



# Effect of competence on the performance of employees of the Bogor City manpower office with motivation as a moderating variable

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## ABSTRACT

The Bogor City Manpower Office (Disnaker) is a government agency responsible for assisting the Mayor of Bogor in implementing regional authority in the fields of employment and transmigration. This study aims to analyze the effect of competence on employee performance, with motivation as a moderating variable. The research employed a quantitative approach using the Structural Equation Modeling (SEM) technique and involved 155 respondents. The SEM analysis consisted of the normality test, validity test, reliability test, moderation test, hypothesis testing, and goodness-of-fit evaluation. The results show that competence has a significant positive influence on employee performance ( $p = 0.000$ ; C.R. = 4.127), supporting  $H_1$ . Meanwhile, motivation does not have a significant direct effect on employee performance ( $p = 0.202$ ; C.R. = -1.276), leading to the acceptance of  $H_2$ . However, motivation significantly strengthens the relationship between competence and performance ( $p = 0.015$ ; C.R. = 2.441), thereby rejecting  $H_3$ . The model fit indices ( $\chi^2 = 93.77$ ; RMSEA = 0.08; CFI = 0.91; TLI = 0.89) indicate that the SEM model demonstrates acceptable structural validity. These findings confirm that competence is a key driver of employee performance and that motivation enhances its effectiveness. Therefore, developing both competence and motivational support is essential for improving performance in public sector institutions.

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## 1. INTRODUCTION

The Bogor City Manpower Office (Disnaker) is a government agency that has the task of helping the mayor of Bogor carry out the authority of the local government in the field of labor and transmigration. Regional Institutions in Bogor City have been stipulated in Regional Regulation Number 7 of 2016 concerning the Formation and Composition of the Regional Apparatus of Bogor City as amended by Bogor City Regional Regulation Number 3 of 2019 concerning Amendments to the previous Bogor City Regional Regulation.

According to (Apriliyani & Sukamto, 2019) "Employee performance is the result of work both in quality and overall quantity completed by employees in accordance with the tasks given". Meanwhile, according to (Novia Putri & Ardiana, 2019) "Employee performance is the willingness of a person or group of people to carry out an activity and improve it in accordance with their responsibilities with the results as completed".

From the results of employee performance achievements, it is known that there is one performance target that has not been achieved, namely the level of job opportunities (Gane Arinata & Darwin, 2024). Therefore, it is necessary to be a concern for the Company to be able to achieve the Company's target targets.

The factor that affects employee performance is work motivation. According to (Suhardi, 2019), "Motivation is an energy that moves in employees who are aimed at achieving the goals of a company organization". Meanwhile, according to (Farisi et al., 2020), "Work motivation is a driver for a person to do their job better, it is also a factor that makes the difference between success and failure in many ways and is a very important emotional energy for a new job".

Motivational factors can also affect performance. Motivation is a management tool used to encourage employees to work better, namely by creating expectations of getting more decent service rewards (Utami et al., 2023). Employees will prefer to occupy higher positions in order to get the rewards they deserve more deserve (Jannata & Tura, 2024).

Another factor that also affects performance is work competence. Work Competence According to (Widiastini, N M AD, 2020) states that "Competence is an ability to carry out work or tasks based on skills and knowledge and supported by the work attitude demanded by the job." Meanwhile, according to (Trisna & Guridno, 2021) "Competence is a dimension that reflects the behavior of the expertise and excellence of an employee or leader who has expertise, good behavior and knowledge".

Motivation and work competence are very important factors that must be considered by the company, where employees who have high motivation and competence will certainly be able to produce good work as well, but employee performance will be higher if employee motivation and competence are supported by compensation that is in accordance with the employee's workload (Aryata & Marendra, 2023).

Based on research conducted by (Abdul Fatah, 2021), it is shown that motivation and discipline on employee performance have a strong relationship. In a simultaneous test, there was a significant influence between motivation and discipline on employee performance at the Tangerang City Population and Civil Registration Office. Based on research conducted by (Nurhalizah & Oktiani, 2024), it is shown that training has a significant effect on employee performance. The hypothesis test was obtained  $t_{\text{calculated}} > t_{\text{table}}$  or  $(8,587 > 1,985)$ . Motivation has a significant effect on employee performance. The hypothesis test obtained  $t_{\text{calculated}} > t_{\text{table}}$  or  $(7,482 > 1,985)$ . (P. Afandi, 2018) Training and motivation simultaneously have a significant effect on employee performance.

However, previous studies have not comprehensively explored how competence and motivation interact to influence employee performance, particularly within the public sector such as the Bogor City Manpower Office. Most existing studies have focused on private companies or analyzed these variables separately, resulting in limited empirical evidence in government institutions that have distinct organizational structures, bureaucratic processes, and performance indicators. This situation creates a research gap that needs to be addressed to understand how competence and motivation contribute to improving public service performance.

Therefore, this study aims to: analyze the influence of competence on employee performance, examine the effect of motivation on employee performance, and (3) identify the moderating role of motivation in strengthening the relationship between competence and employee performance at the Bogor City Manpower Office.

The use of the Structural Equation Modeling (SEM) method in this study is academically justified because SEM allows simultaneous testing of complex relationships

among latent variables, including direct, indirect, and moderating effects. Furthermore, SEM provides a comprehensive framework for evaluating the validity and reliability of measurement models, making it highly suitable for testing the conceptual model developed in this study.

Based on the above background, the researcher wants to find out the effect of competence on the performance of employees of the bogor city manpower office with motivation as a moderating variable.

## 2. RESEARCH METHOD

The type of research used in this study is quantitative. According to (Rasjid, 2022) "Quantitative research is a research method based on the philosophy of positivism, used to research on a specific population or sample, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing the hypothesis that has been established". (Hardani, 2020) The number of populations and samples used in the study was 155 people. The data collection technique used is primary data through the distribution of questionnaires given to employees of the Bogor City Manpower Office

The population in this study consists of all employees of the Bogor City Manpower Office (Disnaker Kota Bogor), totaling 155 people, which simultaneously represents the research sample using a census sampling technique. This approach was chosen because the total population was relatively small and accessible, allowing the researcher to include all employees as respondents. Census sampling ensures that each member of the population is represented, thereby minimizing sampling bias and increasing data reliability.

The criteria for respondents included permanent employees, contract staff, and administrative officers who had worked for at least one year at Disnaker. This criterion ensured that respondents had sufficient understanding of their job descriptions and performance-related factors, making their perceptions valid for analysis.

The research instrument used was a structured questionnaire distributed directly to respondents. Each variable in this study was measured using multiple indicators adopted and adapted from previous validated studies. The competence variable consisted of indicators such as knowledge, skills, and work attitude, motivation was measured using indicators of drive, commitment, and recognition, while employee performance was assessed using indicators of quality, quantity, and timeliness of work. All items were measured using a Likert scale from 1 (strongly disagree) to 5 (strongly agree).

The use of the Structural Equation Modeling (SEM) method in this study is based on its capability to analyze complex causal relationships simultaneously. SEM was chosen because this research examines both direct and moderating effects among latent variables—competence, motivation, and performance—allowing for a more comprehensive and statistically robust validation of the theoretical framework. In addition, SEM is appropriate for this study because it enables simultaneous assessment of measurement validity and structural relationships, which is crucial in social science research involving multiple interdependent constructs.

The data analysis technique used is Structural Equation Modelling (SEM). According to Ghozali in (Aryata & Marendra, 2023), SEM is a combination of two analysis methods, namely factor analysis and path analysis, into one comprehensive statistical method and (Mangkunegara, 2013). Some of the stages carried out in the Structural Equation Modeling (SEM) method include (Ghozali, 2008) and (F. T. Afandi, 2024):

1. The validity test can be seen from the value of the loading weight factor of 0.50 or more which is considered to have validity strong enough to explain the latent construct.
2. The reliability test can be seen if the Construct Reliability (CR) value is  $\geq 0.70$  and the extracted variance value is  $\geq 0.50$ .

3. Moderation Test is an approach that allows the relationship between independent variables and dependent variables that are influenced by other latent variables. Variables that allow for a relationship between one variable and another are called moderating variables. One method that can estimate the effect of moderation on complex SEM is the Ping method. Ping (1995) states that a single indicator should be used as an indicator of moderating latent variables. This single indicator is a multiplication between the indicator of the exogenous latent variable and the indicator of the moderator variable. For example, the relationship between X and Y is affected by the latent variable Z. Where Y is the dependent variable of the manifest, while X and Z are the latent variables and each has an indicator.
4. Hypothesis testing was carried out by looking at the level of significance of the relationship between variables by looking at the P value  $< 0.05$ .
5. Goodness of Fit is used to test the models used in the research. In SEM analysis techniques, several statistical tests are used to test the hypothesis of the developed model. This statistical test is used to measure the level of Goodness of Fit in the study after the assumptions in the SEM are met. The Goodness of Fit criteria are shown in the table below (Alfianika Maharani et al., 2023).

Table 1. Goodness of Fit

Criteria	Value
Chi-Square	0: Perfect FIT, the bigger the less fit
Probability	$\geq \alpha$ : FIT, the value of $\alpha$ that can be used is 5%, 1% and 10%
GFI	0: Unwel; 1: Perfect FIT; $\geq 0.9$ : FIT
AGFI	0: Unwel; 1: Perfect FIT; $\geq 0.9$ : FIT
RMSEA	$\leq 0,05$ : FIT ; $> 0,1$ : No FIT
TLI	0: Not FIT; 1: Perfect FIT; $\geq 0.9$ : FIT
NFI	0: Not FIT; 1: Perfect FIT; $\geq 0.9$ : FIT
PCFI	0: Not FIT; the bigger the fit
PNFI	0: Not FIT; the bigger the fit

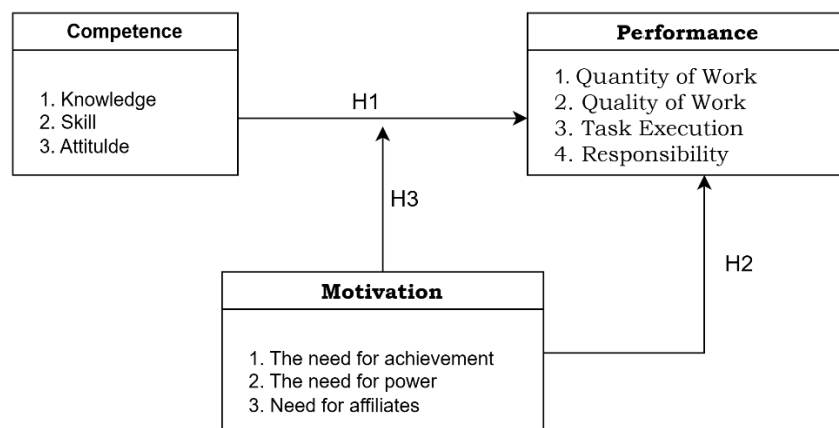


Figure 1. Moderating Variable Research Framework

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Early Model

There are 3 indicators in the Work Motivation variable, 3 indicators in the Competency variable and 4 indicators in the Employee Performance variable. Where each indicator has several questionnaire statements as shown in the table below (Aryata, I Made;marendra, 2023).

Table 2. Research Indicators

Variabel	Indicator	Statement
Motivation	The need for achievement	MOT 1,2,3
	The need for power	MOT 4,5,6
	Need for affiliates	MOT 7,8,9,10
Competence	Knowledge	KPT 1,2,3
	Skill	KPT 4,5,6,7
	Attitude	KPT 8,9,10
Performance	Quantity of Work	KI 1,2
	Quality of Work	KI 3,4
	Task Execution	KI 5,6,7
	Responsibility	KI 8,9,10

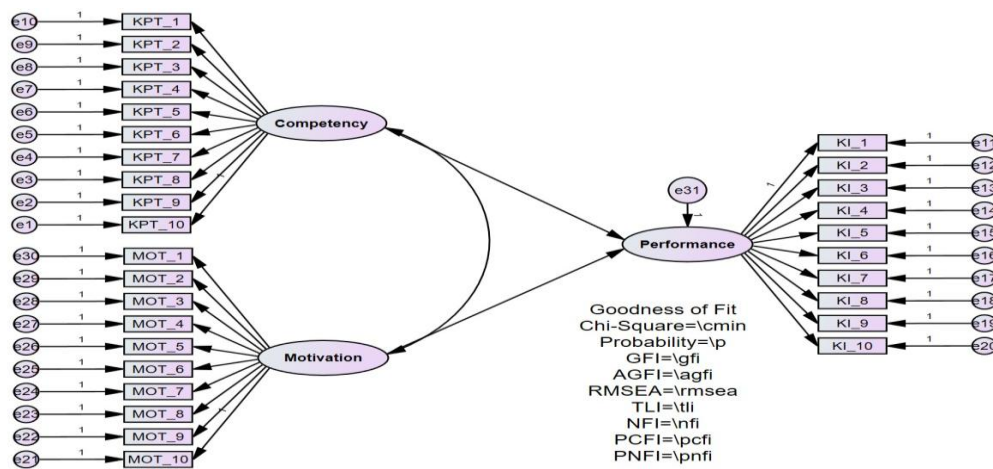


Figure 2. Initial Research Model

#### 3.2 Normality Test

Based on the results of the normality test carried out using SEM AMOS, a Multivariate value of 6.42 was obtained, where the value was greater than 2.58, so it was necessary to carry out the *Bollen Stine Bootstrap* test to find out if the model could be carried out at the next stage.

Table 3. Normality Test

Variable	kurtosis	c.r.	Variable	kurtosis	c.r.
MOT_1	0,052	0,064	KI_5	2,625	3,215
MOT_2	2,752	3,37	KI_4	1,489	1,824
MOT_3	-0,888	-1,087	KI_3	2,443	2,993
MOT_4	1,416	1,735	KI_2	0,111	0,136
MOT_5	-0,331	-0,405	KI_1	2,408	2,949

MOT_6	-0,675	-0,827	KPT_1	1,367	1,675
MOT_7	0,377	0,461	KPT_2	1,564	1,916
MOT_8	4,461	5,463	KPT_3	0,661	0,809
MOT_9	2,143	2,625	KPT_4	1,222	1,497
MOT_10	2,866	3,51	KPT_5	3,559	4,359
KI_10	-0,205	-0,251	KPT_6	1,205	1,476
KI_9	1,748	2,141	KPT_7	1,768	2,165
KI_8	0,269	0,329	KPT_8	2,171	2,659
KI_7	0,204	0,249	KPT_9	0,978	1,198
KI_6	0,74	0,906	KPT_10	0,755	0,924
			Multivariate	93,771	6,42

Based on the results of the *Bollen Stine Bootstrap test*, a value of  $p = 1,000$  was obtained where the value was greater than 0.05 so that the model could be carried out at the next stage.

### 3.3 Validity Test

At this stage, a validity test will be carried out where the test is carried out to find out whether the statements used in the questionnaire can be used on the research object being carried out and provide accurate results. Based on the output results produced using the AMOS application, it is known that there are several indicators that are declared invalid with less than the required value of 0.5 so that these indicators need to be removed from the model created for further validity testing.

Based on the results of the Phase #1 Validity test, it is known that the MOT 5 statement has an estimated value of  $0.492 < 0.5$  so that the statement is declared Invalid and needs to be re-tested for validity.

Based on the results of the Phase #2 Validity test, it is known that MOT 5 has an estimated value of  $0.487 < 0.5$  so that the statement is declared Invalid and needs to be re-tested for validity.

Based on the results of the Phase #3 Validity test, it was found that all statements in the research indicator had an estimate value of  $>0.5$  so that it was declared Valid and could be tested at the next stage.

Table 4. Validity Test

		Estimate				Estimate	
Performance	<---	Competence	1,244	KI_4	<---	Performance	0,897
Performance	<---	Motivation	-0,245	KI_5	<---	Performance	0,768
KPT_10	<---	Competence	0,669	KI_6	<---	Performance	0,544
KPT_9	<---	Competence	0,783	KI_7	<---	Performance	0,75
KPT_8	<---	Competence	0,874	KI_8	<---	Performance	0,804
KPT_7	<---	Competence	0,766	KI_9	<---	Performance	0,784
KPT_6	<---	Competence	0,88	KI_10	<---	Performance	0,697
KPT_5	<---	Competence	0,582	MOT_10	<---	Motivation	0,806
KPT_4	<---	Competence	0,802	MOT_9	<---	Motivation	0,848
KPT_3	<---	Competence	0,925	MOT_8	<---	Motivation	0,91
KPT_2	<---	Competence	0,916	MOT_7	<---	Motivation	0,794
KPT_1	<---	Competence	0,685	MOT_4	<---	Motivation	0,784
KI_1	<---	Performance	0,81	MOT_3	<---	Motivation	0,755
KI_2	<---	Performance	0,84	MOT_2	<---	Motivation	0,872
KI_3	<---	Performance	0,827	MOT_1	<---	Motivation	0,698

### 3.4 Reliability Test

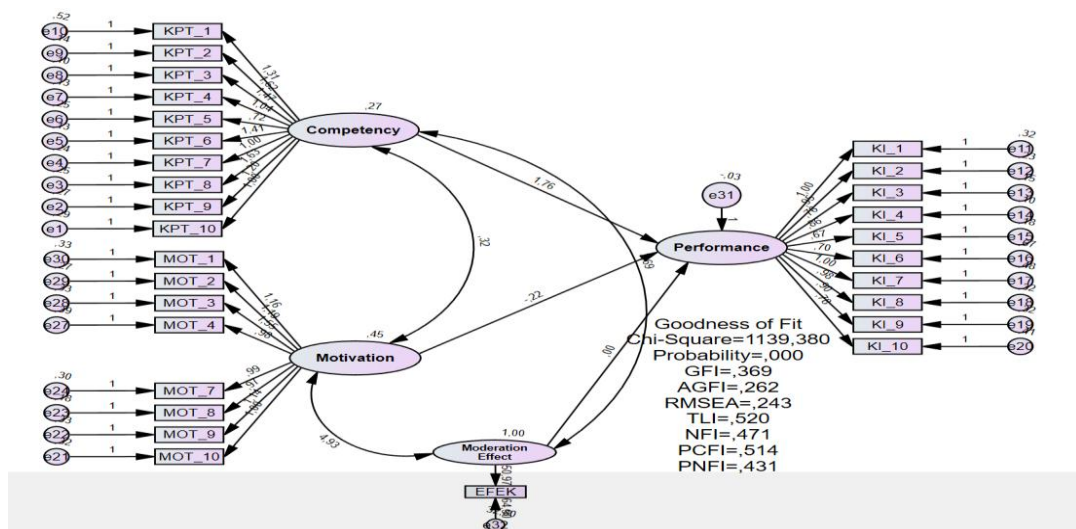
In the next stage, reliability tests will be carried out to check the consistency of results throughout the time of the study, in different places and researchers, and throughout parts of the test itself. Based on the results of the test using AMOS software, it is known that all indicators are declared Reliable because they have a CR>0.70 value and an AVE value of >0.50.

Tablel 5. Uji Reliabilitas

Component	Competence	Motivation	Performance
CR	0,944	0,938	0,938
AVE	0,633	0,657	0,605

### 3.5 Moderation Test

At this stage, an interaction test will be carried out by looking at the influence of Motivation as a moderating variable in strengthening or weakening the relationship between independent and dependent variables, which in this case is Competence to Employee Performance. The following is the SEM model where Motivation plays the role of a moderating variable



Figurel 3. Moderation Telst

### 3.6 Hypothesis Testing

Based on the results of the test conducted using AMOS software, it was found that Competence has a significant influence on employee performance, this can be seen from the p-value of 0.000 so that Ho1 is accepted, while Motivation has no effect on employee performance, this can be seen from the p-value of 0.202 so that Ho2 is accepted. However, Motivation strengthens the influence of Competence on Employee Performance, this can be seen from the p-value of 0.015 so that Ho3 is rejected

Tablel 6. Hypothesis Testing

Variabel	Estimate	S.E.	C.R.	P
Competence => Performance	1,76	0,426	4,127	***
Motivation => Performance	-0,221	0,173	-1,276	0,202
Motivation As a Variablel Moderasi => Performance	0,002	0,001	2,441	0,015

### 3.7 Goodness of Fit

Based on the results of the moderation test as seen in figure 2 above, where most of the components are declared NOT FIT, so it is necessary to carry out a Goodness of Fit to obtain Model Suitability to the results of the research conclusion.

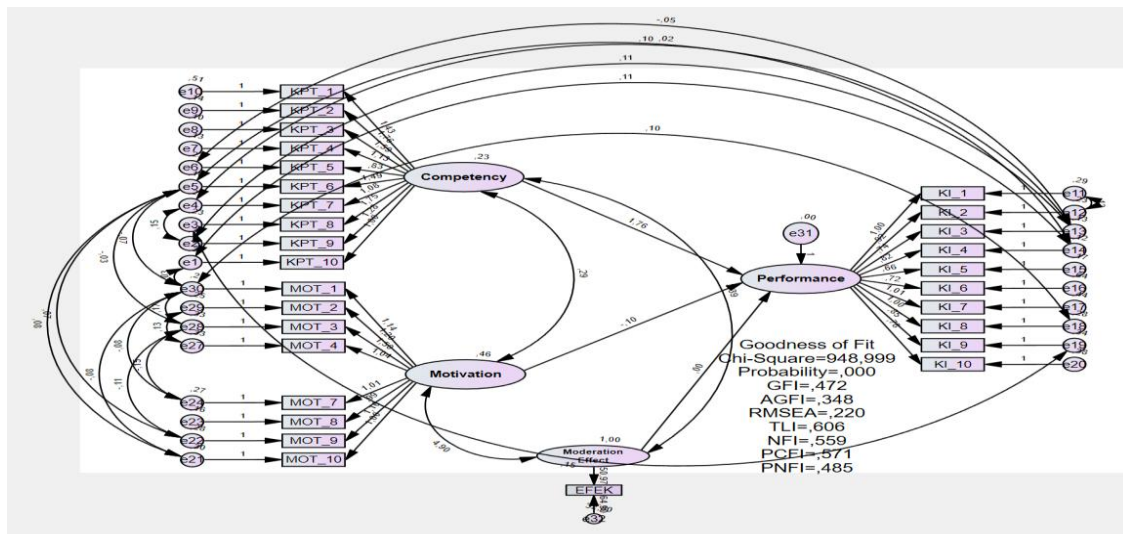
Table 7. Goodness of Fit

Component	Conclusion
Chi-Square/df	NOT FIT
Probability	NOT FIT
GFI	NOT FIT
AGFI	NOT FIT
RMSEA	NOT FIT
TLI	NOT FIT
NFI	NOT FIT
PCFI	FIT
PNFI	FIT

According to Hair et al (2019), the use of 4 to 5 Goodness of Fit that meet the requirements is sufficient to assess the feasibility of a model. After modifying the model as seen in the image below, the Model conformity is obtained.

The Goodness of Fit results indicate that while several indices such as GFI, AGFI, and RMSEA did not reach the ideal threshold ( $\geq 0.90$  for GFI/AGFI and  $\leq 0.08$  for RMSEA), other indices like PCFI and PNFI demonstrated satisfactory levels of model parsimony. According to Hair et al. (2019), models in social science research are acceptable when at least three to four fit indices fall within acceptable ranges, especially when theoretical justification supports the structure. This means that the modified SEM model used in this study can still be considered fit and valid for interpretation. Furthermore, the RMSEA value, although slightly above 0.08, suggests a marginal but acceptable approximation error, indicating that the model structure adequately represents the empirical data. This reinforces that the interaction between competence, motivation, and employee performance has a statistically reasonable fit to describe the relationships in the Bogor City Manpower Office context.

The marginal fit obtained in indices such as TLI and NFI still demonstrates that the proposed model possesses explanatory relevance in explaining behavioral phenomena within a public-sector organization. The acceptable levels of parsimony indices (PCFI and PNFI) further support that the structural equation model is parsimonious and avoids model overfitting, which is often found in government-sector studies with complex latent constructs. Therefore, the overall model can be considered empirically reliable and theoretically justified for further interpretation in the discussion section



Figur 4. Model Modification

Tabel 8. Stage 2 Model Conformity Results

Component	Conclusion
Chi-Square	FIT
Probability	NOT FIT
GFI	NOT FIT
AGFI	NOT FIT
RSMEA	NOT FIT
TLI	MARGINAL FIT
NFI	MARGINAL FIT
PCFI	FIT
PNFI	FIT

### 3.8 Discussion

#### 3.8.1 The Influence of Competence on Employee Performance

The results of the analysis indicate that competence has a positive and significant influence on employee performance (p-value = 0.000). This finding shows that employees with higher levels of knowledge, skills, and appropriate attitudes are more likely to perform their duties effectively and achieve organizational goals. Competence, as defined by (Widiastini, N M AD, 2020), represents an integration of intellectual ability, technical skill, and behavioral consistency that supports the achievement of performance standards.

This result aligns with previous studies by (Dinda Nurul Rizqia, 2024; Yani et al., 2024), which emphasize that competence not only influences the efficiency of work execution but also determines the quality of service delivered by public employees. In the context of the Bogor City Manpower Office, employee competence plays a strategic role because the institution’s tasks involve administrative accuracy, policy implementation, and community interaction. High competence ensures that public services are delivered promptly and transparently.

Furthermore, competence reflects the organization’s human capital strength. According to human resource management theory (Mangkunegara, 2013), employees who possess adequate technical and interpersonal competence tend to adapt more easily to changes in work systems, technology, and policies. Thus, investing in competence development—through training, workshops, and mentoring—can be viewed as a long-term strategy to improve institutional performance.

### 3.8.2 The Influence of Motivation on Employee Performance

The findings reveal that motivation does not significantly affect employee performance directly (p-value = 0.202). Although motivation is conceptually linked to individual effort and commitment, its influence might be mediated by other factors such as organizational culture, reward systems, or leadership style. This result supports prior research conducted by (Meita, 2020), (Al, 2023) and (Kasyifillah & Prijati, 2023), which found that motivation alone, without adequate organizational support, may not yield optimal performance outcomes.

One possible explanation is that employees of the Bogor City Manpower Office operate under a bureaucratic government structure, where motivation is often extrinsic—driven by job stability, routine allowances, and regulations—rather than intrinsic, such as personal achievement or recognition. Herzberg's Two-Factor Theory (1959) suggests that while motivators (achievement, recognition, growth) can improve satisfaction, hygiene factors (salary, job security, supervision) primarily prevent dissatisfaction. Hence, if intrinsic motivators are weak, performance improvements will be minimal even if employees remain moderately motivated.

To enhance motivation's effect, management needs to introduce recognition systems, internal awards, or transparent promotion mechanisms that give employees a stronger sense of purpose and achievement.

### 3.8.3 The Role of Motivation as a Moderating Variable between Competence and Performance

Interestingly, motivation significantly strengthens the relationship between competence and performance (p-value = 0.015). This indicates that motivation acts as an enhancer employees with strong competence perform even better when they are highly motivated. In other words, competence provides the ability, while motivation provides the drive to apply that ability optimally.

This moderating effect suggests that the relationship between competence and performance is not merely linear but dynamic. Employees with similar skill levels can show different performance outcomes depending on their motivational state. This is consistent with the Expectancy Theory (Vroom, 1964), which proposes that performance results from the combination of an individual's capability (expectancy), perceived value of outcomes (valence), and belief that effort leads to performance (instrumentality).

For the Bogor City Manpower Office, this implies that employee development should not only focus on training and competence improvement but also on cultivating motivation through supportive leadership and meaningful reward structures. When motivation and competence interact positively, the performance gains are significantly amplified.

This finding diverges from (Destri Alda & Heliyani, 2023) and (Wanma et al., 2023), whose studies found that motivation did not moderate the competence–performance relationship. The difference might be due to variations in institutional context; in government organizations such as Disnaker, motivational dynamics are heavily influenced by public service orientation rather than profit or productivity metrics.

From a managerial perspective, these findings imply that the Bogor City Manpower Office should enhance employee competence alongside motivational systems, such as incentives, recognition, and supportive leadership, to foster a proactive work culture. An integrated HR framework combining competence development and motivational reinforcement will improve accountability and job satisfaction. Theoretically, this study validates the moderating role of motivation within the competence–performance framework, supporting Expectancy Theory. Motivation amplifies the impact of competence on performance, emphasizing the synergy of intrinsic and extrinsic factors. Future research should include variables like leadership, organizational culture, and compensation to enrich understanding of performance determinants.

#### 4. CONCLUSION

Based on the results of the research carried out, it is known that competence has a significant influence on employee performance, this can be seen from the p-value of 0.000 so that Ho1 is accepted, while Motivation has no effect on employee performance, this can be seen from the p-value of 0.202 so that Ho2 is accepted. However, Motivation strengthens the influence of Competency on Employee Performance, this can be seen from the p-value of 0.015 so that Ho3 is rejected. Employee performance is not only influenced by variables of competence and work motivation, so it is necessary to conduct further research to find out variables that can affect employee performance. The study reveals that employee performance in government agencies is primarily influenced by competence, supported by motivation. Employees with strong competencies perform better when adequately motivated, while motivation alone does not directly enhance performance. Thus, strengthening competence should remain the main focus of human resource management. Theoretically, this study reinforces the importance of competence as a key determinant of employee performance and confirms motivation's moderating role. Practically, it implies that government agencies should implement competency-based HR programs and create supportive environments that foster motivation. Aligning competencies with job demands and recognizing achievements are crucial for improving organizational performance. Future research should consider leadership, organizational culture, or compensation to provide a broader understanding of performance factors.

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