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## THE EFFECT OF WORK MOTIVATION, COMPETENCY AND AFFECTIVE COMMITMENT ON PERFORMANCE OF CIVIL SERVANTS OF THE TNI-AD IN THE FIELD ARTILLERY WEAPONS CENTER (PUSSENARMED) IN CIMAHI

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### Abstract

**Purpose:** This study aims to analyze the influence of work motivation, competence, and affective commitment on the performance of civil servants at the Indonesian Army's Center for Artillery Forces (PUSSENARMED) in Cimahi.

**Research Methodology:** This research employs multiple linear regression analysis to examine the relationships among these variables. Data were collected through questionnaires distributed to 33 civil servant respondents at PUSSENARMED.

**Results:** The findings indicate that work motivation has a significant positive influence on PNS performance; the higher the motivation, the better their performance. Competence shows a relatively low negative influence on performance, while affective commitment has a significant positive influence. Simultaneously, all three independent variables provide a significant influence on PNS performance, explaining about 51.4% of the variation in performance

**Limitations:** This study is limited to one institution, namely PUSSENARMED in Cimahi, so the results may not be generalizable to other institutions.

**Contribution:** These findings can be utilized to enhance human resource management in the public sector, particularly within the military context, with a focus on improving work motivation and employee affective commitment.

**Keywords:** *Work Motivation, Competence, Affective Commitment, Civil Servant Performance, PUSSENARMED*



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## 1. INTRODUCTION

Human resources are one of the things that receive serious attention today, without quality human resources, the progress of a region will not occur. According to (Hasibuan, 2016: 10) human resource management is "the science and art of managing the relationship and role of the workforce so that it is effective and efficient in helping to realize the goals of the company, employees, and society". According to (Rihardi, 2021) Human Resource Management is the

science and art of managing the relationship and role of the workforce efficiently and effectively so that the goals of the company, employees and society are achieved.

Human resource management is the recruitment, selection, development, maintenance, and use of human resources to achieve individual or organizational goals. Bureaucratic reform is one of the government's efforts to achieve good governance and make fundamental reforms and changes to the system, governance, especially concerning institutional aspects (organization), administration and human resources of the apparatus, creating a professional government bureaucracy with characteristics, integrated, high-performance, free and clean from Corruption, Collusion and Nepotism, able to serve the public, neutral, prosperous, dedicated, and uphold the basic values and code of ethics of the state apparatus. The purpose of the Bureaucratic Reform policy in Indonesia is to build employee profiles and behaviors that have integrity, productivity, and responsibility and have the ability to provide excellent service through changes in mindset and work culture in the human resource management system. In essence, changes in administration are directed at carrying out effective and efficient administration.

Performance is the result of work that has a strong relationship with the strategic goals of the organization, consumer satisfaction and contributes to so performance is about what is done and how to do it. Organizational strategies are needed to realize the planned program, one of which is human resources that can contribute to the organization. Recruitment of employees through selection is part of the needs of an organization, but in carrying out its duties it still always faces problems that cannot be solved alone.

Based on the Regulation of the Minister of Defense Number 09 of 2009 concerning the Principles of Civil Servant Development, the Minister of Defense is the Central Civil Servant Development Officer of the Department of Defense who is responsible for developing Civil Servants in order to increase the efficiency, effectiveness, and level of professionalism in carrying out tasks, functions and obligations of personnel which include planning activities, procurement, education and training, use, maintenance, and separation as well as the welfare of Civil Servants within the Department of Defense Security and the Armed Forces of the Republic of Indonesia so that they are able to actively secure and facilitate the implementation of national development towards the realization of strong national resilience.

Based on the Regulation of the Commander of the Indonesian National Armed Forces Number PERPANG/45/VII/2008 DATED JULY 21, 2008, the TNI Organization, in addition to using TNI Soldiers, also uses TNI Civil Servants in quite large numbers, therefore TNI Civil Servants and TNI Soldiers are an integrated unit that is jointly responsible for carrying out the main tasks of the TNI.

The use of Civil Servants in the TNI environment is carried out based on the consideration of the existence of positions in the TNI organization that are more effective and efficient to be held by Civil Servants and also because of the nature of the assignment which is generally in the non-combat field which is relatively stationary, TNI Civil Servants are part of the Civil Servants regulated in Law Number 8 of 1974, so that TNI Civil Servants in addition to being fostered in accordance with the interests of the TNI organization are also fostered in accordance with the rules/provisions that apply to Civil Servants in general. The purpose of fostering TNI Civil Servants is to create TNI Civil Servants who are full of loyalty and obedience to Pancasila. The 1945 Constitution, the State and government and are united, have a good mentality, are highly disciplined, honest, clean and authoritative, efficient and effective, of high quality, and are aware of their responsibilities as state apparatus who serve the state through the TNI organization. Targets. The development of TNI Civil Servants is carried out with the following targets: a). The

realization of TNI Civil Servants who have a fighting spirit and high professionalism in accordance with the Civil Servant code of ethics. b). The realization of Civil Servants as a complement that is able to support the implementation of the main tasks of the TNI. c). The realization of high work spirit and discipline as well as adequate welfare. d). The realization of orderly personnel administration.

The Principles of TNI Civil Servants Development are carried out by considering the following principles: a). The greatest possible utilization and empowerment of TNI Civil Servants for the interests of the TNI organization. b). Placement of Civil Servants in the right positions. c). Increasing abilities, skills, interests and talents through assignments, education and training. d). Increasing motivation so that every TNI Civil Servant desires to achieve the greatest possible work performance, by providing examples, guidance, encouragement. e). Providing career development opportunities based on a combination of career systems and work performance systems. f). Maintaining and increasing national awareness.

Employee performance is influenced by several factors including motivation, according to (Danuatmadja, 2019) motivation is the key to a successful organization to maintain the continuity of work in the organization in a strong way and assistance to survive. A person's motivation to carry out an activity arises because they feel the need to meet their needs if their needs are met then their motivation can decrease, to inspire people to work as individuals or groups in a way that can produce the best results with their own personal motivational strength.

Every organization is formed to achieve certain goals and if achieved it can be called a success, to achieve success a strong foundation is needed, namely in the form of competence. Based on the opinion of (Robbins, 2015: 38) the definition of competence is an ability or capacity of a person to carry out various tasks in a job. Where, this ability is determined by intellectual and physical factors. The following is pre-survey data regarding work motivation (X1), Competence (X2) and Affective Commitment (X3) and Performance (Y) based on the perceptions of 20 employees at the Medan Artillery Weaponry Center (Pussenarmed) Cimahi, as follows: The results of the initial study of 20 respondents regarding employee work motivation at the Medan Artillery Weaponry Center (Pussenarmed) Cimahi consisted of 6 dimensions (Prayudi, 2021): 1. Rewards. 2. Working conditions. 3. Work facilities. 4. Work performance. 5. Recognition from superiors. 6. The work itself.

Pre-survey of Perception of Employee Work Motivation at the Cimahi Field Artillery Weaponry Center (Pussenarmed), it can be seen that work motivation reflected through several factors in it is generally still in a suboptimal condition with an average score of 3.57%. The pre-survey also found that the "work itself" factor is the factor with the lowest assessment condition when compared to other factors. Competence is one of the important components that individuals must have so that the implementation of work tasks can run well. According to (Setiadi, 2018) defines competence as an ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the established work requirements. According to (Sahertian & Satriobudi, 2016) competence is more defined as the underlying characteristics of a person related to the effectiveness of individual work in their work. The following will present the results of a pre-survey related to employee competency at the Medan Artillery Weaponry Center (Pussenarmed) Cimahi which consists of 4 dimensions (Armstrong, 2008): 1. Intellectual ability. 2. Interpersonal ability. 3. Adaptability ability. 4. Result orientation ability.

The pre-survey of Employee Competence Perception at the Cimahi Field Artillery Weaponry Center (Pussenarmed) can be observed that the competency conditions reflected

through several factors in it are generally still in a condition that needs improvement with an average score of 3.91%. The pre-survey also found that the "Interpersonal skills" factor is the factor with the lowest assessment condition when compared to other factors. According to (Beinecke & Spencer, 2007) that competence is the basic foundation of a person's characteristics and indicates how to behave or think, equate situations, and support for a fairly long period of time. According to competence is what people bring to a job in the form of different types and levels of behavior. Competence determines aspects of the job performance process. Affective commitment is a strong belief from employees towards the organization, accepting the goals of the organization and being willing to make efforts for the sake of the organization, Source: Parinding, (2015) the dimensions of affective commitment consist of: 1. Leaders prioritize employee welfare. 2. Deepening knowledge in improving performance. 3. Employee honesty. 4. Skills in organizing.

Pre-survey of Perception of Affective Commitment of Employees at the Medan Artillery Weaponry Center (Pussenarmed) Cimahi, it can be observed that the condition of Affective Commitment reflected through several factors in it is generally still in a suboptimal condition with an average score of 3.62%. The pre-survey also found that the factor "Leaders prioritize employee welfare" is a factor with the lowest assessment condition when compared to other factors. Performance is a record of the results produced (produced) for certain job functions or activities during a certain period of time. So that performance is a result achieved by someone according to the applicable standards for the job in question. Therefore, performance is not only about the personal characteristics indicated by someone, but also the results of work that has been and will be done by someone. The same thing was stated by (Sedarmayanti, 2009) performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals or ethics, based on the opinion of (Mangkunegara, 2017) that the dimensions of performance consist of: 1. Quality. 2. Quantity. 3. Implementation of tasks. 4. Responsibility.

Pre-survey of Employee Performance Perception at the Cimahi Field Artillery Weaponry Center (Pussenarmed), it can be observed that the performance conditions reflected through several factors in it are generally still in a suboptimal condition with an average score of 3.67%. The pre-survey also found that the "task execution" factor is the factor with the lowest assessment condition when compared to other factors.

Based on the pre-survey explanation above, it can be seen that the four variables and dimensions if sorted show that the "Work itself" dimension in the work motivation variable is still in the low criteria with an average of 2.4, the "Interpersonal skills" dimension in the competency variable with an average value of 3.8, the "Leadership prioritizes employee welfare" dimension in the affective commitment variable with an average value of 3.25 has not been prioritized, the "Task execution" dimension in the performance variable with an average value of 3.45. As the research above, as the level of performance with similar research has been conducted by (Anwar et al., 2022) entitled The Influence of Transformational Leadership, Affective Commitment and Job Satisfaction on the Performance of Police Members in All Polsek Pandeglang Regency. This research was conducted because it has strong and relevant reasons in the context of the performance of civil servants of the Indonesian Army in military organizations, especially at the Medan Artillery Weaponry Center (Pussenarmed) in Cimahi.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Literature Review

In this section, we will explore relevant literature related to work motivation, competence, affective commitment, and their impact on the performance of civil servants, particularly in military settings.

#### *Work Motivation*

Work motivation is a critical factor influencing employee performance. According to Herzberg's Two-Factor Theory, motivators such as recognition, responsibility, and opportunities for personal growth significantly enhance job satisfaction and performance (Herzberg, 1966). Research by Deci and Ryan (2000) emphasizes the role of intrinsic motivation in enhancing engagement and productivity. In the context of public service, high work motivation is linked to improved service delivery and efficiency (Aviantara et al., 2018).

#### *Competence*

Competence refers to the ability of individuals to perform their jobs effectively. Robbins (2015) defines competence as a combination of skills, knowledge, and behavior necessary to fulfill job responsibilities. Studies have shown that higher levels of competence correlate with better performance outcomes. However, some research suggests that merely increasing competence does not always lead to improved performance, indicating a complex relationship influenced by contextual factors (Sahertian & Satriobudi, 2016).

#### *Affective Commitment*

Affective commitment is the emotional attachment of employees to their organization, which influences their willingness to contribute positively to organizational goals. Meyer and Allen (1991) argue that affective commitment leads to higher levels of performance, as employees who feel connected to their organization are more likely to exert effort. Research by Cahyaningrum and Prayekti (2022) highlights that strong affective commitment fosters loyalty and enhances overall organizational performance.

#### *Performance in Public Sector*

The performance of civil servants is crucial for effective governance and public service delivery. Various studies underscore the importance of integrating motivational factors, competence, and commitment to achieve optimal performance in the public sector. For instance, Anwar et al. (2022) found that leadership styles significantly impact employee motivation and, consequently, performance. Effective performance management systems that consider these factors are essential for improving outcomes in public organizations.

The existing literature suggests a strong interrelationship between work motivation, competence, and affective commitment in influencing the performance of civil servants. This study aims to build on these findings by exploring these variables



within the specific context of PUSSENARMED, contributing to a deeper understanding of how these factors can be leveraged to enhance performance in military settings.

## 2.2. Hypothesis Development

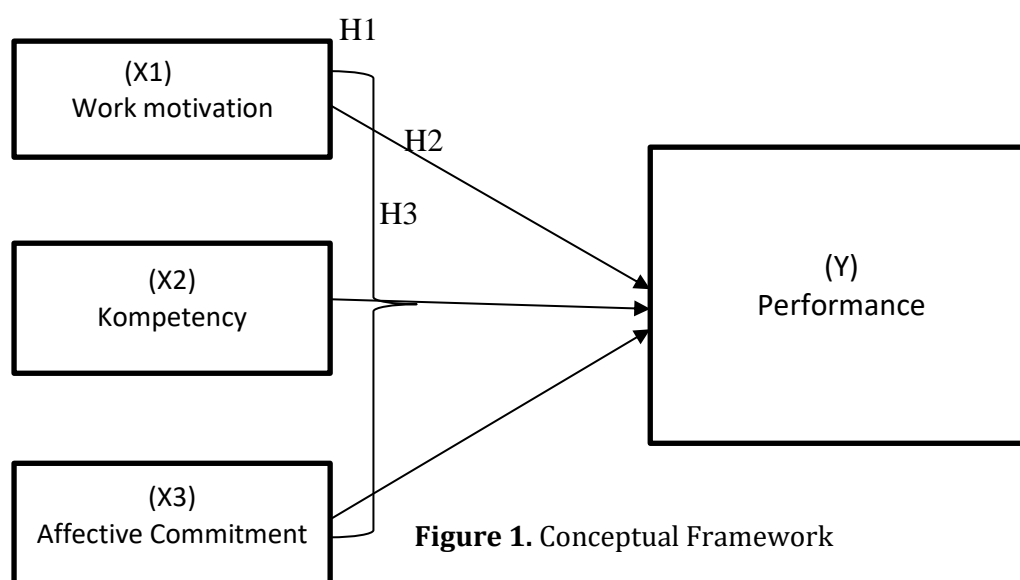
According to Sugiyono (2017:60) states that the framework of thinking is a conceptual model of how theory relates to various factors that have been identified as important problems. The conceptual framework is a conceptual model of how theory relates to various factors or variables, which have been recognized or identified as very important problems (Sekaran, 2006:33). The conceptual framework that will be studied in this study is work motivation, competence, affective commitment and performance as the thoughts in this study are as follows:

1. Independent variable (X) is a variable that influences or causes changes and the emergence of dependent variables (bound) (Sugiyono, 2012). The independent variables in this study are:

1. Work motivation (X1)
2. Competence (X2)
3. Affective Commitment (X3)

2. Dependent Variable (Y)

This variable is the variable that is the main focus of the study. According to (Sugiyono, 2012) dependent variables are often referred to as output variables, criteria, consequences or bound variables. Dependent variables are variables that are influenced or that are the result of the presence of independent variables. In this study, the dependent variables are: Performance (Y).



**Figure 1.** Conceptual Framework

Hypothesis is a temporary answer to the research problem, where the research formulation has been stated in the form of a question sentence (Sugiyono, 2015: 64). So the hypothesis developed is as follows:

H1: It is suspected that partial Work Motivation has a significant effect on the Performance of Civil Servants of the Indonesian Army PUSSEN ARMED in Cimahi

H2: It is suspected that partial Competence has a significant effect on the Performance of Civil Servants of the Indonesian Army PUSSEN ARMED in Cimahi

H3: It is suspected that partial Affective Commitment has a significant effect on the Performance of Civil Servants of the Indonesian Army PUSSEN ARMED in Cimahi

H4: It is suspected that simultaneous work motivation, competence and Affective commitment have a significant effect on the Performance of Civil Servants of the Indonesian Army PUSSEN ARMED in Cimahi.

### **3. RESEARCH METHODOLOGY**

#### **3.1 Research Design**

This study employs a survey-based research design to analyze the influence of work motivation, competence, and affective commitment on the performance of civil servants at the Indonesian Army's Center for Artillery Forces (PUSSENARMED) in Cimahi. The survey method allows for the collection of quantitative data from a specific population, enabling the examination of relationships among the variables of interest.

#### **3.2 Materials**

##### **3.2.1 Questionnaire**

A structured questionnaire was developed to gather data on the following variables:

1. Work Motivation: Assessed through dimensions such as intrinsic rewards, recognition, and working conditions.
2. Competence: Evaluated based on self-reported skills and abilities relevant to job tasks.
3. Affective Commitment: Measured through statements reflecting emotional attachment to the organization.
4. Performance: Assessed based on self-reported effectiveness and efficiency in job duties.

The questionnaire consisted of closed-ended questions employing a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This format allows for quantifiable responses that can be analyzed statistically.

##### **3.2.2 Participants**

The study targeted a population of 33 civil servants at PUSSENARMED. Participants were selected using a census sampling method, ensuring that all members of the population were included in the study.

#### **3.3 Data Collection**

Data were collected through the distribution of the questionnaire, which was administered during a scheduled meeting with the respondents. Participants were

provided with clear instructions and assured of the confidentiality of their responses. The data collection period lasted for two weeks.

### **3.4 Data Analysis**

#### **3.4.1 Software**

Data were analyzed using IBM SPSS Statistics version 26.0. This software was chosen for its advanced statistical analysis capabilities, allowing for the application of multiple linear regression analysis to test the hypotheses.

#### **3.4.2 Statistical Methods**

The following statistical methods were employed:

1. Descriptive Statistics: To summarize the demographic characteristics of the respondents and the key variables.
2. Multiple Linear Regression Analysis: To examine the relationships between work motivation, competence, affective commitment, and performance.
3. Validity and Reliability Tests: Conducted to ensure the questionnaire's effectiveness. Cronbach's alpha was used to assess reliability, with a threshold of 0.60 indicating acceptable reliability.

### **3.5 Research Conditions and Assumptions**

The study was conducted under the following conditions:

1. All respondents were active civil servants at PUSSENARMED.
2. Respondents were willing to participate and provide honest feedback.
3. The study assumed that the respondents understood the questionnaire and provided accurate responses.

#### **3.5.1 Theoretical Framework**

This research is grounded in several theories:

1. Herzberg's Two-Factor Theory of motivation, which emphasizes the importance of intrinsic and extrinsic factors in influencing employee performance.
2. Competency Theory, which posits that effective job performance is linked to the individual's skills and abilities.
3. Affective Commitment Theory, suggesting that emotional attachment to an organization enhances employee performance.

## **4. RESULTS AND DISCUSSIONS**

### **4.1. Results**

The analysis revealed significant findings regarding the influence of work motivation, competence, and affective commitment on the performance of civil servants (PNS) at PUSSENARMED.



1. **Work Motivation (X1):** The regression analysis showed a positive coefficient of 0.283, indicating that increased work motivation correlates with enhanced performance. The significance level was  $p < 0.01$ , demonstrating a strong influence on performance.
2. **Competence (X2):** Competence exhibited a negative coefficient of -0.255, suggesting that higher competence may not necessarily lead to improved performance in this context. The significance level was  $p = 0.071$ , indicating a relatively weak influence.
3. **Affective Commitment (X3):** Affective commitment had a positive coefficient of 0.442, with a significance level of  $p < 0.01$ , indicating a strong positive influence on performance.

Overall, the model explained 51.4% of the variance in PNS performance, as indicated by an R-squared value of 0.514.

## 4.2 Discussions

The findings align with existing theories on motivation and commitment in the workplace:

1. **Work Motivation:** The significant positive impact of work motivation supports Herzberg's Two-Factor Theory, which emphasizes that motivation drives performance. Previous studies (e.g., Aviantara et al., 2018) corroborate this, showing that motivated employees tend to perform better.
2. **Competence:** The unexpected negative relationship between competence and performance suggests that merely having skills is insufficient without proper motivation and engagement. This observation resonates with Robbins' (2015) assertion that competence must be matched with other factors for effective performance.
3. **Affective Commitment:** The strong positive influence of affective commitment aligns with Meyer and Allen's (1991) framework, indicating that emotionally engaged employees are more likely to invest effort in their roles. This finding is consistent with prior research (Cahyaningrum & Prayekti, 2022), highlighting the importance of emotional connection to organizational goals.

In summary, while work motivation and affective commitment emerged as key drivers of performance, the relationship with competence warrants further investigation. The study underscores the need for organizations to foster a motivating environment and enhance emotional ties to improve overall performance among civil servants.

## 5. CONCLUSION

This study successfully analyzed the influence of work motivation, competence, and affective commitment on the performance of civil servants at PUSSENARMED in

Cimahi. The objectives of the study were accomplished through the application of multiple linear regression analysis, which revealed that:

1. **Work Motivation** significantly enhances the performance of PNS, confirming its crucial role in driving employee effectiveness.
2. **Competence** showed a relatively low negative influence on performance, suggesting that merely having skills is not sufficient for improving outcomes without adequate motivation and engagement.
3. **Affective Commitment** was found to be a strong positive predictor of performance, highlighting the importance of emotional connection to the organization.

Overall, the model explained 51.4% of the variance in performance, demonstrating that these factors are essential for enhancing the effectiveness of civil servants.

### LIMITATION AND STUDY FORWARD

Despite the valuable insights gained, this study has some limitations:

1. **Sample Size:** The research was conducted with a limited sample of 33 respondents, which may not fully represent the broader population of civil servants within the TNI-AD.
2. **Single Institution Focus:** The study was confined to PUSSENARMED, which may restrict the generalizability of the findings to other military or public sector organizations.
3. **Self-Reported Data:** The reliance on self-reported measures for motivation, competence, and performance could introduce bias, as respondents may present themselves in a favorable light.

Future research could address these limitations by:

1. Expanding the sample size to include multiple institutions within the military or public sector for a more comprehensive understanding.
2. Incorporating qualitative methods, such as interviews or focus groups, to gain deeper insights into the factors influencing performance.
3. Exploring additional variables, such as organizational culture or leadership styles, that may interact with motivation and commitment to affect performance.

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