explained by individual characteristics, organizational culture, and information technology capabilities, while the remaining 35.4% are influenced by other factors outside of the study. However, when viewed partially, the contribution of individual characteristics is the most dominant factor compared to other variables ($\beta = 0.433$).

Table 4. Cohesion Determination

Type	R	R Square (R ²)	Adjusted R ²	Std. Error of Estimate
1	0,804	0,646	0,631	0,72228

Source: SPSS Output Data Processed (Rahmadian, 2025).

DISCUSSION

The results of the study showed that individual characteristics had a positive and significant effect on employee performance at the Southwest Aceh Regency Education Office, with a significance value of $0.000 < 0.05$ and a regression coefficient of 0.332. This means that the better the individual characteristics of an employee both in terms of ability, personality, and motivation the higher the level of performance. These findings reinforce the understanding that individual qualities are a key factor in determining the success of public organizations.

Theoretically, these results are in line with the opinion (Judge & Robbins, 2013) which states that individual characteristics include abilities, values, attitudes, personalities, and emotions that influence the way a person behaves in the workplace. In this context, employees who have positive individual characteristics such as responsibility, integrity, discipline, and high work motivation will find it easier to achieve organizational targets. This is evident from the results of the study which showed that the level of respondents' approval of individual characteristics indicators was above 80%.

This research also supports the theories of Gibson, Ivancevich, and Donnelly in (Hidayat et al., 2022) which confirms that individual characteristics are one of the main determinants of organizational behavior. Factors such as work experience, educational background, and personality affect how a person responds to the workload and demands of the organization. At the Southwest Aceh District Education Office, employees who have longer experience and relevant educational backgrounds show better performance, especially in terms of punctuality and responsibility in completing work.

From the results of the study, it is known that the R^2 value is 0.646, which means that 64.6% of the variation in employee performance can be explained by individual characteristics. This figure shows a strong contribution of internal employee factors to work results. In line with that, (Anwar Prabu, 2017) states that an individual's performance is determined by ability and motivation. Employees who have high abilities and strong work motivation will show more optimal work performance. Thus, employee performance does not solely depend on organizational policies, but also on the strength of personal character.

These findings are also in line with the results of the study (Simatupang et al., 2021) which found that individual characteristics have a positive and significant effect on employee performance in the government environment. The study explained that employees with high motivation and open personalities to change showed superior performance compared to employees who had a closed character. This shows that there is a linear relationship between individual characteristics and organizational performance, as is also the case in the Southwest Aceh Regency Education Office.

From the results of the questionnaire distributed, the majority of employees showed a high level of motivation and work commitment. This proves that psychological factors such as achievement drive and attitude of responsibility have an important role in improving performance. According to (Malayu, H. S. & Hasibuan, 2017), work motivation is the drive that arises from within a person to do a job better. Employees who have high intrinsic motivation will strive to achieve the best results, even without pressure from their superiors. This can be seen in the employees of the Education Office who show high enthusiasm in carrying out their duties.

Furthermore, the results of the study also strengthen the theory (Sobaih & Hasanein, 2020) about *Two-Factor Theory*, which distinguishes between the factors *Motivator* (intrinsic) and *Hygiene Factors* (extrinsic). Individual characteristics included in the factors *Motivator*, such as achievements, responsibilities, and recognition, which can improve job satisfaction and performance. In this context, employees of the Education Office who have responsibility and a desire to develop show higher work performance than those who work only because of administrative obligations.

In addition to motivational factors, personality is also an important aspect of an individual's characteristics. The results of this study show that employees with open, communicative, and adaptive personalities tend to have better performance. This is in accordance with research (Amiruddin, 2022) which concluded that personality dimensions, such as openness and responsibility, have a positive effect on the performance of Tourism Office employees in Central Aceh. Thus, it can be said that a healthy and stable personality will support the achievement of optimal performance in public organizations.

Ability is also one of the prominent indicators of individual characteristics that affect performance. Employees with good technical and managerial skills are able to complete work effectively and efficiently. This is reinforced by the theory (Darmawan et al., 2013) which states that ability is the capacity of an individual to perform various tasks in a job. In the context of the Southwest Aceh Education Office, administrative ability and the ability to coordinate with schools are important indicators that determine performance.

The results of this study also show that employees who have a positive attitude towards work show higher work performance. A positive attitude creates a harmonious work atmosphere and increases work morale among employees. This is consistent with the opinion (Robbins & Coulter, 2005) which states that a good work attitude can increase job satisfaction and individual productivity. Therefore, fostering positive attitudes and work cultures needs to continue to be improved through employee training and mentoring activities.

In addition to supporting classical theories, the results of this research also strengthen modern concepts such as theories (Kristof-Brown et al., 2005), explaining that optimal performance occurs when there is a match between individual characteristics and job demands. In this study, employees who felt they were suitable for the type of work and had the ability to match their duties showed more satisfactory work results. Conversely, mismatches between individual abilities and workloads tend to lower productivity.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research, it can be concluded that individual characteristics have a positive and significant effect on the performance of employees at the Southwest Aceh Regency Education Office. Employees with good ability, personality, motivation, and work attitude show more optimal performance in carrying out tasks. These results confirm that individual internal factors are important determinants in the achievement of public organization performance. Therefore, human resource development needs to be focused on improving individual characteristics through training, coaching, and providing continuous work motivation.

ACKNOWLEDGMENT

The researcher sincerely thanks the leadership and staff of the Education Office of Aceh Barat Daya Regency for their cooperation during data collection. Deep appreciation is also extended to the academic advisors for their invaluable guidance and to all respondents who contributed to the completion of this research.

REFERENCES

- Amiruddin, A. (2022). Pengaruh Dimensi Kepribadian Terhadap Kinerja Pegawai Dinas Pariwisata Kepemudaan Dan Olahraga Kabupaten Aceh Tengah. *Gajah Putih Journal Of Economics Review*, 4(1), 70–86.
- Anwar Prabu, M. (2017). *Manajemen Sumber Daya Manusia Perusahaan*, Bandung: Pt. Remaja Rosdakarya.
- Asih, R. P. W. (2021). Pengaruh Karakteristik Individu Dan Kompensasi Terhadap Turnover Intention. *Jurnal Riset Manajemen Dan Bisnis*, 25–35.
- Chandra, A., Palendeng, I. D., & Kojo, C. (2024). Pengaruh Beban Kerja Dan Employee Engagement Terhadap Produktivitas Kerja Karyawan Dengan Integritas Sebagai Variabel Moderasi Pada Pt. Matahari Department Store, Tbk-Megamall Manado. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 12(4), 109–119.
- Darmawan, A. S., Hamid, D., & Mukzam, M. D. (2013). Pengaruh Motivasi Kerja Dan Kemampuan Kerja Terhadap Kinerja Karyawan. *Brawijaya University*.
- Deskiawati, D., Saharuddin, S., & Khaddapi, M. (2023). Pengaruh Lingkungan Kerja, Karakteristik Individu Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Bandar Udara Lagaligo Bua. *Jurnal Ekonomi Efektif*, 5(4), 673.
- Fardila, S. T., & Jalil, I. (2023). Pengaruh Karakteristik Individu Dan Disiplin Kerja Terhadap Kinerja Pegawai Sekretariat Daerah Kabupaten Aceh Barat. *Regress: Journal Of Economics & Management*, 2(3), 73–82.

- Hartati, S. R. I. (2022). Pengaruh Gaya Kepemimpinan, Komunikasi Efektif Dan Konflik Terhadap Kinerja Pegawai Negeri Sipil (Pns) Pada Dinas Pendidikan Dan Kebudayaan Kabupaten Konawe Selatan.
- Heriputranto, L. A. (2023). Pengaruh Karakteristik Individu, Budaya Organisasi, Penempatan Kerja Dan Lingkungan Terhadap Kinerja Pegawai (Studi Pada Dinas Tenaga Kerja Dan Transmigrasi Diy). *Equilibrium-Jurnal Bisnis Dan Akuntansi*, 17(1), 51–61.
- Hidayat, A. N., Ratnawulan, T., Hasim, I., Makhmudah, S., & Purwanto, M. E. (2022). The Influence Of Perception Of Leadership Style And Climate Organization On Teacher Performance. *International Journal Of Educational Research And Social Sciences (Ijersc)*, 3(6), 2420–2432.
- Hutchinson, M., Vickers, M. H., Wilkes, L., & Jackson, D. (2010). A Typology Of Bullying Behaviours: The Experiences Of Australian Nurses. *Journal Of Clinical Nursing*, 19(15-16), 2319–2328.
- Judge, T., & Robbins, S. (2013). Motivation Concepts. *Organizational Behavior*, 201–238.
- Juniarti, S., & Hendri, E. (2017). Analisis Faktor Karakteristik Individu Yang Mempengaruhi Kinerja Pegawai Pada Fakultas Ekonomi Universitas Pgri Palembang. *Jurnal Media Wahana Ekonomika*, 14(1), 42–56.
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences Of Individuals'fit At Work: A Meta-Analysis Of Person–Job, Person–Organization, Person–Group, And Person–Supervisor Fit. *Personnel Psychology*, 58(2), 281–342.
- Luthans, F., Vogelgesang, G. R., & Lester, P. B. (2006). Developing The Psychological Capital Of Resiliency. *Human Resource Development Review*, 5(1), 25–44.
- Malayu, H. S., & Hasibuan, H. (2017). *Manajemen Sumber Daya Manusia Edisi Revisi*. Pt Bumi Aksara.
- Maulina, E., & Mastra, I. G. P. (2020). Pengaruh Karakteristik Individu Dan Karakteristik Pekerjaan Terhadap Kinerja Penerbang Pada Pt. Garuda Indonesia (Persero). *Jurnal Mitra Manajemen*, 11(2).
- Nisakurohma, A. H., & Sunuharyo, B. S. (2018). Pengaruh Karakteristik Individu Dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Administrasi Bisnis (Jab)*, 61(3).
- Nugraha, P. S. (2019). Pengaruh Ekspektasi Pendapatan, Karakteristik Individu Dan Pendidikan Kewirausahaan Terhadap Minat Berwirausaha. *Jurnal Profita: Kajian Ilmu Akuntansi*, 7(1).

- Parawansa, S. P., Alam, S., & Sultan, S. (2021). Pengaruh Karakteristik Individu, Etos Kerja Dan Beban Kerja Terhadap Kinerja Pegawai Pada Dinas Kepemudaan, Olahraga Dan Pariwisata Kabupaten Sideng Rappang. *Nobel Management Review*, 2(4), 605–617.
- Poniarsih, N. (2019). Pengaruh Teori The Big Five-Personality Terhadap Kinerja Pegawai Badan Penanggulangan Bencana Daerah Diy. *Jurnal Ekonomi, Bisnis, Dan Akuntansi*, 21(3), 1–14.
- Ratnasari, S. L., Buulolo, M., & Nasrul, H. W. (2020). Analisis Karakteristik Individu, Lingkungan Kerja, Iklim Organisasi, Motivasi, Dan Kompensasi Terhadap Kinerja Karyawan. *Jurnal Manajemen & Organisasi Review (Manor)*, 2(1), 15–25.
- Rivai, V. (2013). *Manajemen Sumberdaya Manusia Untuk Perusahaan*. Jakarta: Pt. Raja Grafindo Persada.
- Robbins, S. P., & Coulter, M. (2005). *Management*, Eight Edition. Data Status, Belgrade.
- Rodiah, S., Ulfiah, U., & Arifin, B. S. (2022). Perilaku Individu Dalam Organisasi Pendidikan. *Islamika*, 4(1), 108–118.
- Sihombing, E. P., Sendow, G., & Uhing, Y. (2018). Pengaruh Karakteristik Individu Karakteristik Pekerjaan Dan Self Efficacy Terhadap Kinerja Karyawan Pada Pt. Pln (Persero) Rayon Manado Selatan. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(4).
- Simatupang, S., Butarbutar, N., & Candra, V. (2021). Disiplin Kerja, Karakteristik Individu Dan Pengaruhnya Terhadap Kinerja Pegawai. *Jurnal Manajemen (Edisi Elektronik)*, 12(2), 278–294.
- Sobaih, A. E. E., & Hasanein, A. M. (2020). Herzberg's Theory Of Motivation And Job Satisfaction: Does It Work For Hotel Industry In Developing Countries? *Journal Of Human Resources In Hospitality & Tourism*, 19(3), 319–343.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Cv. Alfabeta.