The Influence of Individual Characteristics on Employee Performance (Case Study at Non-Profit Company Amil Zakat Institution Rumah Yatim Dhuafa)

Deden Komar Priatna[1*], Winna Roswinna[2]

[1*]Universitas Winaya Mukti, Bandung. Indonesia, dedenkomar@yahoo.com
[2]Universitas Winaya Mukti, Bandung. Indonesia, Winnaroswina72@gmail.com

ARTICLE INFO	ABSTRACT
	This study aims to determine and analyze whether there is an influence of individual characteristics on employee performance at the Amil Zakat Institution Rumah Yatim Dhuafa. The problems that occur at the Amil Zakat Institution Rumah Yatim Dhuafa can be seen from some employees who seem not dexterous so that the work is still considered poor and not optimal working hours which result in a lack of discipline and tardiness in attendance. This can be seen from the pre-survey table and the attendance percentage table that has been processed by the researcher. In this study using quantitative research methods with descriptive and verification approaches, which were carried out through distributing questionnaires distributed to respondents with a total population of 30 people. The sampling technique in this study used a saturated sample technique or census. The data analyzed in this study came from primary data by distributing questionnaires. The analysis begins by describing the characteristics of the respondents then proceeds with the research instrument test and descriptive analysis and simple linear regression analysis are carried out. The results of the research on the Individual Characteristics variable show that it is good with employees who can be responsible, have a sense of concern for others, are able to accept other people's opinions and are easy to work with. Meanwhile, the Employee Performance variable shows that the condition of employee performance is good with the quality of work completed in accordance with established standards, able to coordinate well and easily convey something, ideas, ideas and messages. Then based on the test results of t count and t table that Ho is rejected, this shows that there is a significant influence of individual characteristics on employee performance at the Amil Zakat Institution Rumah Yatim Dhuafa.
	Keywords: Individual Characteristics and Employee Performance

INTRODUCTION

Human resources are the most valuable asset for a company to determine the goals and objectives of a company, because their existence determines the mobility of the company. Therefore, not a few companies always try to improve the quality of resources to support maximum work activities. One of the efforts made by a company is to upgrade its human resources with character, shape and development.

Humans are one of the sources of energy that can ensure the success of an organization in carrying out its organizational activities. Human energy sources are meaningful relics and functioning aspects as the main driving force in the implementation of all organizational activities. And human energy sources in an institution are a group of people who work for the organization and they have different talents, ideals and feelings. Human energy sources are still the spotlight and a fundamental foundation for organizations to always be able to survive in times of globalization (Meiske Kristin Lumanauw, 2022).

Seeing the importance of the position of human resources in the organization, so that in the Law of the Republic of Indonesia Number 3 of 2002 national resources are carried out to transform human resources into

national defense forces. Likewise in an organization, human resources
as the most important asset for the integrity, resilience and progress of the organization.

Employee performance is an action taken by employees in carrying out the work given by the company (Purwanto, et al, 2023). Meanwhile, according to (Adhika et al., 2022) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

In general, the goal of non-profit companies is to get maximum revenue to increase the empowerment and welfare of mustahik. Through good and optimal employee performance. Good employee performance can provide benefits for the company, otherwise poor performance can harm the company. Therefore, efforts to improve employee performance are the most serious management challenge because the success of achieving goals and the survival of the company depends on the quality of human resource performance in it (Adhika et al., 2022).

This research was conducted in one of the non-profit companies or philanthropic organizations located in the Mauk District, Tangerang Regency. From the results of initial observations, there are phenomena that occur in the Amil Zakat Institution Rumah Yatim Dhuafa (LAZ RYDHA) that show less than optimal performance. This can be illustrated based on researcher observations that
actions and behaviors of some employees, resulting in decreased revenue.

Based on the results of preliminary observations that for measuring employee performance at the Amil Zakat Institution Rumah Yatim Dhuafa, a performance management system is implemented. assessment is adjusted to the value of employee work carried out during the current month. The assessment criteria carried out by the internal management of the Amil Zakat Institution Rumah Yatim Dhuafa are discipline (employee attendance rate), attitude (how employees communicate with superiors, coworkers, mustahik, and muzakki), performance (how to solve problems and timeliness in completing tasks). The problems that occur can be seen from some employees who seem not dexterous so that they are unable to complete tasks quickly and precisely as specified, then there are also employees who are not easy to be confident in facing their work. Researchers can observe that employees are still unable to convey something, ideas, and ideas.

Researchers can observe employees who tend to ignore discipline in late attendance, it appears that there are still employees who are late in coming in so that it affects the completion of assignments and not optimal working hours. Based on this, it can be seen from the attendance data that has been processed by researchers as follows:

Table 4 Percentage of Late Attendance of Employees

Percentage of late attendance in July 2023							Average-flat
						1 88%	88%
2 84%	3 91%	4 94%	5 96%	6 90%	7 89%	8 44%	84%
9 61%	10 82%	11 91%	12 89%	13 87%	14 92%	15 76%	83%
16 67%	17 88%	18 93%	19 82%	20 91%	21 92%	22 79%	85%
23 68%	24 90%	25 93%	26 93%	27 93%	28 97%	29 56%	84%
30 65%	31 92%						79%

Source: data processed by researchers (2023)

Based on Table 4 attendance data that has been processed by researchers, the level of tardiness of employees is still very high so that employees have a level of discipline that is less and not optimal.

OVERVIEW
Individual Characteristics
The individual characteristics of each employee shape behaviors that affect employee motivation, initiation, performance, and career actualization.

According to Robbins and Judge (2017: 83) Individual characteristics are characteristics that persist in a person that explain the behavior of an individual.

Meanwhile, according to Hurriyati, (2010: 79), by Desy Dwi Sagita (2019) provides an understanding of individual characteristics is a psychological process that influences individuals in obtaining, consuming and receiving goods and services and experiences. Individual characteristics are internal (interpersonal) factors that drive and influence individual behavior.

Then according to Rahman (2013: 77), by Desy Dwi Sagita (2019) individual characteristics include traits in the form of abilities and skills, social family background, and experience, age, nation, gender and

Other characteristics that reflect certain demographic traits as well as psychological characteristics consisting of perception, attitude, personality, learning, and motivation.

Employee Performance

Performance is often referred to as actual perfomance or job perfomance. The existing understanding is an achievement that exists in the individual. Employee performance is the result of work that exists in employees where it can be assessed in quantity and quality in carrying out their responsibilities (Bintoro & Daryanto, 2017: 48).

Employee performance is a work achievement that has a direct influence on the company. Performance plays an important role for a company in the process of achieving the set target. High compensation can increase high performance because employees feel their desires are fulfilled. Other factors that can improve performance are in terms of training obtained, company motivation, a supportive work environment, relationships with colleagues and superiors (Areros, 2019: 76).

According to Afandi (2021: 83-84) performance is the willingness of a person or group of people to carry out or increase activities in accordance with their responsibilities with the expected results.

The view (Muhammad, Adolfina, & Lumintang, 2016: 47) defines that employee performance is the quality and quantity of work that exists in a company's employees, the main task that exists in employees is to carry out their work in accordance with the standards and work procedures that have been established.

set by the company. The assessment given to employees can be assessed from the form of work carried out.

(Hasibuan, 2014: 94) believes that performance is a result that has been achieved by employees when carrying out their assigned duties. Existing work experience will change due to changes in the time run. Employee performance can be measured by the results of the individual's work.

Working Size

Employee performance measures can be measured through several measures, namely as follows: (Lestary, 2017: 99).

a. Quality is often referred to as quality, which is the process of knowing the position of an activity, whether it wants to achieve the desired target.

b. Quantity is often referred to as quantity, which means the nominal amount of an existing result such as the number of units that have been produced.

c. The effectiveness of the use of resources is often referred to as cost effectiveness, which has the aim of knowing the extent to which the company uses its resources, whether human resources, money, materials or technology.

d. Need for supervision, which intends to measure a person's initiative to work without supervision.

RESEARCH METHODS

In this study using quantitative methods with a descriptive and verification problem formulation approach, because there are variables to be examined and the aim is to present a structured picture, regarding the facts and relationships between the variables studied.

The population in this study were all employees of the Amil Zakat Institution Rumah Yatim Dhuafa (LAZ RYDHA) as many as 30 people. The type of data in this study, namely in the form of primary data and secondary data. In this study the sample used was a saturated sample or census.

The sample of this study is to take the entire population called a saturated sample or census is as many as 30 respondents from all employee members at the Amil Zakat Institution Rumah Yatim Dhuafa.

Validity and Reliability Testing

The questionnaire data collection method in this study is to use the Likert method.

Validity Test

By using product moment, the question item can be said to be valid if it is greater than 0.30. A valid instrument means an instrument that is able to measure what is being measured. If the significance (sig) of the correlation result is less than 0.05 (5%), it is declared valid and vice versa.

Reliability

Reliability was tested using Cronbach's Alpha formula. Reliability is done using Cronboach's Alpha> 0.60, then the research is considered reliable.

Descriptive Analysis

In the study, researchers used descriptive analysis of the independent and dependent variables which were then classified into the total number of respondents' scores.

Verificative Analysis

This verification analysis method is to test in research how much influence individual characteristics have on employee performance at the Amil Zakat Institution Rumah Yatim Dhuafa.

Classical Test

To test the feasibility of the regression model used, it must first fulfill the classic assumption test where there are four types of tests in this classic assumption test, including:

Normality Test

The normality test aims to test whether the sample used has a normal distribution or not. In a linear regression model, this assumption is indicated by a normally distributed error value. Testing the normality of the data using the Kolmogorov-Smirnov Test of Normality in the SPSS program.

The basis for decision making can be done based on probability (asymptotic significance):

If the probability > 0.05 then the data is normally distributed.

If the probability <0.05 then the data is not normally distributed.

Linearity Test

The linearity test is used to determine whether the independent variable (X) and the dependent variable (Y) have a linear relationship or not.

Heteroscedasticity Test

Heteroscedasticity Test Another assumption of the classic path analysis model is homoscedasficity. To find out whether this assumption is fulfilled, the heteroscedasticity multiple path assumption test is carried out. The aim is to test whether in a path model, there is an inequality of variance of residuals from one observation to another. If the variance of the residuals from one observation to another is constant, it is called homoscedasticity. And if the variance is different, it is called heteroscedasticity. A good path model is that heteroscedasticity does not occur. Person Correlation Coefficient Analysis

Simple Linear Regression Analysis

Simple regression analysis is used to determine the influence between the independent variable (characteristics) and the dependent variable (employee performance).

The general equation for simple regression according to Sugiyono (2019: 252) is as follows:

$Y = a + bx$

Description:

Y = Dependent variable a = Constant

b = Regression coefficient

X = Independent variable

Coefficient of Determination

The coefficient of determination is the square of the correlation value (r2). Determination analysis is used to determine how much influence the change in the independent variable (variable X) has on the dependent variable (variable Y) which can be used in statistical calculations with the formula: $Kd = r^2 \times 100\%$ Ket:

Kd= Coefficient of Determination

r^2 = Correlation Coefficient

Hypothesis Test

The significance test or statistical test shows how far the influence of one independent variable in explaining the variation in the dependent variable.

RESEARCH RESULTS AND DISCUSSION

Research Results
Validity Test

Validity testing was carried out by distributing research questionnaires distributed to 30 samples of this research population (in this case employees of the Amil Zakat Institution Rumah Yatim Dhuafa) consisting of indicators that represent all variables of Individual Characteristics and Employee Performance.

Table 5 Validity Test of Individual Characteristics

Variables	Question Item	r-Count	r-table	Description
Individual Characteristics (X)	X1	0,496	0,361	Valid
	X2	0,395	0,361	Valid
	X3	0,677	0,361	Valid
	X4	0,624	0,361	Valid
	X5	0,683	0,361	Valid
	X6	0,71	0,361	Valid
	X7	0,482	0,361	Valid
	X8	0,573	0,361	Valid
	X9	0,462	0,361	Valid
	X10	0,791	0,361	Valid
	X11	0,705	0,361	Valid

Source: Research Results data processing 2023

Based on the table above, it can be seen that the validity test results for all questionnaire items in the Individual Characteristics variable consisting of 11 question items are declared valid, this shows that the research instrument / statement item is valid or in other words valid to be used as a research measuring instrument.

Table 6 Employee Performance Validity Test

Variables	Question Item	r-Count	r-Table	Description
Employee Performance (Y)	Y1	0,561	0,361	Valid
	Y2	0,491	0,361	Valid
	Y3	0,838	0,361	Valid
	Y4	0,887	0,361	Valid
	Y5	0,861	0,361	Valid
	Y6	0,725	0,361	Valid
	Y7	0,754	0,361	Valid
	Y8	0,465	0,361	Valid
	Y9	0,481	0,361	Valid
	Y10	0,729	0,361	Valid

Source: Research Results data processing 2023

Based on the table above, it can be seen that the validity test results for all questionnaire items in the Employee Performance variable consisting of 10 question items are declared valid, this indicates that the research instrument or question items are valid or in other words valid to be used as a research measuring instrument.

Reliability Test
The results of the questionnaire reliability test on the variables studied are as follows:

Table 7 Reliability Test Results

Variables	Cronbach Alpha	Correlation	Description
Individual Characteristics (X)	0,820	0,60	Reliable
Employee Performance (Y)	0,876	0,60	Reliable

Source: Research results, processed 2023

Based on table 7, the reliability value of the questionnaire items on the Individual Characteristics and Employee Performance variables is more than 0.60, these results indicate that the questionnaire items are valid and reliable so that they are reliable and suitable for use as a measuring tool for the Individual Characteristics and Employee Performance variables.

Classical Assumption Test
Normality Test
By using SPSS 29, the *Kolmogorov_Smirnov (K-S)* test results are as follows:

Table 8 Normality Testing Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.07229904
Most Extreme Differences	Absolute	.090
	Positive	.065
	Negative	-.090
Test Statistic		.090
Asymp. Sig. (2-tailed)[c]		.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.	.769
	99% Confidence Interval Lower Bound	.758
	Upper Bound	.780

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Research results of SPSS data processing 2023

Based on table 8 Kolmogorov-Smirnov test, it can be seen that the significance value of 0.200 is greater than 0.60. So, it can be concluded that the data is normally distributed so that the model fulfills one of the assumptions for hypothesis testing.

Linearity Test
The linearity test using SPSS 29 in this study can be seen as follows:

Table 9 Linearity Test Results

ANOVA Table

|			Sum of Squares	df	Mean Square	F	Sig.
Y * X	Between Groups	(Combined)	871.367	17	51.257	3.650	.014
		Linearity	766.135	1	766.135	54.562	<,001
		Deviation from Linearity	105.232	16	6.577	.468	.921
	Within Groups		168.500	12	14.042		
	Total		1039.867	29			

Source: Research results of SPSS data processing 2023

Based on table 9, it can be seen that for linearity testing on the Individual Characteristics and Employee Performance variables described in the Anova table method, based on the results of the above calculations, the sig deviation drom linearity value is 0.921>0.05, so there is a linear relationship between the independent and dependent variables.

Heterocedacity Test
By using SPSS 29, the *scatter plot* graph is used to detect the presence or absence of heteroscedasticity symptoms, as follows:

Figure 1 Heteroscedasticity Test with Scatter Plot
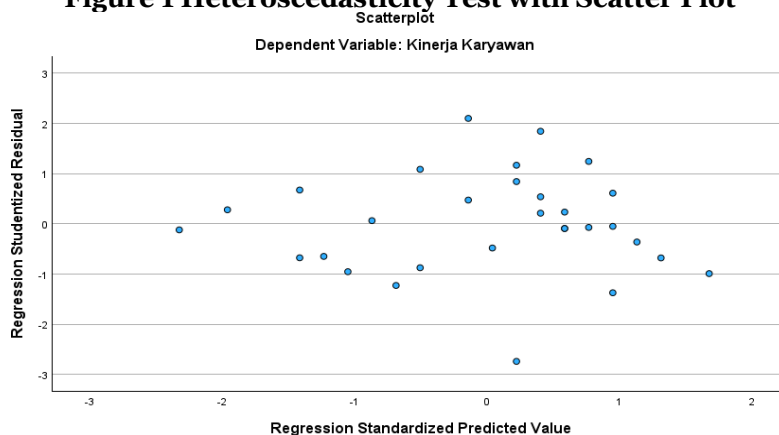
Source: Research results of SPSS data processing 2023

Based on Figure 1, it can be seen that in the model there is no heteroscedacity because in the picture there is no clear pattern and the points spread above and below the number 0 on the Y axis. This indicates that in the model the variance from the residuals of one observation to another is the same or constant.

Simple Regression Analysis

This analysis is used to determine how much influence between Individual Characteristics on Employee Performance, the regression model used is:

Table 10 Regression Analysis Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.894	4.236		-.211	.834
	Karakteristik Individu	.934	.106	.858	8.853	<,001

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 2023

Simple Regression Equation:
Y= a + bx
Y= - 0,894 + 0,934
The constant value is -0.894, meaning that it is negative towards the independent variable with a value of 0.934 is the regression coefficient of the Individual Characteristics variable which has a positive effect on the Employee Performance variable.

Correlation Coefficient Analysis

To determine the magnitude of the relationship between the two variables, namely Individual Characteristics on Employee Performance, the Correlation coefficient test is carried out. The following are the results of the calculation using *SPSS 29* as follows:

Table 11 Correlation Coefficient Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858[a]	.737	.727	3.12668

a. Predictors: (Constant), Karakteristik Individu

Source: SPSS 2023

Based on table 11, it can be seen that the correlation coefficient value between Individual Characteristics and Employee Performance is 0.858. This means that there is a very strong relationship between the Individual Characteristics variable and Employee Performance.

Coefficient of Determination Analysis

To determine the contribution of the influence of Individual Characteristics on Employee Performance, the coefficient of determination test is carried out. Based on calculations using *SPSS 29 software, the* coefficient of determination is known as follows:

$$Kd = r^2 \times 100\%$$
$$= 0.858^2 \times 100\%$$
$$= 0,737 \times 100\%$$
$$= 73,7\%$$

It can be interpreted that the contribution of the influence of Individual Characteristics on Employee Performance is 73.7% and the remaining 26.3% is influenced by other factors.

Hypothesis Testing

To determine the effect of Individual Characteristics on Employee Performance, the following hypothesis is tested:
H0 : $\beta = 0$, meaning that there is no effect of Individual Characteristics on Employee Performance.
H1: $\beta \neq 0$, meaning that there is an effect of Individual Characteristics on Employee Performance.
The significant level to be used is 5% or 0.05, with the decision rule if the value of t count> t table then H0 is rejected and vice versa if the value of t count < t table then H0 is accepted. By using SPSS, the calculation results can be seen that the simultaneous significance test between Individual Characteristics on Employee Performance is as follows:

Table 12 Hypothesis Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.894	4.236		-.211	.834
	Karakteristik Individu	.934	.106	.858	8.853	<,001

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 2023

Based on the calculation of table 12, it can be seen that the results of the hypothesis test for the Individual Characteristics variable with the acquisition of the t value of 8.853 and the t table of 1.697 and the significance level of <0.001, the alpha value is 0.05. Based on these results, then in accordance with the decision rules that the value of t count> t table (8.853> 1.697) and sig value <0.05, then H0 is rejected. This means that there is a significant influence between Individual Characteristics on Employee Performance at the Amil Zakat Institution Rumah Yatim Dhuafa Rydha.

Discussion

Table 13 Recapitulation of Respondents' Responses Regarding: Individual Characteristics

No.	Question	Score	Assessment
1	I have a sense of caring for others	120	Good
2	I am able to accept other people's opinions	120	Good
3	I am able to control my emotions well	113	Good
4	I am easy to work with	119	Good
5	I have an understanding and sensitive attitude towards the environment or work.	95	Good enough
6	I have a cautious attitude	93	Good enough
7	I can take responsibility	128	Very good
8	I have high discipline	90	Good enough
9	I am emotionally calm and easy to control	107	Good
10	I learn new things easily	109	Good
11	I am imaginative and creative	99	Good enough
	Total	1193	
	Average	108,5	Good

Based on table 13, it can be seen that overall, the actual score of Individual Characteristics is 1193 with an average value of 108.5, including the good category, which shows that Individual Characteristics are good but still need to be improved. Questions from the Individual Characteristics variable with the highest actual score in question number 7 with a very good assessment category, 1 and 2 with a good assessment category. While the lowest value of the actual score lies in questions number 8, 6 and 5 with a fairly good assessment category.

Employee Performance at Amil Zakat Institution Rumah Yatim Dhuafa

Table 14 Recapitulation of Respondents' Responses Regarding: Employee Performance

No.	Question	Score	Assessment
1	The quality of my completed work is in accordance with established standards	123	Good
2	I have discipline at work	113	Good
3	I am able to complete tasks quickly and accurately.	94	Good enough
4	I am able to complete tasks without being told	107	Good
5	I can give constructive ideas	104	Good
6	I always follow the trends in the community for the company's progress	102	Good enough
7	I have interests and talents	114	Good
8	I am always confident	101	Good enough
9	I am able to coordinate well	115	Good
10	I can easily convey something, an idea, notion or message	115	Good
	Total	1088	Good
	Average	108,8	

Based on table 14, it can be seen that overall, the actual score of Individual Characteristics is 1088 with an average value of 108.8, including the good category, which shows that Employee Performance is good but still needs to be improved. Questions from the Employee Performance variable with the highest actual score in question numbers 1, 9 and 7 with a good assessment category. While the lowest value of the actual score lies in questions number 3, 6 and 8 with a fairly good assessment category.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research on the Individual Characteristics of Employees at the Amil Zakat Institution Rumah Yatim Dhuafa, it shows that the Individual Characteristics of Employees are good, with employees being able to be responsible, having a sense of concern for others, being able to accept other people's opinions and easily cooperate. Based on the results of research on the condition of Employee Performance at the Amil Zakat Institution of Yatim Dhuafa House, it shows that the condition of Employee Performance is good with the quality of work completed in accordance with established standards, able to coordinate well and easily convey something, ideas, ideas or messages. Based on the test results obtained the t value for Individual Characteristics compared to the t table value, in accordance with the decision rule that H0 is rejected, then significantly Individual Characteristics affect Employee Performance at the Amil Zakat Institution of Yatim Dhuafa House.

Advice

Based on the research that has been done, it is obtained that the results of individual characteristics are good, it just needs to be improved again on discipline, careful attitude, and an understanding and sensitive attitude towards the environment or work in order to produce quality, quantitative work and for the progress of the company. Employee performance at the Amil Zakat Institution Rumah Yatim Dhuafa is good, it only needs to be improved on employees to be able to complete tasks quickly and precisely, always confident and follow the trending community for the progress of the company. For further researchers, it is hoped that this research will be used as reference material or for further research on variables that have not been studied at the Amil Zakat Institution of Yatim Dhuafa House to be further researched and developed, especially on factors that can affect employee performance in order to obtain dominant or significant factors in influencing employee performance and hopefully this research is useful for those who read, especially the author.

LITERATURE

1. Afandi, P. 2018. Human Resource Management (Theory, Concept and.
2. Indicators). Riau: Zanafa Publishing.
3. Bintoro, & Daryanto. (2017). Employee Performance Appraisal Management (1st Ed.). Darma, D. C., Purwadi, Sundari, I., Hakim, Y. P., & Pusriadi, T. (2020). Job
4. Characteristics, Individual Characteristics, Affective Commitments and Employee Performance. Reaserch And Review: Human Resource And Labor Management, Vol. 1(1), 7-18.
5. Desi Dwi Sagita (2019). The Effect of Individual Characteristics on Employee Work Quality at PT PLN (Persero) Makassar Sulselrabar Region. (Bachelor Thesis, University of Muhammadiyah Makassar). Https://Digilibadmin.Unismuh.Ac.Id/Upload/9161-Full_Text.Pdf
6. Deswanti, A. I., Novitasari, D., Asbari, M., & Purwanto, A. (2023). The Effect of Education Level and Work Experience on Employee Performance: Narrative Literature Review. Journal Of Information Systems And Management (JISMA), 2(3), 34-40.
7. Feriyanto, A., & Triana, E. S. 2018. Introduction to Management (3 In 1). Kebumen: Mediatera.Gava Media.
8. Hasibuan, M. 2018. Human Resource Management. Jakarta: Bumi Aksara.
9. Afandi, P. (2021). Human Resource Management; Theory, Concepts and Indicators (2nd edition). ZANAFA PUBLISHING.
10. Hasibuan, M. S, (2014). Human Resource Management. Jakarta: Bumi Aksara
11. Hidayah, A. K. (2018). The Influence Of Individual Characteristics And LeadershipThrough Work Motivation And Job Satisfaction On Employee Performance Of EastKalimantan Forestry Agency Office. International Journal Of Accounting, Finance And Economics, Vol. 1 (1), 32-45.
12. Imban, I., Kojo, C., & Mintardjo, C. M. (2017). The Influence of Individual Characteristics and Compensation on Employee Performance of PT Telkom Indonesia.
13. Manado. EMBA Journal: Journal of Economic, Management, Business and Accounting Research, 5(3).
14. Indah Dwi Gaffar, 2017. The Effect of Individual Characteristics on Employee Performance at PT.Sumber Alfaria Trijaya Makassar.
15. Lestary, L., & Chaniago, H. (2017). The Effect of Work Environment on Employee Performance. Journal of Business Research and Investment, 3(2), 94-103.
16. Lumanauw, M. K. (2022). The Effect of Competencies and Individual Characteristics on Employee Performance CV. Bumi Kencana Jaya. Journal of Management Inspiration and Entrepreneurship Research, 6(1), 49-57.
17. Muhammad, S. R., Adolfina, A., & Lumintang, G. (2016). The Effect of Work Environment, Compensation and Workload on Employee Performance at the Manado City Regional Revenue Office. EMBA Journal: Journal of Economic Research, Management, Business and Accounting, 4(1).
18. Munandar, T. (2017). The Influence of Individual Characteristics and Work Environment on Employee Performance of PT PLN (Persero) Lampung Distribution Area Empirical Knowledge. Jakarta: Rajawali

Press.
19. Pidada, I. A. C. R., Parwita, G. B. S., & Adhika, I. N. R. (2022). The Effect of Individual Characteristics and Physical Work Environment on Employee Performance at Pt. Pertamina Denpasar Branch. Values, 3(1), 61-78.
20. Pringgar, R. F., & Sujatmiko, B. (2020). Library Research on Augmented Reality-Based Learning Modules for Student Learning. IT-Edu: Journal of Information Technology And Education, 5(01), 317- 329.
21. Robbins, Stephen, and Judge, A Timothy. 2017. Organizational Behavior. Fourth Edition: Jakarta.
22. Saliding, M., Areros, W. A., & Rumawas, W. (2019). The Effect of Individual Characteristics and Work Environment on Employee Performance of PT MNS (Multi Nabati Sulawesi) Bitung. Journal of Business Administration (Jab), 9(1), 78.
23. Rizki Yunazzil (2019). The Effect of Individual Characteristics and Work Environment on Employee Performance at PTPN III (Persero) Medan. (Bachelor Thesis, University of Muhammadiyah Sumatra Utara). http://msu.ac.id/bitstream/handle/123456789/10361/SKRIPSI
24. %20RIZKI%20YUNAZZIL.pdf?sequence=1&isAllowed=y
25. Slamet. Riyadi. (2019) The Influence Of Job Satisfaction, Work Environment, Individual Characteristics And Compensation Toward Job Stress And Employee Performance. International Review Of Management And Marketing, Vol. 09(3), 93-99.
26. Sugiyono, 2020. Qualitative Research Methods. Bandung: Alfabeta
27. Sugiyono. (2019). Quantitative and Qualitative Research Methods and R&D. Bandung: ALFABETA.