

**Pengaruh Motivasi, Kedisiplinan Kerja, Dan Karakteristik Individu
Terhadap Kinerja Pegawai Asn
Di Kantor Camat Banjar Kabupaten Buleleng**

**Oleh
Ketut Wiwin Juli Artayani, 2217041313
Jurusan Manajemen**

ABSTRAK

Kinerja Aparatur Sipil Negara (ASN) merupakan faktor penting dalam meningkatkan efektivitas organisasi dan kualitas pelayanan publik. Namun, capaian kinerja pegawai di Kantor Camat Banjar Kabupaten Buleleng masih berada pada kisaran 72%–88% dari target yang telah ditetapkan, sehingga diperlukan upaya untuk mengidentifikasi faktor-faktor yang memengaruhinya. Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja, kedisiplinan kerja, dan karakteristik individu terhadap kinerja pegawai di Kantor Camat Banjar, baik secara parsial maupun simultan. Penelitian ini menggunakan pendekatan kuantitatif dengan desain penelitian kausal. Subjek penelitian adalah Kantor Camat Banjar Kabupaten Buleleng, sedangkan objek penelitian meliputi motivasi kerja, kedisiplinan kerja, karakteristik individu, dan kinerja pegawai. Populasi penelitian berjumlah 58 pegawai ASN yang seluruhnya dijadikan sampel melalui teknik sampling jenuh (sensus). Data dikumpulkan menggunakan kuesioner terstruktur dengan skala Likert yang telah memenuhi uji validitas dan reliabilitas, kemudian dianalisis menggunakan regresi linear berganda setelah memenuhi uji asumsi klasik. Hasil penelitian menunjukkan bahwa motivasi kerja, kedisiplinan kerja, dan karakteristik individu secara simultan berpengaruh positif dan signifikan terhadap kinerja pegawai. Secara parsial, motivasi kerja, kedisiplinan kerja, dan karakteristik individu juga masing-masing berpengaruh positif dan signifikan terhadap kinerja pegawai. Temuan ini menunjukkan bahwa peningkatan kinerja pegawai tidak dapat dicapai hanya melalui peningkatan satu faktor, tetapi memerlukan pendekatan yang terintegrasi melalui peningkatan motivasi kerja, penegakan disiplin kerja, dan pengembangan karakteristik individu. Penelitian ini memberikan kontribusi teoretis dalam memperkuat kajian manajemen sumber daya manusia di sektor publik serta memberikan implikasi praktis bagi instansi pemerintah dalam merumuskan kebijakan pengembangan sumber daya manusia yang lebih efektif dan berkelanjutan. Keterbatasan penelitian ini terletak pada cakupan objek yang hanya melibatkan satu instansi dan jumlah responden yang relatif kecil, sehingga penelitian selanjutnya disarankan memperluas objek penelitian serta menambahkan variabel lain yang relevan.

Kata kunci: motivasi kerja, kedisiplinan kerja, karakteristik individu, kinerja pegawai.

***The Effect Of Work Motivation, Work Discipline, And Individual
Characteristics On The Performance Of State Civil Apparatus Asn Employees
At The Banjar District Office, Buleleng Regency***

**By
Ketut Wiwin Juli Artayani, 2217041313
Management Major**

ABSTRACT

The performance of State Civil Apparatus (ASN) is an important factor in improving organizational effectiveness and the quality of public services. However, the performance achievement of employees at the Banjar District Office, Buleleng Regency, has only reached approximately 72%–88% of the predetermined targets, indicating the need to identify the factors influencing employee performance. This study aims to analyze the effect of work motivation, work discipline, and individual characteristics on employee performance at the Banjar District Office, both partially and simultaneously. This study employed a quantitative approach with a causal research design. The research subject was the Banjar District Office in Buleleng Regency, while the research objects were work motivation, work discipline, individual characteristics, and employee performance. The population consisted of 58 State Civil Apparatus employees, all of whom were selected as respondents using a saturated sampling (census) technique. Data were collected through structured questionnaires using a Likert scale that had met the validity and reliability requirements. The data were then analyzed using multiple linear regression after passing the classical assumption tests. The results showed that work motivation, work discipline, and individual characteristics simultaneously had a positive and significant effect on employee performance. Partially, work motivation, work discipline, and individual characteristics each had a positive and significant effect on employee performance. These findings indicate that improving employee performance cannot be achieved by strengthening a single factor alone but requires an integrated approach through enhancing work motivation, enforcing work discipline, and developing individual characteristics. This study contributes theoretically to strengthening the human resource management literature in the public sector and provides practical implications for government institutions in formulating more effective and sustainable human resource development policies. The limitation of this study lies in its focus on a single institution and the relatively small number of respondents. Therefore, future studies are recommended to involve broader research settings and include additional relevant variables.

Keywords: *work motivation, work discipline, individual characteristics, employee performance.*