

# **ANALYSIS OF THE EFFECTS OF WORK DISCIPLINE AND INDIVIDUAL CHARACTERISTICS ON EMPLOYEE PERFORMANCE**

**Nana Triapnita Nainggolan<sup>1</sup>, Darwin Lie<sup>2</sup>, Lora Ekana Nainggolan<sup>3</sup>**

[nanatriapnita@stiesultanagung.ac.id](mailto:nanatriapnita@stiesultanagung.ac.id)

**STIE Sultan Agung<sup>1, 2, 3</sup>**

Jl. Surabaya No.19 Pematangsiantar, 21118  
Pematangsiantar, Sumatera Utara  
Indonesia

*Received Date* : 20.01.2021

*Revised Date* : 10.02.2021

*Accepted Date* : 19.04.2021

PROGRAM STUDI MANAJEMEN  
FAKULTAS EKONOMI DAN BISNIS  
UNIVERSITAS KOMPUTER INDONESIA  
BANDUNG

### **ABSTRACT**

*In order to improve the performance of government agencies towards professionalism and support the creation of good public services, human resources who have work discipline and good individual character are needed. The purpose of this study was to determine the contribution given by work discipline and individual characteristics to employee performance. This research method uses a quantitative approach using qualitative and quantitative descriptive analysis. The data collection used a questionnaire and the sampling technique used a saturated sample with a total sample of 42 employees. From the research results, it can be concluded that: work discipline and individual characteristics, and employee performance are good. There is a positive influence between work discipline and individual characteristics on employee performance. Work discipline and individual characteristics have a strong relationship with employee performance. Hypothesis test results show that there is a positive and significant influence between work discipline and individual characteristics on employee performance.*

**Keywords : Work Discipline, Individual Characteristics, Employee Performance, Human Resource, Management**

### **ABSTRAK**

Dalam rangka meningkatkan kinerja instansi pemerintah menuju profesionalisme dan mendukung terciptanya pelayanan publik yang baik diperlukan sumber daya manusia yang memiliki disiplin kerja dan karakter individu yang baik. Tujuan dari penelitian ini adalah untuk mengetahui kontribusi yang diberikan disiplin kerja dan karakteristik individu terhadap kinerja pegawai. Metode penelitian ini menggunakan pendekatan kuantitatif menggunakan analisis deskriptif kualitatif dan kuantitatif. Pengumpulan data menggunakan kuesioner dan teknik penentuan sampel menggunakan sampel jenuh dengan jumlah sampel sebanyak 42 pegawai. Dari hasil penelitian dapat disimpulkan bahwa: disiplin kerja dan karakteristik individu serta kinerja pegawai sudah baik. Ada pengaruh positif antara disiplin kerja dan karakteristik individu terhadap kinerja karyawan. Disiplin kerja dan karakteristik individu memiliki hubungan yang kuat dengan kinerja karyawan. Hasil uji hipotesis menunjukkan bahwa terdapat pengaruh yang positif dan signifikan antara disiplin kerja dan karakteristik individu terhadap kinerja karyawan.

**Kata Kunci : Disiplin Kerja, Karakteristik Individu, Kinerja Pegawai, SDM, Manajemen**

## INTRODUCTION

Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar is a government agency engaged in licensing and service. It serves to facilitate the public in obtaining licensing information and services, especially those who invest capital and investments in order to empower the economy of Pematangsiantar City community. In the improvement of service performance in government agency towards the professional performance and able to create a good governance climate, it is necessary to have human resources with good performance (Lie et al., 2020). Based on the Government Regulation Number 30 of 2019 on the Assessment of Civil Servant Performance, employee performance is measured based on several targets including: quantity, quality, time and cost, and work behavior including: service orientation, commitment, work initiative, cooperation, leadership.

In carrying out the tasks assigned to them, all employees are expected to show their best performance, because if the employee performance is not optimal, the organization cannot achieve its goals (Pakpahan et al., 2019). Employee performance is a general term used for part or all of the actions or activities of an organization in a period with reference to a number of standards such as past costs, accountability or management accountability and the like, (Zainal et al., 2015). Another definition of employee performance is actual performance of employee or worker compared to the expected achievement of the employee or worker (Dessler in Nasution et al., 2019). The employee performance appraisal is basically performed as an individual because each employee has different abilities (Panggabean et al., 2019). A performance can be measured by the number of work that is produced by individuals or groups as a requirement to become a work standard (Bangun, 2012). The description of appraisal aspect is as follows: total work shows the number of jobs produced by individuals or groups as a requirement to become a standard job, quality of work, every employee in the company must meet certain requirements to be able to produce work according to the quality demanded by a particular job, punctuality, each job has different characteristics. for example certain types of work need to be completed on time because it depends on other jobs, attendance, a certain type of work requires the presence of employees to work according to the specified time, cooperation ability, not all work can be completed by only one employee. employee performance can be seen from the ability to work with colleagues. Based on Government Regulation Number 30 of 2019 on Performance Assessment, performance appraisal consists of two elements, which are work target (quantity, quality, time, cost), and work behavior (service orientation, commitment, work initiative, cooperation, leadership).

The phenomenon of employee performance at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar are still not optimal if it is seen from the dimension of work target. Here, the employees still have not completed their assigned jobs on time, due to the frequent unstable internet network. From the dimension of work behavior, it is also still not optimal as there are some employees who provide incomplete information on the terms and conditions of business license that need to be fulfilled by the people who do not fully understand the information. The factor affecting employee performance is work discipline. In human resource management, discipline is important because it is one of the operative functions in an organization. This is in line with a research of (Wahyu et al., 2019) that the better the employee work discipline, the better the performance provided so that organizational goals will be achieved. Based on Peraturan Pemerintah No. 53 Tahun 2010 on Civil Servant Discipline, civil servants should carry out obligations and stay away from prohibitions. Work discipline is action that is able to encourage someone in an organization or institution to meet the demand as well as the existing various conditions (Sahir et al., 2020). In other words, employee discipline is a form of training to improve and establish knowledge of employee attitude and behavior in work.

Work discipline is also an attitude of a person in the organization by respecting the rules and regulations of organization, so that in the end that person is able to adapt voluntarily to the rules and regulations of organization (Sutrisno, 2011). Another expert opinion describes that work discipline is a method used by managers or organizational leaders to deal with employees so that they are willing to improve their behavior and as an effort to increase individual awareness and willingness to obey all the company regulations (Zainal et al., 2015). The dimensions of work discipline are as follows, (Sutrisno, 2011): obey the rules of time, the time to come to work, break time, and leave must be according to the rules applicable in the company, obey the company regulations in the form of basic rules about how to dress and behave at work, obey the rules of work behavior, shown by doing work in accordance with the position, duties and responsibilities as well as how to relate with other work units, obey other regulations, regulations about do's and don'ts for the employees in the company.

Based on Peraturan Pemerintah No. 53 Tahun 2010 on Work Discipline of Civil Servants, the description of work discipline is as follows: every civil servant must: swear the oath/promise of civil servants, swear the oath/promise of office, fully loyal and obedient to Pancasila, the 1945 constitution of the republic of Indonesia, the unitary state of the republic of Indonesia and the government, obey all the statutory provisions, carry out official duties entrusted to civil servants with dedication, awareness and responsibility, uphold the honor of the state, government, and dignity of civil servants, prioritize the interests of the state

---

rather than the interests of one self, a person or group, hold the office confidential which according to their nature or the government must be kept as secret, work honestly, orderly, carefully and passionately for the interests of the state, report immediately to the superior when find out that there is something that might endanger or harm the state or government, especially in the security, financial and material fields, go to work and obey the working hour rules, achieve the applied employee work targets, use and maintain state property as best as possible, provide the best service commitment as possible to the public, guide subordinates in carrying out tasks, provide opportunities for subordinates to develop careers, obey the official regulations set by the authorized official.

Every civil servant (PNS) is prohibited from: misusing authority, becoming an instrument for personal gain or other people by using the authority of others, without government permission becoming an employee or work for another country or international institution or organization, working for a foreign company, foreign consultant, or foreign non-governmental organization, possessing, selling, buying, mortgaging, renting, or lending the goods either movable or immovable, documents or securities belonging to the country illegally, conducting joint activities with superiors, colleagues, subordinates, or other people inside or outside their work environment for the benefit of personal, group or other parties, which directly or indirectly harm the state, giving or stating to give something to anyone to be appointed to a position, receiving a gift/present from anyone related to his/her position or job, acting arbitrarily towards his/her subordinates, taking an action or not taking an action that can hinder or make it difficult for one of the parties being served, resulting in losses for those served, obstructing official duties, providing support to candidates for president or vice president, the people's representative council, the regional representative council or the people's representative council. The phenomenon of work discipline at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar occurs specifically in the dimension of carrying out obligations. There are several employees who have not obeyed the rules of working hours and employees who have not been optimal in providing information about business licensing that has become online and integrated electronically (online single submission) to the public.

Another factor that affects employee performance is individual characteristics. Each individual has his/her own uniqueness with other individuals, where the differences in the character of each individual can affect their respective performance. This is in line with the research of (Desyinta et al., 2019) that based on this study, it is found that individual characteristics has a significant positive effect on employee performance. The dimension of individual characteristics consist of abilities, needs, beliefs, work experience and

---

expectations. Each individual has a character that is different from other individuals. Individual characteristics are personalities that shape preferences or rewards, communication styles, reactions to leaders, and negotiation styles that affect the organization (Robbins and Judge, 2017). Another expert states that individual characteristics are characteristics of a person which are shown through motivation, initiative, and the ability to remain strong in facing tasks or solving problems or how to adapt good changes to the environment that affects their performance. Every human resource in an organization has different thoughts, feelings, and personalities. These different personalities make each individual has his/her own characteristics forming one's individual characteristics. All individual behavior is fundamentally shaped by personality and experience. The following presentation will be directed at five variables concerning individual characteristics including: biographical character (age, gender, marital status, and years of service), ability (intellectual ability, physical ability, and spiritual ability), personality, personality determination (heredity, environment, situation), and learning (Rivai and Mulyadi, 2013).

Individual characteristics according to (Miftah, 2012) include: ability is the capacity of a person to perform a variety of tasks that are given in the work, needs is a desire to goods or services which is able to give happiness to the people themselves, both physical and spiritual satisfaction, trust is a measure of belief and truth in a person, work experience is one of the requirements in considering someone in a work placement. in fact, the longer someone works, the more experience he/she has, and vice versa, hope is a conviction on attempt or action that will give certain level of achievement. hope is an indicator of the strength of belief that the action will produce completion of a task. The phenomenon of individual characteristics has not been optimal as seen from the dimension of employee needs. As a measure of quality in the organization, incomplete facilities and infrastructure affects the aesthetic value and company image both internally and externally. In addition, the dimension of trust is also still not optimal, as seen from the employees who are less responsive in providing business licensing services to the community.

Several previous studies related to the relationship of work discipline to performance have been studied by (Pasaribu et al., 2020); (Ngongo & Grief, 2020); (Malka et al., 2020); (Enggana et al., 2017), with the findings that state the significant contribution of the work discipline to performance. While the findings (Indraputra & Sutrisna, 2013), states that the application of work discipline does not contribute significantly to performance. Then the relationship between individual characteristics and performance is based on research results (Ananda & Sunuharyo, 2018); (Hajati et al., 2018); (Setiono, 2016); (Hidayat & Cavorina, 2017), states that there is a significant effect of individual

characteristics on performance. While the findings (Rahman et al., 2020) and (Dessy et al., 2018), stated that individual characteristics have an insignificant contribution to performance.

The basic foundation for making this article is to bridge the results of previous studies with different findings. This basis opens the gap for the author to reexamine the role of work discipline and individual characteristics in influencing employee performance. The author has the opportunity to conduct further research related to work discipline and individual characteristics as antecedent variables that are thought to affect employee performance levels by using different measurement indicators which are then outlined in the form of questions on the questionnaire. The main purpose of this study is to determine how big the role of work discipline and individual characteristics in influencing employee performance. Furthermore, another urgency of doing this research is as input for Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Pematangsiantar in determining policies related to improving employee performance.

## **RESEARCH METHOD**

The objects of this research were 42 civil servants at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar. Data collection techniques used were interview and questionnaire. The data sources used primary and secondary data. Data analysis used descriptive qualitative and quantitative. The research instrument test used the validity test approach and the reliability test. If the correlation coefficient is equal to 0.3 or more, the instrument item is declared valid (Sugiyono, 2016). According Sugiyono (2016), A construct or variable is said to be reliable if it provides a cronbach alpha value if the deleted item is  $> 0.70$ .

## **RESULTS AND DISCUSSION**

The criteria categorization of the average respondent answer to describe the respondents' answers qualitatively and respondent description can be seen from table 1 dan table 2 below:

**Table 1. Interval and Respondents' Answers Category**

Interval	Discipline	Individual Characteristics
4.21-5.00	Very High	Very Good
3.41-4.20	High	Good
2.61-3.40	Moderate	Good Enough
1.81-2.60	Low	Poor
1.00-1.80	Very Low	Very Poor

*Source: Data Processing (2021)*

**Table 2. Respondent Description Based on Sex**

No.	Sex	Frequency (f)	Percentage(%)
1	Male	22	52.38
2	Female	20	47.62
<b>Total</b>		<b>42</b>	<b>100</b>

*Source: Data Processing (2021)*

Based on the results of data processing, the results show that all indicators of work discipline, individual characteristics and employee performance have valid and reliable values. Work discipline needs to be considered in an organization such as at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar in improving the employee performance. The factors for measuring employee work discipline are:

**Table 3. Recapitulation on Work Discipline**

No.	Dimension	Average of answer
1	Carrying out obligation	3.89
2	Staying away from prohibition	3.95
<b>Average</b>		<b>3.92</b>

*Source: Data Processing (2021)*

From the table above, it can be explained that the work discipline of employees as a whole is in the high category. However, the dimension of carrying out the obligation is still in moderate category since there are employees who quite discipline in terms office hour condition at this office. Likewise, from the dimension of staying away from prohibitions, there are some employees who do not optimize the provision of information regarding online and integrated electronic business licensing (online single submission) to the public. This is due to the employees' lack of ability in mastering the information about licensing.

Every human being has individual characteristics that differ from one another. This is called as individual characteristics, which is characteristics or traits that have the ability to improve the quality of life, while individual is person.



Individual characteristics are characteristics of a person which are shown through motivation, initiative, and their ability to remain strong in facing tasks or solving problems or how to adapt good changes to the environment that affect their performance. The following is an overview of the individual characteristics at this office:

**Table 4. Recapitulation on Individual Characteristics**

No	Dimension	Average answer
1	Ability	3.75
2	Needs	3.52
3	Trust	3.44
4	Work Experience	3.60
5	Hope	3.70
<b>Average</b>		<b>3.60</b>

*Source: Data Processing (2021)*

From table 4, it shows that as a whole the individual characteristics at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar has an average value of 3.60 with good answer criteria. However there are some employees whose individual characteristics are still lack in the dimension of needs. This occurs due to the needs of office facilities (such as internet network capacity, office furniture, office equipment, and meeting room infrastructure) at this agency which are still inadequate. As a result, the licensing service process and others are still inadequate and cannot be completed in accordance with the established work standards. In addition, on the dimension of trust, there is a problem of lack of employee responsiveness of the to the community such as when providing information regarding business licensing. Consequently, people cannot meet the requirements that are already determined to register their business license through online method. This is related to the ability to understand any information related to the terms and conditions for business licensing.

Performance is the work achieved by employees in carrying out the tasks assigned to them. Performance affects how well employees contribute to the agency so that the organizational goals are achieved. The performance of employees at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar is assessed by Peraturan Pemerintah No. 30 Tahun 2019 on the Civil Service Performance Assessment. It consists of two aspects which are employee performance target and work behavior. The description of employee performance assessment is as follows:

**Table 5. Recapitulation on Employee Performance**

No.	Dimension	Average answer
1	Employee performance target	3.88
2	Work behavior	3.92
<b>Average</b>		<b>3.90</b>

Source: Data Processing (2021)

From table 5, it shows that both dimensions achieve the work target of 3.90 with good answer criteria. However, on punctuality factor in completing their work, it is still in good enough category. It is caused by the insufficient internet network needed to access the registration link and input the data for business license, so that the standard time required for each handling of business license does not correspond to the reality on the field. Another indicator with good enough category to support employee performance is the work behavior factor. The level of employee service to provide information about the terms and ways of accessing online registration is still low and it is difficult for the public to understand. This occurs due to the lack of ability to control the information by employees.

### Quantitative Analysis Results

To analyze the effect of work discipline and individual characteristics on employee performance, multiple linear regression analysis by using SPSS was chosen. The description is as follows:

**Table 6. Results of Multiple Linear Regression**

Model	Unstandardized Coefficient		Standardized Coefficient	
	B	Std. Error	Beta	
1	<i>Constant</i>	2.344	8.804	
	Work Discipline	.409	.079	.607
	Individual Characteristics	.162	.073	.260

Source: results of questionnaire processing using SPSS version 21 (2021)

Based on table 6, a regression equation of  $\hat{Y}=2.344+0.409X_1+0.162X_2$  is shown. It means that there is a positive effect between work discipline and individual characteristics on employee performance at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar. The higher level of work discipline and individual characteristics will have a more positive impact in improving employee performance. This is in line with the research of (Ambarita et al., 2019) and (Desyinta et al., 2019).

### Correlation and Coefficient of Determination

Correlation analysis was used to see the strength of relationship between work discipline and individual characteristics and performance. It can be seen from table 7 below:

**Table 7. Analysis of Correlation and Coefficient of Determination**

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.765	.585	.564	6.598

*Source: results of questionnaire processing using SPSS version 21 (2021)*

From table 7, it shows that there is a strong relationship between independent variable and dependent variable, that is between work discipline and individual characteristics with employee performance. The correlation value was 0.765, while the value of coefficient of determination (R Square) was 0.585. This shows the contribution of work discipline and individual characteristics in improving employee performance. The rest is explained by other independent variables such as motivation, compensation, organizational culture, leadership, and others where these variables can affect a person in completing his/her work.

### Hypothesis Testing

Hypothesis test analysis was used to see how the effect of independent variable on dependent variable is, as well as to see the significance value of the tests carried out. This test aimed to see how the effect and significance of work discipline and individual characteristics jointly on performance is.

**Table 8. F Test**

<i>Model</i>	<i>Sum of Square</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig</i>
1 Regression	2394.080	2	1197.040	27.501	.000 <sup>b</sup>
Residual	1697.563	39	43.527		
Total	4091.643	41			

*Source: results of questionnaire processing using SPSS version 21 (2021)*

Based on table 8, it can be seen that the value of  $F_{count} 27.501 > F_{table} 3.24$  with a significance level of  $0.000 < \alpha 0.05$ , thus  $H_0$  is rejected. It means that work discipline and individual characteristics affect positively and significantly to employee performance, and it is in line with the research of (Onibala, Taroreh and Trang, 2019).

### Partial Test (t Test)

This test aimed to determine the effect of large variables on the dependent variable separately. The test results are as follow:

**Table 9. Test Results of the Effect of Work Discipline on Employee Performance**

Model	T	Sig.
1 (Constant)	0.76	.940
Work Discipline	6.753	.000

Source: results of questionnaire processing using SPSS version 21 (2021)

Based on test result of  $t_{count}$  on work discipline variable, a value of  $6.753 > t_{table}$  by 2.0210 with a significance level of  $0.000 < \alpha 0.05$  was obtained, thus  $H_0$  is rejected. There is a positive and significant effect between work discipline on employee performance at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar. This result is in line with the research conducted by (Ambarita et al., 2019).

**Table 10. Test Results of the Effect of Individual Characteristics on Employee Performance**

Model	t	Sig.
1 (Constant)	9.486	.000
Individual Characteristic	4.130	.000

Source: results of questionnaire processing using SPSS version 21 (2021)

From the test result using SPSS version, it shows that  $t_{count}$  on the individual characteristics variable has a value of  $4.130 > t_{table}$  2.0210 with significance level of  $0.000 < \alpha 0.05$ , thus  $H_0$  is rejected. There is a positive effect between individual characteristics on employee performance. This result is in line with the research conducted by (Desyinta et al., 2019).

Based on the two dimensions used to measure employee discipline, the results obtained was the average value of 3.92 in total, which means that the employee work discipline is already in high category at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar. However, there were several parameters whose values were below the overall average, thus they need to be improved. Like the dimension of carrying out obligations with indicator of applying loyalty to Pancasila, the employees should apply the values contained in the points of Pancasila when working in this agency. Other indicator such as the willingness of employee to participate in carrying out official duties also needs more attention. To encourage employees to participate in these activities, the leaders should supervise so that the employees actually participate in the official activities that have been assigned. In another indicator, which is the behavior of maintaining the state honor, the employees should further improve the quality of service in facilitating the people who want to take care of their

business license by providing an explanation of regulations and policies as well as the applicable provisions in managing the licensing. In the indicator of carrying out obligations by obeying the working hours, the leaders need to give a warning and sanction for the employee who does not comply with the rules of working hours at this office.

The results of the research developed through the first hypothesis show that work discipline has a positive and significant effect on performance. These results are in line with the findings (Kusumayanti et al., 2020); (Thalib et al., 2020); (Angraini, 2019); (Siregar, 2020), which conveyed that there was a significant effect of work discipline on employee performance. Employees who enjoy their work will try to complete their work as well as possible. With work discipline and creativity, employee performance will be good so that organizational goals can be achieved (Sihombing et al., 2016). Employees who enjoy their work will try to complete their work as well as possible. With work discipline and creativity, employee performance will be good so that organizational goals can be achieved (Cleopatra et al., 2018).

### **Individual Characteristics**

Based on the results of five dimensions used in this study, it could be said that individual characteristics at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar was good. It was seen from the average value obtained for the characteristics that was 3.60. However, there were still several parameters whose values were below the overall average value that needed more attention from the agencies. In the dimension of problem-solving parameter, the leaders should open a participative group discussion at the office, so that if a problem occurs, it can be resolved properly, quickly and effectively. For the factor of fulfilling the facility needs, it was still in good enough category, where the facilities and infrastructure that supported the work are still needed to be equipped to facilitate the employees in the service process. For example, a high quality office furniture, meeting room, and work equipment need to be provided.

The ability of employees was also said to be quite good, where in providing information, the employees were still not competent and communicative, so that when serving the information, the public was not understood that. In terms of responsibility in working, the employees were still good enough because the leaders did not participate to increase the responsibility of employees in working. In using authority, good results were obtained, but it needs to be improved through the leaders who supervise the employees in using their authority at work, so that it did not have an impact on the misuse of authority.

Then, for the research results developed through the second hypothesis, it shows that individual characteristics have a positive and significant effect on

performance. These results are in line with the findings(Nisakurohma & Sunuharyo, 2018); (Rahmawardani & Sunuharyo, 2019); (Kusumaningrum et al., 2016); (Handayati, 2016), which conveyed that there was a significant influence on individual characteristics on employee performance. The implementation of good government (good governance) requires the support of human resources who have good individual characteristics. Different individual characteristics in each individual create different performance contributions to the company. To be able to determine the effect of individual characteristics on employee performance(Hajati et al., 2018). Employees with good characteristics will make it easier for these employees to do their jobs, so that the resulting performance is optimal and has a very good effect on the company. Likewise, employees with bad characteristics will hinder the company from operating and developing(Hidayat & Cavorina, 2017).

## **CONCLUSION**

From the research that had been done, work discipline, individual characteristics and employee performance were included in good category. Moreover, the results of the tests carried out showed that work discipline and individual characteristics had a positive and significant effect on employee performance. Furthermore, there was also a strong relationship between independent variables (work discipline and individual characteristics) and dependent variable (employee performance).

## **RECOMMENDATION**

The suggestions given by the writer for this study are in terms of improving the employee work discipline. The employees should optimize the provision of information on business license services that are online and integrated electronically (online single submission) to the community, so that people have no difficulty in managing their license. In terms of individual characteristics, the leaders should immediately complete the facilities such as additional internet capacity, office furniture, office equipment, interior decoration and infrastructure such as meeting room, so that the employees can work comfortably and can achieve maximum work productivity. To improve the employee performance at Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPM-PTSP) Kota Pematangsiantar, the leaders should increase the internet capacity so that the employees can work thoroughly and do not delay the work due to unstable internet network.

This research is only limited to the employees of the Investment and Integrated Services Office One Door to Pematangsiantar City, so it is still too small compared to the number of employees in Pematangsiantar City. Therefore, this study has not been able to provide a clear general description of work discipline and individual characteristics of employee performance. For further research, it is recommended to increase the number of samples and choose a location or research location with a wider reach so that the research can be generalized. In this study, researchers only examined two independent variables, namely work discipline and individual characteristics so that they could not cover and know all variables that affect employee performance in general. Then for future research, it is better if it is necessary to increase the number of predictor variables that are thought to affect employee performance.

## REFERENCE

- Ambarita, G. T. *et al.* (2019) 'Pengaruh Disiplin Kerja Dan Komunikasi Terhadap Kinerja Pegawai Pada Kantor Badan Pertahanan Nasional (Bpn) Kota Pematangsiantar', *Maker: Jurnal Manajemen*, 4(2), pp. 40-50.
- Ananda, S. S., & Sunuharyo, B. S. (2018). Pengaruh Karakteristik Individu Dan Karakteristik Pekerjaan Terhadap Kinerja Karyawan Dengan Variabel Mediator Motivasi Kerja Karyawan (Studi Pada Karyawan Pt Petrokimia Gresik). *Jurnal Administrasi Bisnis*, 58(1), 67-76.
- Angraini, E. D. (2019). Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Pegawai pada Badan Pengelola Pajak dan Restribusi Daerah Muaro Jambi. *Eksis: Jurnal Ilmiah Ekonomi Dan Bisnis*, 10(2), 109-115. <https://doi.org/10.33087/eksis.v10i2.172>.
- Bangun, W. (2012) *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Cleopatra, C., Lie, D., Efendi, E., & Wijaya, A. (2018). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada Pabrik Kerupuk Naga Mas Pematangsiantar. *Sultanist: Jurnal Manajemen Dan Keuangan*, 3(1), 1-7. <https://doi.org/10.37403/sultanist.v3i1.38>
- Dessy, Yunita, L., & Sinulingga, N. A. (2018). Pengaruh Karakteristik Individu Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Perkebunan Nusantara II Pagar Merbau. *Journal of Management Science (JMAS)*, 1(1), 1-6.
- Desyinta, D. *et al.* (2019) 'Pengaruh Karakteristik Individu dan Lingkung kerja Terhadap Kinerja Pegawai Pada badan Pengelolaan Pajak dan Retribusi Daerah UPT SAMSAT Pematangsiantar', *Maker: Jurnal Manajemen*, 5(1), pp. 1-13.

- Enggana, J., Lie, D., Efendi, E., & Julyanthry, J. (2017). Pengaruh Budaya Organisasi Dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Pada Pt Bank Mestika Dharma, Tbk. Cabang Pematangsiantar. *Sultanist: Jurnal Manajemen Dan Keuangan*, 6(1), 11–20. <https://doi.org/10.37403/sultanist.v5i1.80>
- Hajati, D. I., Wahyu, D. A., & Wahyuni, N. (2018). Pengaruh Karakteristik Individu , Karakteristik Pekerjaan dan Karakteristik Organisasi terhadap Kinerja Pegawai (Studi pada Politeknik Kotabaru). *Jurnal Bisnis Dan Pembangunan*, 7(1), 1–10.
- Handayati, R. (2016). Pengaruh Karakteristik Individu Terhadap Kinerja Karyawan di Bank Jatim Cabang Lamongan ( Suatu Studi Pada Bank Jatim Cabang Lamongan ). *Jurnal Penelitian Ekonomi Dan Akuntansi*, 1(2), 127–140.
- Hidayat, R., & Cavorina, A. (2017). Pengaruh Karakteristik Individu Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt Cladtek Bi Metal Manufacturing. *Journal of Applied Business Administration*, 1(2), 337–347. <https://doi.org/10.30871/jaba.v1i2.617>
- Indraputra, T., & Sutrisna, E. (2013). Disiplin, Motivasi, Budaya Kerja, dan Kinerja. *Jurnal Administrasi Pembangunan*, 1(3), 219–323.
- Kusumaningrum, I. Y., Sunardi, & Saleh, C. (2016). Pengaruh Beban Kerja Dan Karakteristik Individu Terhadap Kinerja Perawat Melalui Burnout Sebagai Variabel Intervening Pada Pt. Nusantara Medika Utama Rumah Sakit Perkebunan (Jember Klinik). *Jurnal Bisnis Dan Manajemen*, 10(3), 329–342.
- Kusumayanti, K., Ratnasari, S. L., & Hakim, L. (2020). Pengaruh Motivasi Kerja, Disiplin Kerja, Lingkungan Kerja, Dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Negeri Sipil Dinas Perindustrian Dan Perdagangan Daerah Pemerintah Kota Batam. *Jurnal Bening*, 7(2), 178–192.
- Lie, D., Sherly, S., Dharma, E., & Sudirman, A. (2019). The Impact of Work Discipline and Work Ethic on the Teacher Performance of Sultan Agung Pematangsiantar Private Middle School Teachers T.A. 2018/2019. *International Journal of Business Studies*, 3(3), 125–135.
- Malka, A. E. I., Mus, A. R., & Lamo, M. (2020). Pengaruh Disiplin Kerja, Motivasi Kerja, dan Kemampuan Kerja Terhadap Kinerja Pegawai. *CESJ: Center Of Economic Students Journal*, 3(1), 73–89.
- Miftah, T. (2012) *Kepemimpinan dalam Manajemen*. Jakarta: Raja Grafindo Persada.
- Nasution, F. Y. *et al.* (2019) 'Pengaruh Kecerdasan Emosional dan Komitmen Terhadap Kinerja Pegawai Pada Kantor PD Pasar Horas Jaya Pasar Dwikora Kota Pematangsiantar', 5, pp. 36–47.
- Ngongo, M. H. L., & Duka, G. B. (2020). Pengaruh Gaya Kepemimpinan, Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Stipas Keuskupan Agung



- Kupang. *Jurnal Seputar Penelitian Pendidikan Keagamaan*, 1(1), 23–39.
- Nisakurohma, A. H., & Sunuharyo, B. S. (2018). Pengaruh Karakteristik Individu Dan Lingkungan Kerja Terhadap Kinerja Karyawan ( Studi Pada Karyawan PT Tigaraksa Satria Tbk Cabang Malang). *Jurnal Administrasi Bisnis*, 61(3), 109–115.
- Onibala, C. M., Taroreh, R. N. and Trang, I. (2019) ‘Pengaruh Disiplin Kerja, Stres Kerja Dan Karakteristik Individu Terhadap Kinerja Pegawai Di Dinas Kebudayaan Daerah Provinsi Sulawesi Utara’, *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 7(3), pp. 3408–3417. doi: 10.35794/emba.v7i3.24484.
- Pakpahan, G. E., Nababan, S., Simanjuntak, J., & Sudirman, A. (2019). Pengaruh budaya organisasi, komunikasi dan kompetensi guru terhadap kinerja guru sma swasta sultan agung pematangsiantar. *Jurnal Kinerja*, 16(2), 131–138.
- Panggabean, Y. H. et al. (2019). Pengaruh Konflik Kerja Dan Stres Kerja Terhadap Kinerja Pegawai Pada Kantor Kecamatan Siantar Simalungun. *Maker: Jurnal Manajemen*, 5(1), 117-129.
- Pasaribu, V. L. D., Krisnaldy, & Warasto, H. N. (2020). Pengaruh Gaya Kepemimpinan, Disiplin Kerja Dan Kompensasi Terhadap Kinerja Pegawai (Studi Kasus Kelurahan Pisangan Ciputat). *Jurnal Disrupsi Bisnis*, 3(1), 96–114.
- Rahman, F., Rahmawati, E., & Utomo, S. (2020). Pengaruh Karakteristik Individu, Karakteristik Pekerjaan dan Karakteristik Organisasi terhadap Kinerja Pegawai Kontrak (Studi Pada FISIP ULM Banjarmasin). *Jurnal Bisnis Dan Pembangunan*, 9(1), 69–82.
- Rahmawardani, G. B., & Sunuharyo, B. S. (2019). Pengaruh Karakteristik Individu Dan Lingkungan Kerja Terhadap Kinerja (Studi Pada Karyawan Pt. Gajah Tunggal, Tbk). *Jurnal Administrasi Bisnis*, 73(2), 1–9.
- Sahir, S. H. et al. (2020) Keterampilan Manajerial Efektif. Cetakan 1. Medan: Yayasan Kita Menulis.
- Rivai, V. and Mulyadi, D. (2013) *Kepemimpinan dan Perilaku Organisasi*. Ketiga. Jakarta: Rajawali Pers.
- Robbins, S. P. and Judge, T. A. (2017) *Perilaku Organisasi (Organization Behavior)*. Kelima. Jakarta: Salemba Empat.
- Sugiyono. 2016. *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sutrisno, E. (2011) *Manajemen Sumber Daya Manusia*. Pertama. Jakarta: Kencana Prenada Media Grup.
- Setiono, B. A. (2016). Pengaruh Budaya Organisasi , Karakteristik Individu , Karakteristik Pekerjaan Terhadap Kinerja Karyawan PT . Pelindo III Surabaya. *Aplikasi Pelayaran Dan Pelabuhanan*, 6(2), 128–146.

- Sihombing, F. P., Lie, D., Butarbutar, M., & Thressa, S. I. (2016). Pengaruh Komunikasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Café Kopi Massa Koktong Lim Ming Pematangsiantar. *Sultanist: Jurnal Manajemen Dan Keuangan*, 5(2), 11–20. <https://doi.org/10.37403/sultanist.v4i2.69>
- Siregar, Y. L. (2020). Pengaruh Kompetensi, Motivasi, Disiplin Kerja Dan Komitmen Organisasi Terhadap Kinerja Pegawai Pada Kantor Pelayanan Pajak Pratama Tapak Tuan. *Jurnal Magister Manajemen*, 2(1), 85–92.
- Thalib, N., Modding, B., & Kalla, R. (2020). Pengaruh Kompetensi, Motivasi dan Disiplin Kerja terhadap Kinerja Pegawai Dinas Pendidikan Kota Makassar. *Jurnal Tata Kelola*, 7(2), 127–141.
- Wahyu, B. H. *et al.* (2019) 'Pengaruh Komitemen Terhadap Kinerja Pegawai dengan Disiplin Kerja sebagai Variabel Intervening Pada Kantor Kecamatan Sinatar Kabupaten Simalungun', *Maker: Jurnal Manajemen*, 5(1), pp. 14–25. doi: 10.37403.
- Zainal, veithzal R. *et al.* (2015) *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori ke Praktik*. Ketiga. Jakarta: Rajawali Pers.