

## **How Competency Shapes Employee Performance Through Motivation**

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### **ABSTRAK**

Penelitian ini dilakukan di Dinas Perumahan Rakyat Dan Kawasan Permukiman Serta Pertanahan Kota Surabaya dengan tujuan menganalisis pengaruh kompetensi terhadap kinerja pegawai dengan motivasi sebagai variabel mediasi. Populasi dalam penelitian ini adalah pegawai Dinas Perumahan Rakyat Dan Kawasan Permukiman Serta Pertanahan Kota Surabaya Surabaya, Jawa Timur, Indonesia dengan jumlah total 75 pegawai. Teknik pengambilan sampel menggunakan teknik total sampling. Analisis data menggunakan Structural Equation Modeling (SEM) Partial Least Square (PLS). Hasil penelitian menunjukkan bahwa kompetensi berpengaruh terhadap kinerja pegawai dan motivasi, motivasi berpengaruh terhadap kinerja pegawai, kompetensi berpengaruh terhadap kinerja pegawai melalui motivasi.

**Kata Kunci:** kompetensi, motivasi, kinerja pegawai.

### **ABSTRACT**

This research was conducted at the Surabaya City Public Housing, Settlement Areas, and Land Agency. The aim was to analyze the influence of competency on employee performance, with motivation as a mediating variable. The population in this study was 75 employees of the Surabaya City Public Housing, Settlement Areas, and Land Agency, Surabaya, East Java, Indonesia. The sampling technique used total sampling. Data analysis used Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The results showed that competency influences employee performance and motivation, motivation influences employee performance, and competency influences employee performance through motivation.

**Keywords:** competency, motivation, employee performance.

## **INTRODUCTION**

In an era of rapidly evolving organizational dynamics, employee performance is a crucial element in achieving the goals and sustainability of a government agency, such as the Surabaya City Public Housing, Settlement Areas, and Land Agency. This key role underscores the importance of supporting, motivating, and developing employee competencies, which in turn can significantly impact organizational efficiency and effectiveness.

The Surabaya City Public Housing, Settlement Areas, and Land Agency plays a strategic role in managing and developing housing, settlement areas, and land within its territory. Optimal employee performance in this agency is not only considered a necessity but also key to achieving the organization's goals and mission. Employee performance is directly related to the organization's ability to achieve its stated goals and objectives. High-performing employees can effectively contribute to the achievement of programs and projects implemented by the Surabaya City Public Housing, Settlement Areas, and Land Agency. Optimal employee performance also contributes to the organization's operational efficiency. Competent employees are able to complete their tasks efficiently, avoid potential errors, and ensure that work processes run smoothly.

As a public service agency, the Surabaya City Public Housing, Settlement, and Land Agency (DPRA) directly impacts the quality of service provided to the public. High-quality employees can provide efficient, professional, and responsive service, which in turn can increase public satisfaction. Good employee performance also includes achieving high ethical standards and integrity. A strong work ethic and employee integrity provide a solid foundation for carrying out tasks with trust and maintaining the Surabaya City Public Housing, Settlement, and Land Agency's positive reputation in the public eye.

Gibson (2019) states that employee

performance, often referred to as "employee," summarizes the results of their work, which are related to achieving organizational goals. Furthermore, performance also encompasses various aspects, including efficiency in carrying out tasks and other performance elements. It reflects the extent to which an employee successfully carries out their responsibilities and makes a positive contribution to achieving organizational goals.

When Gibson (2019) describes employee performance, his focus is not only on the achievement of tasks related to organizational goals, but also on other aspects that enrich the concept of performance. Performance is not only seen as the end result of a job, but also as an indicator of efficiency in carrying out those tasks. A successful employee is not only able to achieve organizational targets but also able to engage in efforts to improve productivity and overall work quality.

The importance of employee performance, as stated by Gibson (2019), lies in their integral role in achieving organizational goals. The work performed by employees is not only a means to achieve desired results but also a significant contribution to the development and sustainability of the organization. Therefore, understanding and motivating employees to achieve optimal performance is an inevitable aspect of human resource management in a dynamic work environment.

Several recent empirical studies have shown that a number of factors have a significant influence on employee performance, some of which is competency (Krisnawati and Bagia, 2021; Aulia, 2021; Kartika and Sugianto, 2014; Insani and Yuliati, 2022; Pandaleke, 2016; Rande, 2016; Sudarso et al, 2020; Martini, et al, 2018), and motivation (Amalia and Fakhri, 2016; Ghaffari, et. al., 2017; Suparman, et.al, 2021; Priyatno, 2022; Kuswati, 2020; Pratama, 2020; Dharma, 2018). However, several studies contradict the findings above, including those by Nurlindah and Rahim (2018) and Wibowo et al. (2021), which found that competence has no effect on employee performance. Research by Hartawati (2019) and Hidayat (2021)

demonstrated that work motivation has no effect on employee performance. Therefore, there remains a research gap or inconsistency in the results of studies involving the variables of competency, top management support, and motivation on employee performance. Therefore, further, more in-depth research is needed to obtain more consistent results.

By considering the research gap in the results of previous studies involving the variables of competency and motivation on employee performance, further, more in-depth research is needed with the aim of analyzing the influence of competency on employee performance, with motivation as a mediating variable.

Mangkunegara (2020) explains that performance is the quality and quantity of work results achieved by an employee in carrying out their duties. Rivai (2015) defines employee performance as the concrete behavior displayed by each individual as a result of their work, consistent with their respective roles within the company.

Meanwhile, according to Mathis and Jackson (2019), performance is essentially what employees do or don't do. Dessler (2015) states that employee performance (work achievement) is the expected achievement of employees. Gibson et al. (2019) state that employee performance is a measure that can be used to compare the results of task implementation and responsibilities assigned by the organization.

According to Kasmir (2016), several factors that determine employee performance achievement in an organization are as follows:

1. Ability and Expertise. The ability or skill a person possesses in a job. The more ability and expertise they possess, the more likely they are to complete the job correctly.
2. Knowledge. Knowledge of the job. Someone with good knowledge of the job will produce good work results, and vice versa.
3. Job Design. job design that will facilitate employees in achieving their goals.
4. Personality. A person's personality or character. Each person has a different

personality or character.

5. Work Motivation. The drive for someone to do their job. If they have a strong internal or external drive, employees will be stimulated to do something well.
6. Leadership. The behavior of a leader in organizing, managing, and directing subordinates to carry out assigned tasks and responsibilities.
7. Organizational Culture. The customs or norms that apply and are shared by an organization or company. These customs govern what is generally accepted and applicable.
8. Job Satisfaction. The feeling of joy or happiness, or a feeling of liking, experienced before and after performing a task.
9. Work Environment. The atmosphere or condition of the workplace. The work environment can include the room, layout, facilities and infrastructure, and working relationships with coworkers.
10. Loyalty. Employees' commitment to remaining employed and supporting the company where they work.
11. Commitment. Employee compliance with company policies and regulations.
12. Work Discipline. Employees' efforts to carry out their work activities diligently. Work discipline, in this case, can be in the form of punctuality, for example, always arriving at work on time.

According to Spencer & Spencer in Moehariono (2015) explains that competence is as follows: the underlying characteristics of a person related to the effectiveness of individual performance in his work or the basic characteristics of an individual that have a causal relationship or as a cause and effect with the criteria used as a reference, effective or performing excellently or superiorly in the workplace or in certain situations. Sedarmayanti (2017) explains that competence is as follows: "The basic characteristics that a person has that have a direct influence on, or can predict excellent performance." According to Wibowo (2015) explains that competence is as follows: "An ability to carry out a job that is based on skills and knowledge and supported by the work attitude

required by the job."

According to Decree of the Head of the State Civil Service Agency Number 46 A of 2003 concerning Guidelines for the Preparation of Competency Standards for Civil Servant Structural Positions, competence is the ability and characteristics possessed by a Civil Servant in the form of knowledge, skills, and behavioral attitudes required in carrying out their job duties. Competence consists of:

1. Knowledge
2. Skills
3. Behavioral Attitudes

Several recent empirical studies have shown that competency has a significant influence on employee performance (Krisnawati and Bagia, 2021; Aulia, 2021; Kartika and Sugianto, 2014; Insani and Yuliati, 2022; Pandaleke, 2016; Rande, 2016; Sudarso et al., 2020; Martini, et al., 2018). Thus, a hypothesis can be made as follows:

H1: Competency influences employee performance.

According to Flippo (2018), motivation is described as the skill of directing and guiding employees as well as organizations to work more effectively, so that both individual aspirations and organizational objectives can be achieved in harmony. In line with this, Siagian (2018) views motivation as an internal driving force that stimulates individuals to give their maximum contribution, thereby supporting the organization in realizing its predetermined goals. Furthermore, Handoko (2019) emphasizes that motivation is a force or internal factor inherent in an individual which has the capacity to generate, encourage, and regulate their behavior towards certain actions.

From the perspectives of these experts, it can be inferred that motivation in the context of work is not merely an impulse, but a comprehensive psychological process that encourages individuals to act, sustain their efforts, and remain consistent in carrying out their tasks. Thus, work motivation can be understood as an internal drive within a person that moves them to contribute optimally,

perform their work duties with commitment, and ultimately support the achievement of organizational goals as well as personal satisfaction.

Siagian (2018) outlines a number of factors that have an impact on employee work motivation, which include the following:

1. Salary. For employees, salary is an important factor in meeting their own and their families' needs. Salary, in addition to fulfilling basic needs for each employee, is also intended to motivate employees to work with enthusiasm.
2. Work Achievement/Success The starting point for an individual's career development is their performance in carrying out the tasks entrusted to them. Without satisfactory work performance, it is difficult for an employee to be considered for promotion to a higher position or job in the future when proposed by their superiors. Therefore, achievements in work will foster a positive attitude. Someone who has a desire to achieve as a need can drive them to achieve their goals.
3. The Work Itself. The work itself is a motivating factor for employees to perform at high levels. Work or tasks that provide a sense of accomplishment, are sufficiently interesting, and provide challenges for employees are motivating factors, as their presence is crucial for the motivation to perform at high levels.
4. Recognition/Awards. Recognition of achievement is a powerful work motivation tool, even surpassing the satisfaction derived from compensation.
5. Success at work. Success at work can motivate employees to be more enthusiastic in carrying out the tasks assigned by the company. This success can at least instill a sense of pride in employees, believing they have successfully fulfilled their responsibilities. This will also increase the company's confidence in the capabilities of its employees, which will encourage them to retain them and encourage them to stay with their company.

Several previous researchers have conducted research on competency and work motivation, including Nurjana and Solehudin

(2023), Fuad and Aminuddin (2021), and Suardika (2020). Their research findings demonstrate that competency influences work motivation. Then, the hypothesis can be made: H2: Competency influences motivation.

Several previous researchers have conducted research on the effect of work motivation on employee performance, including Amalia and Fakhri (2016), Ghaffari et al. (2017), Suparman et al. (2021), Priyatno (2022), Kuswati (2020), Pratama (2020), and Dharma (2018). These studies demonstrate that work motivation influences employee performance. Then the hypothesis can be made: H3: Motivation influences employee performance.

As explained above, Several recent empirical studies have shown that competency has a significant influence on employee performance (Krisnawati and Bagia, 2021; Aulia, 2021; Kartika and Sugianto, 2014; Insani and Yuliati, 2022; Pandaleke, 2016; Rande, 2016; Sudarso et al., 2020; Martini, et al., 2018). Likewise, Suardika's (2020) research proves that competency influences employee performance. Meanwhile several previous researchers have conducted research on the influence of motivation on employee performance such as Amalia and Fakhri (2016), Ghaffari et al. (2017), Suparman et al. (2021), Priyatno (2022), Kuswati (2020), Pratama (2020), and Dharma (2018). These studies demonstrate that work motivation influences employee performance. Therefore, the following hypothesis can be formulated:

H4: Competency influences employee performance through motivation.

Based on the above hypothesis, a research framework can be created as follows:

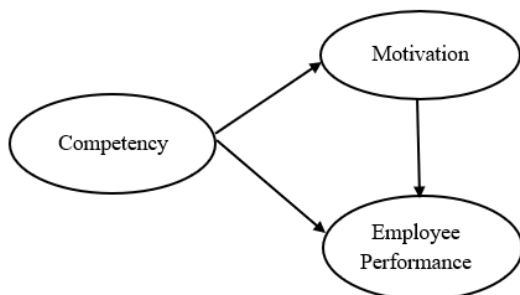


Figure 1. Conceptual Framework

## METHODS

The research approach applied in this study is a quantitative approach. A quantitative approach is understood as a scientific method that emphasizes the use of systematic procedures in collecting, processing, and analyzing data. This type of research seeks to measure and analyze various phenomena by breaking them down into specific parts and examining the relationships among those parts in a structured and objective manner. Quantitative research not only focuses on numerical data but also provides tools for testing hypotheses, drawing generalizations, and producing findings that can be replicated and validated empirically. In this way, the quantitative approach enables researchers to obtain more precise conclusions regarding the relationships between variables studied.

According to Sugiyono (2019), a population is essentially a collection of all the things one wishes to know, a group of documents, or concepts. The population in this study was all 75 permanent employees of the Surabaya City Public Housing, Settlement Areas, and Land Agency, Surabaya, East Java, Indonesia.

The data collected in this research were analyzed using a statistical approach, specifically by employing the Structural Equation Modeling (SEM) method. Within this framework, the Partial Least Squares (PLS) technique was utilized as the primary analytical tool. SEM-PLS was chosen because it is particularly effective for examining complex relationships among variables, testing both direct and indirect effects, and evaluating measurement as well as structural models simultaneously. This method also offers advantages in handling relatively small sample sizes and data that may not fully meet normality assumptions, thereby making it highly suitable for studies that aim to test hypotheses regarding the interrelationships between latent constructs. Through the application of SEM with PLS, the study seeks to obtain more comprehensive, accurate, and reliable findings regarding the relationships among the variables under investigation.

## RESULTS

**Discriminant Validity**

Discriminant validity testing is evaluated by observing the Average Variance Extracted (AVE) value for each indicator. A good requirement is that the AVE value must be less than 0.5 (Ghozali, 2018).

Table 1. Average Variant Extracted (AVE)

Variable	AVE
Competency	0.813
Motivation	0.777
Employee Performance	0.751

The data in Table 1 above confirms that the AVE values for the competency, motivation, and employee performance variables are > 0.5. Therefore, it can be said that each variable has good discriminant validity.

**Composite Reliability**

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6 (Ghozali, 2018). The following is the composite reliability value of each variable used in this study:

Table 2. Composite Reliability

Variable	Composite Reliability
Competency	0.966
Motivation	0.921
Employee Performance	0.943

Referring to table 2 above, it can be seen that the Composite Reliability value of all variables in this study is greater than 0.6 so it can be stated that the indicators in all variables are reliable.

**Cronbach Alpha**

The reliability test that has been assessed through composite reliability can be further reinforced by examining the Cronbach's Alpha coefficient as an additional indicator of internal consistency. Cronbach's Alpha serves as a widely recognized measure to evaluate the extent to which a set of items reliably reflects the underlying construct. According to Eisingerich and Rubera (2010), a variable can be considered reliable or meet the criteria for internal consistency if it achieves a Cronbach's Alpha

value greater than 0.7. This threshold indicates that the items within the variable are sufficiently correlated and consistently measure the same construct. To provide a clearer understanding, the table below presents the Cronbach's Alpha values obtained for each variable in this study, thereby supporting the overall reliability of the measurement model.

Table 3. Cronbach Alpha

Variable	Cronbach Alpha
Competency	0.885
Motivation	0.856
Employee Performance	0.915

Based on the data presentation above in table 3, it can be seen that the Cronbach alpha value of each research variable is > 0.7. Thus, these results indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

**Hypothesis Testing**

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be stated as accepted if the P-Values value < 0.05 (Yamin and Kurniawan 2011). The following are the results of hypothesis testing obtained in this study through the inner model:

Table 4. Hypothesis Test Results

Hypothesis	Influence	T-statistics	P-Values	Result
H1	Competency → Employee Performance	2.621	0.009	Accepted
H2	Competency → Motivation	3.968	0.000	Accepted
H3	Motivation → Employee Performance	4.599	0.000	Accepted
H4	Competency → Motivation → Employee Performance	3.253	0.001	Accepted

Based on the data results in table 4 above, it can be seen that the four hypotheses proposed in this study are as follows:

1. The influence of competency on employee performance has a P value of 0.009 or less than 0.05. This means that the competency variable has an influence on employee performance.

2. The influence of competency on motivation has a P value of 0.000 or less than 0.05. This means that the competency variable has an influence on motivation.
3. The influence of motivation on employee performance has a P value of 0.000, or less than 0.05. This means that the motivation variable has an influence on employee performance.
4. The influence of competency on employee performance through motivation has a P value of 0.001, or less than 0.05. This means that the competency variable influences employee performance through motivation.

## DISCUSSION

1. Referring to the results of the hypothesis testing, it can be stated that competency influences employee performance. Both variables have a positive relationship, meaning they are directly proportional. These results confirm that changes in competency variables will be followed by changes in employee performance in the same direction. If an employee's competency is adequate to carry out their duties, it will be followed by high employee performance. Conversely, inadequate competency will negatively impact employee performance. The study's findings that competency influences employee performance align with competency theory, which emphasizes the importance of knowledge, skills, and attitudes as essential assets for employees to achieve higher performance. Adequate competency tends to lead to rapid and high performance, the ability to complete all tasks, and resolve problems. The results of this study support the results of research conducted by several previous researchers, including Krisnawati and Bagia (2021), Aulia (2021), Kartika and Sugianto (2014), Insani and Yuliati (2022), Pandaleke (2016), Rande (2016), Sudarso et al (2020), and Martini et al (2018). Their research results prove that competence influences employee performance. Their research results prove that leadership influences employee performance.
2. Based on the results of the hypothesis testing, it can be concluded that competence influences work motivation. The direction of the two variables is directly proportional, as

indicated by the positive sign, indicating that changes in competence impact work motivation. Adequate employee competence will be followed by strong work motivation. Conversely, low employee competence will result in low work motivation.

The results of this study align with Abraham Maslow's theory that human needs can be divided into five hierarchical levels: physical, safety, social, self-esteem, and self-actualization. This theory implies that employees are motivated by unmet needs, and organizations can increase employee motivation by understanding and fulfilling these needs. One of these needs is competence, which encompasses knowledge, skills, and attitudes.

The results of this study support the results of research several previous researchers which have conducted research on the influence of competency on motivation, including Nurjana and Solehudin (2023), Fuad and Aminudin (2021), and Suardika (2020). Their research findings demonstrate that competency influences work motivation.

3. Based on hypothesis testing, it was confirmed that work motivation influences employee performance. The direction of the relationship between the two variables is positive. This means that good work motivation will support employee performance. Conversely, poor work motivation will have a negative effect on employee motivation.

The research results indicate that work motivation influences employee performance, as is the theory. Employees who are intrinsically motivated to achieve work goals tend to be more productive. High motivation encourages extra effort and consistency in work, which in turn increases employee productivity.

Strong motivation can spur employees to deliver higher quality work. Awareness of goals and desired outcomes encourages employees to put in maximum effort and ensure their work meets established quality standards. Work motivation encourages employees to take initiative and demonstrate creativity in completing tasks. Motivated employees feel a responsibility to contribute positively to the organization and can generate innovative ideas to improve efficiency or work quality.

Motivated employees tend to have higher levels of job satisfaction. High job satisfaction can increase employee retention, reduce employee

turnover, and retain skills and experience within the organization.

The findings of this study support previous research conducted by Amalia and Fakhri (2016), Ghaffari et al. (2017), Suparman et al. (2021), Priyatno (2022), Kuswati (2020), Pratama (2020), and Dharma (2018). These findings demonstrate that work motivation influences employee performance.

4. Based on the hypothesis test, it can be concluded that competence influences employee performance through work motivation. The relationship between these three variables is positive. These results confirm that whether employee motivation is strong or weak, it will support the influence of competence on employee performance in a directly proportional direction. This means that if motivation increases, the influence of competence on employee performance will also increase.

These research results align with the theory that employee performance is influenced by employee competency levels. Competence, encompassing knowledge, skills, and attitudes, can contribute to the achievement of organizational goals. In the context of competency, employee competency that supports employee motivation can provide a positive boost to employee performance.

## **CONSLUSION**

Based on the findings of this research conducted at the Surabaya City Public Housing, Settlement Areas, and Land Agency, it can be concluded that competency plays a vital role in shaping both motivation and employee performance. The results indicate that competency has a direct influence on employee performance, suggesting that employees with higher levels of knowledge, skills, and abilities are more capable of delivering optimal results in their work. In addition, competency was also found to significantly influence motivation, showing that employees who possess strong competencies are more likely to feel motivated to contribute to organizational success.

Furthermore, the study reveals that motivation itself has a positive and significant effect on employee performance. This implies that motivated employees tend to demonstrate higher productivity, stronger commitment, and better overall performance. Finally, the research highlights the mediating role of motivation in the relationship between competency and employee

performance. In other words, competency not only directly enhances employee performance but also indirectly strengthens it through the increase in employee motivation.

Overall, these findings emphasize the importance of competency development and motivation-building strategies in improving employee performance within the Surabaya City Public Housing, Settlement Areas, and Land Agency.

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