

ISRG Journal of Economics, Business & Management (ISRGJEBM)



ISRG PUBLISHERS

Abbreviated Key Title: Isrg J Econ Bus Manag

ISSN: 2584-0916 (Online)

Journal homepage: <https://isrgpublishers.com/isrgjebm/>

Volume – III Issue -III (May-June) 2025

Frequency: Bimonthly



Building Superior Performance: Literature Review on the Synergy of Individual Character, Emotional Intelligence, and Organizational Culture at the Jember Youth and Sports Service

Nendy Dayu Permadi^{1*}, Diana Sulianti K Tobing², and Handriyono³

^{1, 2, 3} Jl. Kalimantan No. 37, Department of Management, Faculty of Economics and Business, University of Jember, Indonesia

| Received: 19.06.2025 | Accepted: 23.06.2025 | Published: 29.06.2025

***Corresponding author:** Nendy Dayu Permadi

Jl. Kalimantan No. 37, Department of Management, Faculty of Economics and Business, University of Jember, Indonesia

Abstract

This study aims to examine in depth the relationship between individual characteristics, emotional intelligence, employee performance, and organizational culture at the Jember Regency Youth and Sports Office. Using a qualitative approach based on systematic literature studies and bibliometric analysis, this study examines more than 50 national and international scientific articles published in the period 2017–2024. The literature reviewed is analyzed based on theoretical and empirical findings to identify research trends, relationships between keywords, and dominant authors and institutions in this field. The results of this study are expected to provide a strong conceptual basis for further research as well as strategic recommendations for improving organizational performance through strengthening personal character and work culture. This research is also an important contribution in expanding academic understanding of the integration of individual and organizational aspects in the public service sector. The findings obtained can be used as a reference for policy makers and practitioners to design strategies for increasing human resource capacity in a sustainable manner.

Keywords: Emotional Intelligence, Individual characteristic, Organizational Culture, Performance.

INTRODUCTION

The development of the world of sports has undergone a significant transformation along with technological advances, globalization, and social change. In this modern era, sports are not only a place for competition, but also an important part of the entertainment, health, and education industries. disease, and improve physical health. According to Pranata (2022) Sports are activities that use physical elements to gain joy and restore physical and mental health. In addition, sports also form a spirit of sportsmanship, personality, and good character, which ultimately form quality humans. Technology plays a major role in revolutionizing various aspects of sports, from the development of more sophisticated equipment, the application of data-based and analytical training methods, to a more accurate athlete performance evaluation system. Meanwhile, globalization expands access to sports across groups, and increasing awareness of the importance of fitness has also encouraged community participation in sports, both in the realm of recreation and achievement.

Basically, sports achievements have a big impact on a region (city, district, or country) and are a source of pride so that they are appreciated by other regions, political recognition, and even in the economic sector (Rohendi & Rustiawan, 2020). Success in competitive sports is not only determined by an athlete's natural talent, but also by the quality of training provided and a supportive environment. To achieve these achievements, the role of human resources (HR) is the main key. HR in the world of competitive sports includes not only athletes, but also coaches, managers, sports doctors, and other supporting staff who work synergistically. According to Permadi & Wijono (2021), in achieving success in coaching achievement, it is not only determined by focusing on one aspect of training. Many aspects must support each other in achieving achievements, namely parental support, good management, adequate facilities and infrastructure, reliable coaches, and quality training programs. According to Tobing *et al.* (2024) to achieve good performance, it is necessary to improve the quality of good human resources. Therefore, investment in performance in sports human resources, whether in the form of training, education, or welfare, is a crucial step to produce high-achieving athletes who can compete at the international level.

Employee performance is a measure of the extent to which employees can carry out the tasks and responsibilities given effectively, efficiently, and in accordance with the standards set by the organization. According to Laswitarni & Purnadewi (2021), Performance is a work result achieved by a person in carrying out the tasks assigned to him which are carried out with skill, experience and sincerity and time. The level of achievement or work results of the targets that must be achieved by an employee in carrying out tasks according to their responsibilities within a certain period of time by assessing the ratio of actual work results to the quality and quantity standards produced by each employee (Hasibuan, 2019:94). In addition to being influenced by external organizational factors, employee performance is also greatly influenced by internal factors, especially individual characteristics. According to Robbins & Timothy (2022), individual characteristics such as intellectual ability, personality, values, and attitudes play an important role in determining how a person responds to job demands. Thus, understanding individual characteristics is crucial in efforts to optimize employee performance as a whole.

Individual characteristics refer to the characteristics or traits that each person has, which distinguish one individual from another.

Individual characteristics are the characteristics or special traits that each individual has that can make him or her have different abilities from others (Khalimah & Amrulloh, 2021). These characteristics include aspects such as personality, motivation, skills, values, and attitudes towards work and the social environment. Good characteristics will make it easier for the employee to do his or her job, and vice versa, employees with bad characteristics will hinder an organization from operating and developing (Simanjuntak, 2020).

Emotional intelligence (EQ) is the ability to recognize, understand, manage, and utilize one's own emotions and those of others in various situations. Emotional intelligence is a person's ability to use or manage emotions both in oneself and when dealing with others, and to use them effectively to motivate oneself and survive pressure, and to control oneself to achieve productive relationships (Sari & Azizah, 2023). With high emotional intelligence tend to be more optimistic, flexible, more realistic and able to overcome problems and face pressure. (Fatchurrahmi & Urbayatun, 2022). Emotional intelligence also influences how employees face challenges, resolve conflicts, and adapt to changes in organizational culture. Thus, developing emotional intelligence among employees is an important factor in creating a positive organizational culture and improving overall organizational performance.

Organizational culture refers to the values, norms, customs, and beliefs shared by all members of an organization, which influence the way they interact, work, and make decisions (Ahmad, 2022). Organizational culture can be defined as a collection of values, beliefs, assumptions, or norms that have long been in effect, agreed upon, and followed by members of an organization as a guide to behavior and problem solving within the organization. (Herlambang *et al.*, 2024). A culture that encourages cooperation, transparency, and appreciation for employee performance will create a supportive and motivating work environment. With a good organizational culture, employees will feel appreciated, motivated, and more loyal to the agency, which will certainly improve the overall performance of the Youth and Sports Service (Dispora) in creating a progressive and high-achieving sports environment.

The Youth and Sports Service (Dispora) has a very strategic role in supporting the development of competitive sports at the regional and national levels. Based on Law Number 11 of 2022 concerning Sports, Dispora has the task and role to organize the development and development of educational, recreational, and competitive sports in the regions; facilitate the provision of appropriate and equitable sports facilities and infrastructure, encourage increased community participation in sports as part of a healthy lifestyle, collaborate with KONI, KORMI, and other sports organizations in coaching athletes and organizing sports activities, conduct data collection and monitoring of athletes and sports personnel in their area. According to Musaiwa (2023), the success of competitive coaching is determined by various elements, one of the influential elements is the implementation of good management. In relation to management in competitive sports coaching, there are five management resources that must be managed properly, namely (1) human resources, (2) funding capacity, (3) internal cooperation, (4) facilities and infrastructure, (5) methods applied. The five resources above are examples of a form of unity that cannot be separated, because they support and determine each other.

With these various roles and responsibilities, Dispora becomes the main pillar in advancing the world of competitive sports, while

also forming athletes who are able to compete at the international level and bring achievements to the region and country. Similar to other regions, Dispora Jember Regency also faces various challenges such as increasing competition for achievements in the world of sports, so efforts are needed to continue to improve individual and organizational performance. The role of the government as a regulator function to maintain conditions in the sports environment so that they can continue to achieve, so Dispora has an important role in maintaining sports achievements (Rahmawati & Sholichah, 2022).

Based on data obtained from the implementation of the East Java Provincial Sports Week (Porprov) in 2022 and 2023, which was accessed through the official website of the East Java Provincial Youth and Sports Agency (Dispora) (dispora.jatimprov.go.id), there was a decrease in the number of medal points achieved by Jember Regency. This decrease is an indication that there has been a decrease in the performance of employees from the Jember Regency Dispora in implementing achievement sports development programs. This decrease reflects the need for a more in-depth evaluation of the strategies and policies implemented by the Jember Regency Dispora in supporting the development of talented athletes.

The Youth and Sports Agency can improve the quality of life of the younger generation and boost regional sports achievements through sports. Along with the importance of the role of the Youth and Sports Agency in developing sports achievements, this decline in performance shows that there is an urgency in improving the quality of training, provision of facilities and infrastructure, as well as motivation and support given to athletes to achieve better achievements in the future.

Table 1. Acquisition Medal East Java Provincial Sports Week

East Java Porprov Medal Winnings in 2022				
CONTINGENT	GOLD	SILVER	BRONZE	TOTAL
SURABAYA	130	99	125	843
MALANG KOT	70	67	72	486
SIDOARJO	61	66	83	459
MALANG KAB	47	51	59	349
KEDIRI	57	27	53	335
PASURUAN	37	40	44	272
GRESIK	29	33	45	227
LUMAJANG	21	24	28	160
JEMBER	20	17	45	159
BANYUWANGI	16	24	30	142
BLITAR	20	16	27	139
TUBAN	16	21	33	139
LAMONGAN	16	16	25	121
East Java Porprov Medal Winnings in 2023				
SURABAYA	163	125	110	1012

SIDOARJO	97	90	112	680
MALANG KOT	74	52	80	480
KEDIRI	56	37	56	354
MALANG KAB	38	42	38	274
PASURUAN	33	43	48	266
GRESIK	28	45	48	250
BLITAR	27	23	39	193
MOJOKERTO	16	38	41	181
BANGKALAN	28	23	19	177
BANYUWANGI	22	16	47	167
KEDIRI	16	20	31	135
TUBAN	12	23	36	130
BATU	22	13	12	126
JEMBER	16	14	33	125

After knowing the medal and point acquisition at the 2022 East Java Porprov, we can see how the Jember Regency contingent was able to obtain 9th place. Furthermore, to find out the development and dynamics of competition between contingents, we can look at the medal acquisition at the 2023 East Java Porprov, which shows that there was a decrease in the medal acquisition for the Jember Regency contingent to 15th place.

gaps in the Youth and Sports Service often occur due to several factors that affect work effectiveness and productivity. One of the main factors that hinders the achievement of program goals is the lack of effective communication between leaders and staff, especially in explaining the direction and targets of programs such as developing the potential of the younger generation and improving achievements in the field of sports. Unclearness regarding the targets to be achieved, both in the short and long term, often causes difficulties for employees in determining task priorities. In addition, limited training and development of relevant competencies in the field of youth and sports also have an impact on the quality of employee performance. Low work motivation, caused by the lack of awards or incentives for high-achieving employees, as well as high workloads and limited resources, further worsen the condition. An unfavorable work environment, such as conflicts between teams or weak coordination in program implementation, is also a serious obstacle to achieving organizational goals. Furthermore, the mismatch between job descriptions and the actual needs of the organization.

Based on the explanation above, there are several obstacles related to individual characteristics, emotional intelligence, and organizational culture on employee performance at the Jember Regency Youth and Sports Office. Researchers found inconsistencies in the results based on previous studies so this study aims to reveal the relationship between individual characteristics, emotional intelligence, and organizational culture on employee performance at the Jember Regency Youth and Sports Office. By understanding the factors that influence performance, it is expected to provide relevant recommendations to improve sports achievements in Jember Regency.

LITERATURE REVIEW

Individual Characteristics

Individual characteristics are defined as the differences between one individual and another, this is because each employee in a company has a different personality and character and has its own uniqueness (Azis, 2023). Individual characteristics are views, goals, needs and abilities that are different from each other from each person. These differences will be carried into the world of work, which will cause the satisfaction of one person with another to be different, even though they work in the same place (Setyawan & Bagis, 2021). Individual characteristics are special traits or traits possessed by an employee that can make him have different abilities from others to maintain and improve work in his organization (Khalimah & Amrulloh, 2021).

Every human being have individual characteristics that differ from one another others. Individual employee characteristics have a very real impact on individual behavior in carrying out work, because characteristics are carried into the work environment (Kridharta & Rusdianti, 2022) . Individual characteristics in an organization or company are also very important in creating quality human resources (Puspita & Firdaus, 2020). Robbins focuses on saying that individual characteristics are reflected in abilities and skills, age, gender, marital status, length of service, descent, social environment, experience, and individual values, placement of employees and personnel in fields of work that are in accordance with their abilities and skills will lead to high achievement and job satisfaction in improving performance (Marbawi, 2021). Good characteristics will make it easier for employees to do their jobs, and vice versa, employees with bad characteristics will hinder an organization from operating and developing (Simanjuntak, 2020).

Emotional Intelligence

According Fatchurrahmi & Urbayatun (2022)to emotional intelligence is an emotional ability and social ability that influences a person to understand themselves and others and success in overcoming daily demands, challenges and pressures. With high emotional intelligence tend to be more optimistic, flexible, more realistic and able to overcome problems and face pressure. Emotional intelligence is the ability to recognize one's own emotions, manage emotions, recognize the emotions of others, and build relationships with others. In other words, an employee who has high emotional intelligence (related to the ability to recognize one's own emotions, manage emotions, recognize the emotions of others, and build relationships with others) then the employee tends to have high performance in carrying out his work (Fahmi, 2019). Emotional intelligence is a person's ability to use or manage emotions both in oneself and when dealing with others, and use them effectively to motivate oneself and survive pressure, and control oneself to achieve productive relationships (Sari & Azizah, 2023).

Based on this description, it can be concluded that emotional intelligence is the ability to demand oneself to learn to acknowledge and appreciate feeling self Alone And person other And For respond to it appropriately, effectively applying emotional energy in daily life and work, and is a person's ability to recognize their own emotions, manage emotions, motivate themselves, recognize other people's emotions (empathy) and the ability to build relationships (cooperation) with other people.

Organizational culture

According to Sule & Saefullah (2019) organizational culture is the values and norms adopted and implemented by an organization related to the environment in which the organization carries out its activities. According to Ahmad (2022), organizational culture is a set of values (*values*), or norms (*beliefs*), assumptions (*assumptions*), or norms that have long been in effect, agreed upon and followed by members of an organization as a guide to behavior and solving organizational problems. Organizational culture can be defined as a collection of values, beliefs, assumptions, or norms that have long been in effect, agreed upon, and followed by members of the organization as a guide to behavior and problem solving within the organization (Herlambang *et al.*, 2024).

Organizational culture is what employees perceive and how these perceptions create patterns of beliefs, values, and expectations. The performance of an organization depends on the work of its employees. However, superiors can play a role in planning, implementing, and controlling an organization. Organizations need to pay special attention to the achievements obtained by employees by providing *rewards* (prizes, rewards, and awards) and motivation to work enthusiastically, have high responsibility for their duties, so that an organization will be easy to meet the planned goals (Daulay & Kalsum, 2021).

Employee Performance

Performance is an achievement that can be achieved by employees both individually and in groups within an organization, taking into account the responsibilities and authorities given by the organization. This achievement involves ability, perseverance, independence, the ability to solve problems within a legally determined time limit, while still complying with applicable laws, morals, and ethics (Busro, 2018). Performance is the result of work that has a strong relationship with the strategic goals of the organization, customer satisfaction and provides economic contribution (Laswitarni & Purnadewi, 2021).

According to Mangkunegara (2017:9), the definition of performance is a term derived from the word job performance. Performance is work achievement or work results (output) both in quality and quantity achieved by employees per unit time period (usually per hour) in carrying out work tasks according to their responsibilities. Performance is a work result achieved by a person in carrying out the tasks assigned to him which are carried out with skill, experience and sincerity and time. The level of achievement or work results of the targets that must be achieved by an employee in carrying out tasks according to their responsibilities within a certain period of time by assessing the ratio of real work results with quality standards or quantities produced by each employee (Hasibuan, 2019:94).

METHODOLOGY

This study uses a descriptive qualitative approach with a systematic literature review method and bibliometric analysis. The main objectives of this study are to identify, and analyze theoretical findings between individual characteristics, emotional intelligence, performance, and organizational culture at the Jember Regency Youth and Sports Office.

According to (Syahza, 2021) data sources are classified into 2 sources, namely primary and secondary data. This study uses secondary data based on literature. Search literature done through scientific databases such as Scopus, Web of Science, and Google Scholar, using main keywords: individual characteristics, emotional intelligence, employee performance, and organizational

culture. Included literature fulfills inclusion criteria, namely research that has an empirical focus on the variables discussed and provides significant data to support theoretical analysis.

After selection, the collected data were analyzed using a thematic approach to identify patterns, gaps, and relationships between key variables. This study also utilized meta-synthesis analysis to integrate findings from multiple sources, providing a holistic perspective on the topic discussed. To ensure that the literature studied and the research objectives were relevant, the coding process was carried out manually.

RESULTS AND DISCUSSION

Implementation of Dispora Individual Characteristics

Individual Characteristics are views, goals, needs and abilities that are different from each other from each person. These differences will be carried into the world of work, which will cause the satisfaction of one person with another to be different, even though they work in the same place (Setyawan & Bagis, 2021).

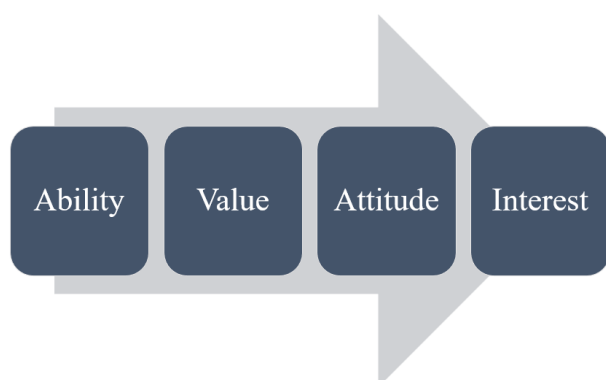


Figure 1. Individual Characteristics Indicator

1. Ability

Competencies include cognitive, technical, and interpersonal aspects needed to complete tasks effectively. Dispora employees are required to have competencies in planning, implementing, and evaluating programs in the field of youth and sports. However, there are still gaps in mastery of information technology and analytical skills, which have an impact on the efficiency of program implementation. Continuous training and capacity building are needed to improve these capabilities.

2. Mark

Personal values such as integrity, responsibility, discipline, and commitment to public service are the basis of employee behavior. In the context of Dispora, these values should be reflected in dedication to the development of the younger generation and improving sports achievements. Although some employees show high commitment, there are still challenges in instilling the values of discipline and concern for the quality of public services evenly across all work units.

3. Attitude

Work attitudes reflect an individual's views and feelings toward tasks, coworkers, and the organization. Positive attitudes such as enthusiasm, openness to change, and a sense of responsibility play an important role in creating a productive work environment. However, in some cases, passive attitudes and resistance to innovation are found, especially due to a lack of motivation and appreciation for employee performance.

4. Interest

Interest refers to an employee's interest in a particular field of work. Employees who have a high interest in youth and sports tend to be more enthusiastic and take the initiative in running programs. However, reality shows that not all employees are placed according to their field of interest or background, which has the potential to reduce work enthusiasm and performance results.

Application of Emotional Intelligence Dispora

Emotional intelligence is the ability to recognize one's own emotions, manage emotions, recognize the emotions of others, and build relationships with others (Fahmi, 2019).

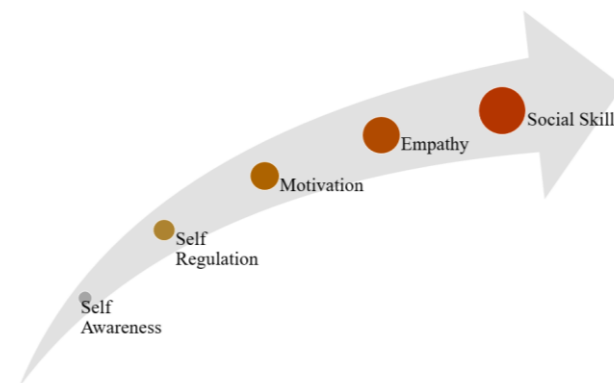


Figure 2. Emotional Intelligence Indicator

1. Self-awareness

Awareness self refers to the ability employee for understand emotions, strengths, weaknesses, and impacts his behavior towards others. In the Dispora environment, some employees have been able to recognize their own limits and know how their feelings affect their performance. However, others still have difficulty in evaluating themselves objectively, especially when facing pressure or criticism.

2. Self-Regulation in Handling Emotions

The ability to manage emotions constructively is very important, especially in dealing with work dynamics and program pressures. Employees who have good self-regulation are able to remain calm and professional in conflict situations or when facing work obstacles. However, in practice, there is still a tendency to be reactive to certain situations, which indicates the need to strengthen stress management and emotional control training.

3. Motivation

Strong intrinsic motivation drives employees to work enthusiastically and consistently in achieving organizational targets. In Dispora, employee work motivation is influenced by interest in youth and sports, as well as support from superiors. However, this motivation often decreases due to lack of appreciation, limited career paths, and the lack of a transparent and fair incentive system.

4. Empathy

Empathy is the ability to understand the feelings, needs, and perspectives of others. In implementing programs involving youth, athletes, and communities, empathy is an important element in building trust and harmonious working relationships. Some employees demonstrate good empathy, but capacity building is still needed in terms of interpersonal communication and social sensitivity.

5. Social Skills

Social skills include the ability to build relationships, collaborate in teams, and resolve conflicts effectively. In Dispora, the success of the program is highly dependent on the ability of employees to build networks with various stakeholders. Although some employees have demonstrated good communication and coordination skills, obstacles such as lack of cross-sector collaboration and low initiative in building productive relationships are still found.

Implementation of Dispora Organizational Culture

Organizational culture is a collection of values, beliefs, assumptions, or norms that have long been in effect, agreed upon, and followed by members of the organization as a guide to behavior and problem solving within the organization (Herlambang *et al.*, 2024).



Figure 3. Organizational Culture Indicator

1. Adaptability

Employees are required to be able to adapt to changes in policy, technology, and the dynamics of community needs, especially in the fields of youth and sports. Some employees show flexibility in dealing with change, but there is still resistance to new things, especially due to the lack of socialization when there is a change in system or program.

2. Detail Orientation

Effective program implementation requires precision in document preparation, activity reporting, and budget management. However, in practice, administrative errors and data discrepancies are still found due to low attention to detail. This indicates the need for improved operational standards and a tighter internal control system.

3. Results Orientation

A work culture that focuses on achieving results is important to ensure that every activity has a real impact. In the Dispora environment, the orientation towards results has not been fully internalized. Some employees tend to carry out tasks as a formality without assessing their effectiveness and sustainability, the need to instill a performance-based evaluative culture.

4. Orientation to People

Recognition of individual roles and contributions is an important part of building a healthy organizational culture. Despite concern for employee welfare, personal approaches and career development are still suboptimal. Policies that are more supportive of human resource development and employee empowerment are still needed.

5. Collaboration

Cross-sector and team collaboration is essential to make Dispora programs a success. The implementation of a collaborative culture still faces challenges in the form of sectoral egos, lack of coordination, and ineffective communication between work units. Therefore, it is important to create an open dialogue space and a more structured teamwork mechanism.

6. Integrity

Integrity is the main foundation in building public trust in government institutions. Several employees have demonstrated a commitment to honesty, responsibility, and transparency in carrying out their duties. However, supervision of the implementation of integrity values still needs to be strengthened, including a mechanism for reporting violations and imposing strict sanctions.

Implementation of Dispora Performance

Employee Performance (Y) is the achievement that can be achieved by employees both individually and in groups within an organization, taking into account the responsibilities and authority given by the organization (Muhammad, 2018).

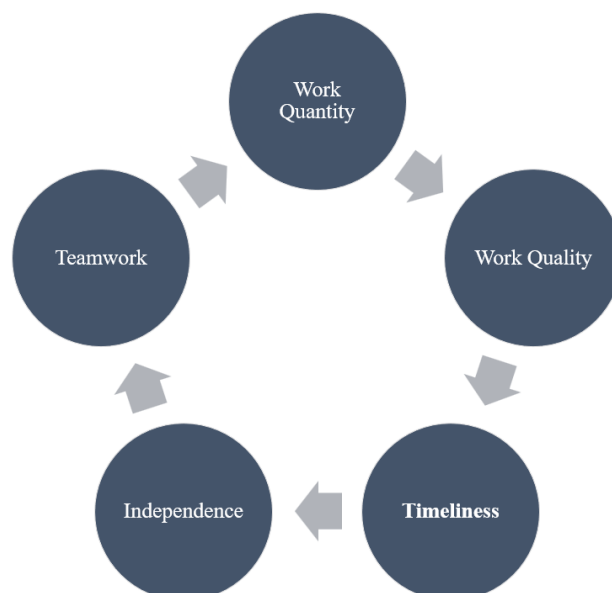


Figure 4. Performance Indicator

1. Quantity of Work

Work quantity refers to the number of tasks or outputs produced within a certain period of time. In Dispora, some employees have shown good productivity in completing the volume of work assigned. However, at certain moments, especially during the implementation of large programs or simultaneous activities, the workload is uneven and causes an imbalance in contributions between employees.

2. Quality of Work

Quality of work is related to the level of accuracy, precision, and professionalism of the work results. In several activities, Dispora employees have demonstrated good work quality, especially in programs that receive greater attention. However, less than optimal work outputs are still found, such as inaccurate reports or implementation of activities that are not in accordance with planning, indicating the need to strengthen supervision and increase technical capacity.

3. Punctuality

The ability to complete tasks according to the specified deadline is a benchmark for work efficiency. Dispora employees are generally able to complete work on time, especially for routine agendas. However, delays in reporting or program implementation sometimes still occur, usually due to technical factors, ineffective coordination, or delays in decision making.

4. Independence

Independence refers to the ability of employees to complete tasks without excessive dependence on others. Some employees have shown a good level of independence, especially those who are experienced. However, in new employees or those who have received less training, there is still a high dependence on superiors' directions in completing routine work.

5. Cooperation

The ability to work together with colleagues is an important element in implementing Dispora programs that are cross-sectoral. The teamwork culture in Dispora is quite well established, but there are still obstacles in terms of communication between departments, differences in perception of tasks, and the lack of systematic collaborative mechanisms.

CONCLUSION

Based on literature and bibliometric analysis, it can be concluded that emotional intelligence is an important link that can strengthen the contribution of individual characteristics to performance. Emotional intelligence has been shown to be an important link between individual characteristics, emotional intelligence, employee performance, and organizational culture, all of which influence each other in the context of government agencies.

This study shows how important it is to make holistic and data-based organizational policies, especially in human resource management in the public sector. The Jember Regency Youth and Sports Agency, along with similar agencies, should pay more attention to building an adaptive organizational culture and developing soft skills for employees such as empathy, self-control, and building relationships.

REFERENCES

1. Azis, R. (2023). Pengaruh Lingkungan Kerja dan Karakteristik Individu Terhadap Kinerja Karyawan PT. Bumi Mineral Sulawesi. *J-MAS (Jurnal Manajemen Dan Sains)*, 8(1), 152. <https://doi.org/10.33087/jmas.v8i1.933>
2. Budi Mulia, Marbawi, D. S. B. (2021). Pengaruh Karakteristik Individu Dan Karakteristik Pekerjaan Terhadap Kepuasan Kerja Dengan Budaya Organisasi Sebagai Variabel Intervening Pada PT. Perta Arun Gas. *Jurnal Manajemen Indonesia (J-MIND)*, 4(2), 86–93.
3. Busro, M. (2018). *Teori-Teori Manajemen Sumber Daya Manusia*.
4. Daulay, A., & Kalsum, E. U. (2021). Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Terhadap Kinerja Guru Swasta di Medan. *Economics, Business and Management Science Journal*, 1(2), 68–75. <https://doi.org/10.34007/ebmsj.v1i2.137>
5. Fahmi, N. A. (2019). Pengaruh Komitmen Organisasi, Karakteristik Individu dan Kecerdasan Emosional Terhadap Kinerja Karyawan di Pusat Penelitian Kelapa Sawit (PPKS) Medan. *Manajemen Bisnis Jurnal Magister Manajemen*, 1(1), 35–45.
6. Fatchurrahmi, R., & Urbayatun, S. (2022). Peran Kecerdasan Emosi terhadap Quarter Life Crisis pada Mahasiswa Tingkat Akhir. *Jurnal Psikologi Teori Dan Terapan*, 13(2), 102–113. <https://doi.org/10.26740/jptt.v13n2.p102-113>
7. Hasibuan, Malayu S. P. 2019. *Manajemen: Dasar, Pengertian, dan Masalah*. Jakarta : Bumi Aksara
8. Herlambang, R., Damayanti, R., Novalia, N., & Ekonomi Dan Bisnis, F. (2024). Budaya Organisasi Dan Locus Of Control Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Distrik Navigasi Kelas 1 Kota Palembang). *Jurnal Ilmiah Wahana Pendidikan, Februari, 2024*(3), 729–741.
9. Khalimah, N., & Amrulloh, D. A. G. (2021). Komitmen Normatif Terhadap Kinerja Karyawan Di Pt . Eins Trend Factory 2. *Jurnal Ilmiah Manajemen*, 2(1), 38–48.
10. Kridharta, D., & Rusdianti, E. (2017). Analisis Pengaruh Karakteristik Individu, Komitmen Organisasi, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening. *Jurnal Riset Ekonomi Dan Bisnis*, 10(3), 232. <https://doi.org/10.26623/jreb.v10i3.882>
11. Laswitarni, N. K., & Purnadewi, R. (2021). Karakteristik Individu, Karakteristik Pekerjaan, Kepuasan Kerja Pengaruhnya Terhadap Kinerja Karyawan Pt. Jakarta Kyoai Medical Center. *Prosiding*, 123–138.
12. Mangkunegara. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
13. Musaigwa, M. (2023). The Role of Leadership in Managing Change. *International Review of Management and Marketing*, 13(6), 1–9. <https://doi.org/10.32479/irmm.13526>
14. Permadi, N. D., & Wijono. (2021). Analisis Strength, Weakness, Opportunity, and Threat (SWOT) Cabang Olahraga Tinju Kabupaten Jember. *Evaluation Athlete Performance, Vol. 4 No.*, 32–39.
15. Pranata, D. (2022). Pengaruh Olahraga Dan Model Latihan Fisik Terhadap Kebugaran Jasmani Remaja. *Jurnal Kesehatan Olahraga*, 10, 107–116.
16. Puspita, A., & Firdaus, M. A. (2020). Pengaruh Karakteristik Individu Dan Lingkungan Kerja Terhadap Kinerja Karyawan. In *Rachmatullaili Tinakartika Rinda Jurnal Manager* (Vol. 3, Issue 1).
17. Rahmawati, & Sholichah, N. (2022). Peran Dinas Kepemudaan dan Olahraga (Dispora) Provinsi Jawa Timur Dalam Pembinaan Atlet Bulutangkis. *Nihayatus Sholichah SARR*, 1(1), 33–46.
18. Rivai Ahmad. (2022). Pengaruh Kepemimpinan Tranformasional Dan Budaya Organisasi Terhadap Kinerja Karyawan Ptpn Ix Batujamus. *Jurnal Publikasi Manajemen Informatika*, 1(1), 85–95. <https://doi.org/10.55606/jupumi.v1i1.243>
19. Robbins, S. P., & Timothy, A. J. (2022). *Organizational Behavior*.
20. Rohendi, A., & Rustiawan, H. (2020). Kebutuhan Sport Science Pada Bidang Olahraga Prestasi. *Jurnal Respects*, 2(1), 32. <https://doi.org/10.31949/jr.v2i1.2013>
21. Sari, N. P., & Azizah, S. N. (2023). Pengaruh Kecerdasan Emosional, Kecerdasan Spiritual dan Kreativitas Terhadap Kinerja Guru. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi*

(JIMMBA), 5(3), 349–361.
<https://doi.org/10.32639/jimmba.v5i3.459>

22. Setyawan, P. C., & Bagis, F. (2021). Pengaruh Karakteristik Individu, Karakteristik Pekerjaan Dan Efikasi Diri Terhadap Kinerja Karyawan (Studi Pada Karyawan Bagian Gudang PT. Hyup Sung Indonesia, Purbalingga). *Master: Jurnal Manajemen Dan Bisnis Terapan*, 1(2), 43.
<https://doi.org/10.30595/jmbt.v1i2.12666>
23. Simanjuntak, D. A. (2020). Pengaruh Ocb (Organizational Citizenship Behavior) Dan Karakteristik Individu Terhadap Kinerja Pegawai Pada Kantor Pelayanan Kekayaan Negara Dan Lelang Kota Pematangsiantar. *Jurnal Manajemen*, 6(May), 72–86.
24. Sule, E. T., & Saefullah, K. (2019). *Pengantar Manajemen*. Jakarta: Prenadamedia Group.
25. Syahza, A. (2021). *Metodologi Penelitian Edisi Revisi*. Pekanbaru: UR Press
26. Tobing, D. S. K., Apriono, M., Sudarsih, Krishnabudi, N. G., & Ulfa, K. A. (2024). The Effect Of Quality Of HR, Transformational Leadership And Compensation On Employee Performance. *Quality - Access to Success*, 25(201), 31–39. <https://doi.org/10.47750/QAS/25.201.05>