

## ANALYSIS OF INDIVIDUAL CHARACTERISTICS AND WORK ETHIC ON EMPLOYEE PERFORMANCE WITH WORK ENVIRONMENT AS AN INTERVENING VARIABLE AT THE REGIONAL FINANCE AND ASSET AGENCY OF NORTH SUMATRA PROVINCE

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### Abstract

This study aims to analyze the influence of individual characteristics and work ethic on employee performance with the work environment as an intervening variable at the Regional Finance and Asset Agency of North Sumatra Province. This study uses a quantitative approach with a survey method by distributing 80 questionnaires to employees as respondents. The sample determination was carried out using a purposive sampling technique so that the data obtained was in accordance with the research needs. Data analysis was carried out using path analysis to see the direct and indirect effects between variables. The results of the study showed that individual characteristics have a positive but insignificant effect on employee performance but have a positive and significant effect on the work environment. Work ethic has a positive and significant effect on the work environment as well as on employee performance. The work environment has a positive and significant effect on employee performance. Thus, the work environment acts as an intervening variable that mediates the influence of individual characteristics and work ethic on employee performance. The results of this study are expected to be a consideration for leaders in improving employee performance through the development of individual characteristics, instilling a good work ethic, and creating a conducive work environment.

**Keywords:** *Individual Characteristics, Work Ethic, Work Environment, Employee Performance.*

### INTRODUCTION

In facing the dynamics of increasingly complex changes in the organizational environment, improving employee performance is the main focus in efforts to improve the effectiveness of public services, especially in local government agencies. Employee performance is an important factor in determining the success of implementing organizational tasks and functions. According to Robbins and Judge (2020), employee performance is the result of the interaction between ability, motivation, and work environment. This confirms that performance is not only influenced by individual abilities, but also by other internal factors such as personal characteristics and work ethic. Individual characteristics include aspects of personality, values, and work attitudes that a person has. These characteristics greatly determine how a person responds to work situations and completes their tasks effectively. Mondy and Martocchio (2021) stated that understanding individual characteristics is very important in placing employees according to the right field of work in order to maximize productivity. In the context of government, proper placement based on individual characteristics can minimize role conflict and increase work loyalty. In addition to individual characteristics, work ethic also plays an important role in shaping productive work behavior. A high work ethic is reflected in employee discipline, responsibility, and work enthusiasm. Sutrisno (2020) states that work ethic is an internal force that drives someone to work hard, honestly, and responsibly. Employees who have a high work ethic tend to show better performance because they are committed to quality work results. However, the influence of individual characteristics and work ethic on employee performance cannot be separated from the role of the work environment. A conducive work environment can facilitate the creation of a work climate that supports increased employee productivity.

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According to Susanto and Rahmawati (2021), a physically and psychologically comfortable work environment can increase motivation and reduce work stress, which ultimately has a positive effect on employee performance. Several previous studies support the importance of these three variables. Research by Andayani & Prasetyo (2021) shows that individual characteristics have a significant effect on employee performance in the government bureaucracy. Meanwhile, research by Maulana and Rachmawati (2022) found that work ethic has a direct and significant effect on increasing the work productivity of civil servants. Another study by Siregar and Manurung (2023) also concluded that the work environment acts as an intervening variable that strengthens the influence of individual characteristics on employee performance in local government agencies in Sumatra. Although there have been many studies related to this topic, studies that integrate the three variables - individual characteristics, work ethic, and work environment - simultaneously on employee performance within the scope of the North Sumatra Provincial Finance and Regional Asset Agency are still limited. In fact, as a strategic institution in managing regional finance and assets, employee performance in this agency greatly determines the success of accountable and transparent regional financial governance. Based on the description, this study was conducted to analyze the influence of individual characteristics and work ethic on employee performance, with the work environment as an intervening variable at the Regional Finance and Asset Agency of North Sumatra Province.

## LITERATURE REVIEW

### 1. Employee Performance

#### a) Understanding Employee Performance

According to Robbins & Judge (2017), employee performance can be defined as behavior that contributes to achieving organizational goals, which is usually measured based on the achievement of the results desired by the organization or company.

#### b) Employee Performance Indicators

According to Robbins & Judge (2017) in his book "Organizational Behavior", employee performance indicators are measures used to assess the extent to which employees succeed in carrying out tasks and meeting organizational goals. Employee performance can be evaluated based on several indicators that cover the following aspects:

##### 1) Quality of Work

Measuring the extent to which the work produced conforms to established standards, is error-free, and meets desired quality expectations.

##### 2) Quantity of Work

Measuring the amount of work completed in a given time period. This relates to the productivity or output produced by employees.

##### 3) Timeliness

Measuring the ability of employees to complete work according to the deadlines that have been set. Punctuality is very important in improving organizational efficiency.

##### 4) Initiative

Measures the extent to which employees are able to show initiative to complete tasks without having to wait for direction from superiors. This includes the ability to make decisions and act proactively.

##### 5) Teamwork

Measuring an employee's ability to work with others in a team, as well as their contribution to achieving team and organizational goals as a whole.

##### 6) Adherence to Rules

Measuring the extent to which employees comply with existing procedures, policies, and regulations in the organization.

##### 7) Communication

Measures the extent to which employees are able to communicate clearly and effectively, both in conveying information and in listening and responding to existing ideas or problems.

##### 8) Creativity and Innovation

Measures the extent to which employees are able to generate new ideas, creative solutions, and innovative approaches in completing tasks or facing challenges in the workplace.

##### 9) Job Satisfaction

Measuring the level of employee satisfaction with the work they do, which can affect their motivation and performance.

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## 2) Work environment

### a) Understanding the Work Environment

According to Sedarmayanti (2017) the work environment is all the tools, materials, conditions, and procedures around workers that can affect the implementation of work and work comfort. A good work environment will provide a sense of security, comfort, and motivate employees to work more productively. Conversely, a bad work environment can cause stress, reduce work enthusiasm, and even affect employee attendance and work performance.

### b) Work Environment Indicators

According to Sedarmayanti (2017), work environment indicators are divided into two main groups, namely:

#### 1. Physical Work Environment

- 1) The physical work environment relates to conditions that can be observed and felt directly by the five senses. The indicators include:
- 2) Lighting  
Sufficient light will improve concentration and reduce eye fatigue.
- 3) Air circulation and ventilation  
Fresh air and good ventilation are important for health and working comfort.
- 4) Noise  
The noise level must be within comfort limits so as not to disturb concentration.
- 5) Workspace layout (Layout)  
Efficient spatial planning supports smooth employee activities and mobility.
- 6) Cleanliness and safety  
A clean and safe workspace will encourage employees to work more comfortably and productively.

#### 2. Non-Physical Work Environment (Psychological/Social)

This includes social and psychological aspects that support work comfort, such as:

- 1) Relationships between coworkers  
A harmonious working atmosphere can improve teamwork.
- 2) Relationship with superiors  
A good relationship between subordinates and superiors encourages effective communication.
- 3) Leadership and management support  
A fair and participative leadership style creates a positive work climate.
- 4) Organizational culture  
Values, norms, and habits that are shared within an organization contribute to creating a comfortable work environment.

## 3) Work ethic

### a) Understanding Work Ethic

Dana Brownlee (2020): Work ethic is a combination of determination and grit that is more important than intelligence or talent. It is a quality that can be built and developed.

### b) Work Ethic Indicator

In Dana Brownlee's view, the following indicators reflect a strong work ethic:

- 1) Commitment to Quality: Striving to deliver the best work possible and not being satisfied with minimum standards.
- 2) Perseverance in Facing Challenges: Not giving up easily and continuing to try even when facing difficulties.
- 3) Initiative and Proactivity: Takes steps to complete tasks without waiting for orders.
- 4) Discipline and Consistency: Maintain consistency in performance and adhere to work rules and schedules.

## 4) Individual Characteristics

### a) Understanding Individual Characteristics

According to Robbins and Judge (2017), individual characteristics are personal attributes that can influence how a person responds to various work situations. These characteristics are important in understanding work behavior and can impact performance, job satisfaction, and interpersonal relationships in the workplace.

### b) Individual Characteristics Indicators

Individual Characteristic Indicators According to Robbins (2017):

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- 1) Gender  
Biological differences between men and women that can influence work behavior, roles, and perceptions within organizations.
- 2) Age  
An individual's age is often associated with maturity, work experience, and emotional stability at work.
- 3) Education Level  
Education reflects thinking capacity, insight, and readiness to face work challenges.
- 4) Work Period/Experience (Tenure/Experience)  
Length of service in a position or organization can affect employee performance and loyalty.
- 5) Marital Status  
This status is sometimes associated with the level of responsibility and work commitment.
- 6) Cultural Background  
The cultural values that individuals bring can shape the way they interact and make decisions.
- 7) Personality (Personality Traits)  
Like self-confidence, attitudes toward change, emotional stability, and level of motivation.

## B. Conceptual Framework

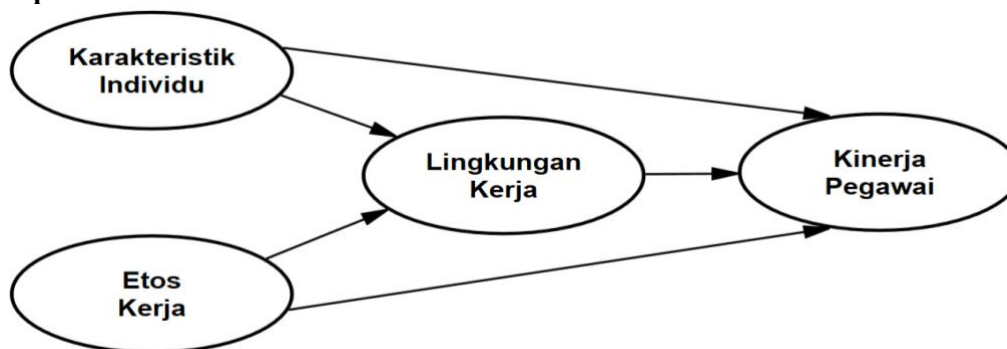


Figure 1. Conceptual Framework

## Research Hypothesis

- H1: Individual characteristics have a positive and significant influence on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
- H2: Work ethic has a positive and significant influence on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
- H3: Individual characteristics have a positive and significant influence on the work environment at the Regional Finance and Asset Agency of North Sumatra Province.
- H4: Work Ethic has a positive and significant influence on the work environment at the Regional Finance and Asset Agency of North Sumatra Province.
- H5: The work environment has a positive and significant influence on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
- H6: Individual characteristics have a positive and significant influence on employee performance through the work environment at the Regional Finance and Asset Agency of North Sumatra Province.
- H7: Work ethic has a positive and significant influence on employee performance through the work environment at the Regional Finance and Asset Agency of North Sumatra Province.

## RESEARCH METHODS

### Types of research

The type of research used by the researcher is quantitative research. This type of quantitative research is conducted to create a study that aims to adjust a study and to analyze the Influence of Individual Characteristics and Work Ethic on Employee Performance with the Work Environment as an Intervening Variable at the Financial and Regional Asset Agency of North Sumatra Province.

### Research Location and Research Time

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The location of the research was conducted at the Regional Finance and Asset Agency of North Sumatra Province, located at Jl. Jl. Imam Bonjol No. 61, Suka Damai, Medan 20142. The research period was carried out for 3 months, starting from April to June 2025.

## Population and Sample

Sugiyono (2021) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at the Financial and Regional Asset Agency of North Sumatra Province. The number of employees at the Financial and Regional Asset Agency of North Sumatra Province is 135 employees, with details: 80 ASN and 55 people as honorary workers. In this study, samples were taken only from 80 ASN employees.

## Research Data Sources

The data sources used in this study are primary data.

## RESULTS AND DISCUSSION

### Outer Model Analysis

Outer Model Analysis muse *PLS Algorithm*, produce:

#### 1) Validity Test

**Table 1. Values Outer Loadings**

|      | Work ethic | Individual Characteristics | Employee Performance | Work environment |
|------|------------|----------------------------|----------------------|------------------|
| X1.1 |            | 0.880                      |                      |                  |
| X1.2 |            | 0.893                      |                      |                  |
| X1.3 |            | 0.922                      |                      |                  |
| X1.4 |            | 0.933                      |                      |                  |
| X1.5 |            | 0.933                      |                      |                  |
| X1.6 |            | 0.916                      |                      |                  |
| X1.7 |            | 0.921                      |                      |                  |
| X2.1 | 0.912      |                            |                      |                  |
| X2.2 | 0.898      |                            |                      |                  |
| X2.3 | 0.921      |                            |                      |                  |
| X2.4 | 0.916      |                            |                      |                  |
| X2.5 | 0.871      |                            |                      |                  |
| X2.6 | 0.901      |                            |                      |                  |
| X2.7 | 0.921      |                            |                      |                  |
| X2.8 | 0.914      |                            |                      |                  |
| Y.1  |            |                            | 0.883                |                  |
| Y.2  |            |                            | 0.932                |                  |
| Y.3  |            |                            | 0.921                |                  |
| Y.4  |            |                            | 0.913                |                  |
| Y.5  |            |                            | 0.858                |                  |
| Y.6  |            |                            | 0.905                |                  |
| Z.1  |            |                            |                      | 0.851            |
| Z.2  |            |                            |                      | 0.804            |
| Z.3  |            |                            |                      | 0.864            |

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|     |  |  |  |       |
|-----|--|--|--|-------|
| Z.4 |  |  |  | 0.898 |
| Z.5 |  |  |  | 0.897 |
| Z.6 |  |  |  | 0.914 |

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, it shows the results of testing the outer model through the loading factor value /outer loadings, all indicators in each variable have a loading value  $\geq 0.70$ . This shows that each indicator is able to represent the construct being measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the convergent validity criteria and can be used in further analysis. For more details, the above values can also be seen in the following figure.

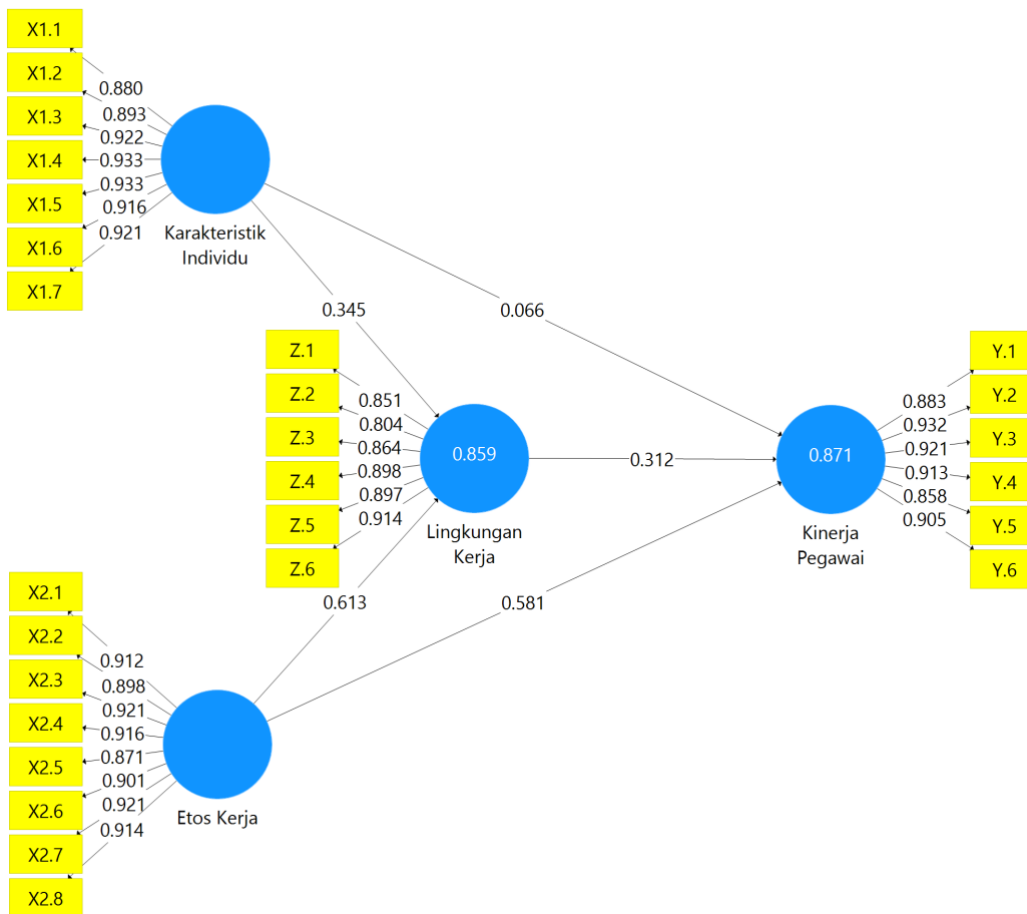


Figure 1. Outer Loudings

In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.345 X_1 + 0.613 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.066 X_1 + 0.581 X_2 + 0.312 Z + e_2$$

2) Reliability Test

Table 2. Construct Reliability and Validity Test

|            | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|------------|------------------|-------|-----------------------|----------------------------------|
| Work ethic | 0.969            | 0.969 | 0.974                 | 0.823                            |



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|                            | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|----------------------------|------------------|-------|-----------------------|----------------------------------|
| Individual Characteristics | 0.967            | 0.968 | 0.973                 | 0.836                            |
| Employee Performance       | 0.954            | 0.955 | 0.963                 | 0.814                            |
| Work environment           | 0.937            | 0.940 | 0.950                 | 0.761                            |

Source: Smart PLS Output, 2025

From Table 2 above, the results of the reliability test show that the Cronbach's Alpha and Composite Reliability values for all constructs have values above 0.70. This shows that all indicators have high internal consistency and can be relied on to measure their respective constructs. Thus, the research instrument is declared reliable and suitable for use in testing the structural model.

**Structural Model Testing (Inner Model)**

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-square of the research model. The structural model is evaluated using R-square for the dependent construct.

**1) Coefficient of Determination (R<sup>2</sup>)**

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The table below is the result of Rsquare estimation using SmartPLS.

**Table 3. R Square Results**

|                      | R Square | R Square Adjusted |
|----------------------|----------|-------------------|
| Work environment     | 0.859    | 0.858             |
| Employee Performance | 0.871    | 0.870             |

Source: Smart PLS, 2025

In table 3 there is an R square value on both dependent variables for the work environment variable there is an R square value of 0.859 meaning that the influence of individual characteristics and work ethic is 0.859 or 85.9% the rest is on other variables outside the model. The R square value of employee performance is 0.871 meaning that the influence of individual characteristics, work ethic and work environment is 0.871 or 87.1% the rest is on other variables outside the model.

**2) Hypothesis Testing**

**a) Direct Influence Between Variables**

The direct influence between variables can be seen in the path coefficients value. The results of data processing show the direct influence value can be seen in the following table.

**Table 4. Path Coefficients (Direct Effect)**

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|  | Original Sample | T Statistics | P Values | Conclusion |
|--|-----------------|--------------|----------|------------|
| Individual Characteristics -> Employee Performance | 0.066           | 0.949        | 0.343    | Rejected   |
| Individual Characteristics -> Work Environment     | 0.345           | 5,054        | 0,000    | Accepted   |
| Work Ethic -> Employee Performance                 | 0.581           | 6,993        | 0,000    | Accepted   |
| Work Ethic -> Work Environment                     | 0.613           | 9,046        | 0,000    | Accepted   |
| Work Environment -> Employee Performance           | 0.312           | 4,398        | 0,000    | Accepted   |

Source: Smart PLS Output, 2025

In the results of Table 4 there are direct influence values which will be explained as follows:

1. Individual characteristics have a positive but insignificant effect on employee performance with a t-statistic value of 0.949 below 1.96 and a significance of 0.343 above 0.05, meaning that individual characteristics have a positive but insignificant effect on employee performance because the significance value is above 0.05. The results of this study are not in line with the results of previous studies which stated that individual characteristics have a positive and significant effect on employee performance at KUD Artha Mulia Jaya, Pejeng Village (Dewantari (2023)).
2. Individual characteristics have a positive and significant influence on the work environment with a t-statistic value of 5.054 above 1.96 and a significance of 0.000 below 0.05 means that individual characteristics have a positive and significant effect on the work environment because the significance value is below 0.05.
3. Work ethic has a positive and significant influence on employee performance with a t-statistic value of 6.993 above 1.96 and a significance of 0.000 below 0.05 means that work ethic has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that work ethic has a positive and significant effect on employee performance in Jetis District (Budiarjo & Kasnowo, 2025).
4. Work ethic has a positive and significant influence on the work environment with a t-statistic value of 9.046 above 1.96 and a significance of 0.000 below 0.05 means that work ethic has a positive and significant effect on the work environment because the significance value is below 0.05.
5. The work environment has a positive and significant influence on employee performance with a t-statistic value of 4.398 above 1.96 and a significance of 0.000 below 0.05 means that the work environment has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in accordance with the results of previous studies which stated that the work environment has a positive and significant effect on employee performance at PT Hutama Karya Infrastruktur in Padang Pariaman (Chandra & Anwar, 2023).

b) Indirect Influence Between Variables

The indirect influence between variables can be seen in the specific indirect effects value. The results of data processing show the indirect effect value can be seen in Table 5 below.

**Table 5. Specific Indirect Effects (Indirect Effects)**

|  | Original Sample | T Statistics | P Values | Conclusion |
|--|-----------------|--------------|----------|------------|
| Individual Characteristics -> Work Environment -> Employee Performance | 0.108           | 3,094        | 0.002    | Accepted   |
| Work Ethic -> Work Environment -> Employee Performance                 | 0.191           | 4,090        | 0,000    | Accepted   |

Source: Smart PLS, 2025

In table 5 there is an indirect influence between variables which will be explained as follows:



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1. Individual characteristics have a positive and significant influence on employee performance through the work environment with a t-statistic value of 3.094 and a significance value of 0.002 means that the work environment acts as an intervening variable between individual characteristics and employee performance. The role of the intervening variable here is very large because the direct influence between variables is not significant, but with the presence of the intervening variable, the influence between individual characteristics variables on employee performance becomes significant.
2. Work ethic has a positive and significant influence on employee performance through the work environment with a t-statistic value of 4.090 and a significance value of 0.000 means that work ethic acts as an intervening variable between work ethic and employee performance.

## CONCLUSION

1. Individual characteristics have a positive and significant influence on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
2. Work ethic has a positive and significant influence on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
3. Individual characteristics have a positive and significant influence on the work environment at the Regional Finance and Asset Agency of North Sumatra Province.
4. Work Ethic has a positive and significant influence on the work environment at the Regional Finance and Asset Agency of North Sumatra Province.
5. The work environment has a positive and significant influence on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
6. Individual characteristics have a positive and significant influence on employee performance through the work environment at the Regional Finance and Asset Agency of North Sumatra Province.
7. Work ethic has a positive and significant influence on employee performance through the work environment at the Regional Finance and Asset Agency of North Sumatra Province.

## SUGGESTION

1. In the individual characteristics variable, it turns out that the indicator with the lowest value is the statement "My gender does not affect my performance at work". The agency should maintain and improve gender equality policies, by ensuring that performance appraisal, promotion, and award systems are carried out objectively and based on competency, regardless of gender.
2. Work ethic with the statement "I demonstrate discipline and consistency in carrying out daily work.". Agencies need to provide appreciation and positive reinforcement to employees who demonstrate discipline and work consistency, and make them role models in the organization's work culture.
3. For the work environment variable with the statement "Work facilities such as lighting, ventilation, and work equipment are very adequate". Agencies need to maintain and periodically evaluate the adequacy of work facilities to ensure that physical environmental conditions remain optimal and follow the development of work needs.
4. Employee performance with the statement "I am present and follow working hours according to applicable regulations". Agencies need to provide awards and maintain a transparent and fair attendance monitoring system to encourage discipline among all employees in complying with working hours.

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