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ANALYSIS OF THE INFLUENCE OF COMPETENCY ON EMPLOYEE PERFORMANCE THROUGH COMPETENT BASED WORK AND WORK CAPACITY AT THE UPTD FOREST MANAGEMENT UNIT IN SOUTH SULAWESI (STUDY AT UPTD KPH IN SOUTH SULAWESI)

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Abstract

This research aims to analyze and describe the influence of competence on competency-based work, work capacity and employee performance. The influence of competency-based work and work capacity on teacher performance, as well as the influence of competency on employee performance through competency-based work and work capacity at the Forest Management Unit UPTD in South Sulawesi. The research was carried out at 24 UPTD Forest Management Units in South Sulawesi. The research approach used was quantitative with a total of 248 employees as respondents. The sampling technique used in this research is descriptive analysis to provide an overview of the variables originating from respondents and path analysis. The research results concluded that competency directly has a positive and significant effect on competency-based work, work capacity and employee performance at the UPTD Forest Management Unit in South Sulawesi. Competence-based work can also have a positive and significant influence on employee performance, but work capacity does not have a significant influence on employee performance. Competence can have a positive and significant influence on employee performance if mediated by competency-based work, but has no influence if mediated by work capacity.



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Keyword :

Competence, Competent, Work Capacity, Performance

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1 Introduction

Human resources have an important role both individually and in groups, and human resources are one of the main drivers of the smooth running of an organization's activities, even the back and forth of the company is determined by the existence of its human resources. For this reason, every agency or company needs to pay attention to and regulate the existence of its employees in an effort to improve performance. In other words, according to Benjamin (2017), human resources are integrated abilities of thinking and physical power possessed by individuals, their behavior and nature are determined by their heredity and strength, while their work performance is motivated by the desire to fulfill their satisfaction.

Advances in science and technology require the State Civil Apparatus (ASN) to carry out its duties and functions properly and correctly in providing services to the community and achieving the goals of government organizations, therefore Every organization is formed to achieve certain goals and if achieved, then it can be called a success. To achieve success, a strong foundation is needed in the form of competence and work capacity that is able to strengthen and simulate employee performance.

According to Robbins (2003) that employee performance is a function of the interaction between ability and motivation. In the study of employee performance management there are things that require important consideration because the individual performance of an employee in the organization is part of the performance of the organization, and can determine the performance of the organization. The success or failure of employee performance that has been achieved by the organization will be influenced by the level of performance of individual and group employees.

2 Research Method

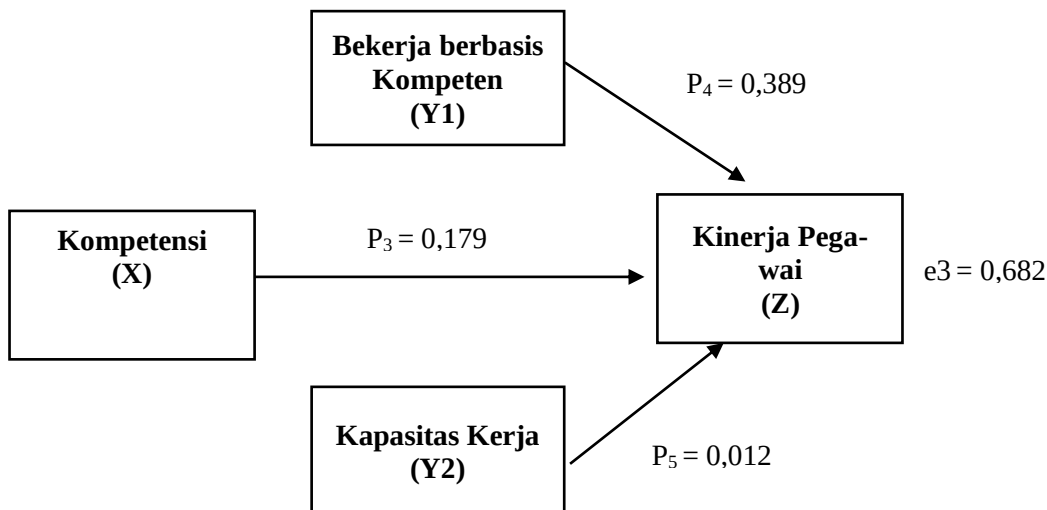
The design of this study is a survey, namely analyzing facts and data that support information to support research discussions in solving and answering the main problems raised, namely how the influence of competence and work capacity on employee performance through competent-based work at UPTD. Forest Management Unit in South Sulawesi.

The type of design used is the Correlation research design, which is research conducted to see the relationship between two variables. Correlation does not guarantee causality, but causality does guarantee correlation.

Correlation is one of the statistical data analysis techniques used to find relationships between two or more variables that are quantitative. Two or more variables are said to be correlated if changes in one variable will be followed by changes in the other variable regularly in the same direction (positive correlation) or opposite (negative correlation). (Ibrahim, 2018).

3 Result and Discussion

Path Anylisis



Picture 4 1

The R-Square (R^2) determination value shows 0.318 or 31.8%. This means that 31.8% of the variation in the ups and downs of the Employee Performance variable (Z) can be explained by the variables Competency (X), Competency-based Work (Y1), and Work Capacity (Y2), and whereas, the remaining $100 - 31.8 = 68.2\%$ is explained by other variables outside the model studied. As for the value of $e_3 = \sqrt{1-0.318} = 0.682$

The following table 1 is presented based on the results of the measurement evaluation (hypotesis) for direct influence:

No	Hipotesis	Value	Sig	Conclusion
1	Competency Has a Positive and Significant Effect on Competency-based Work	0,485	0,000	H1 Accepted
2	Competency Has a Positive and Significant Effect on Work Capacity	0,485	0,000	H2 Accepted
3	Competency Has a Positive and Significant Effect on Employee Performance	0,179	0,006	H3 Accepted
4	Competency-based work has a positive and significant effect on employee performance	0,389	0,000	H4 Accepted
5	Work Capacity Has a Positive and Significant Effect on Employee Performance	0,012	0,842	H5 rejected
6	Competency has a positive and significant effect on employee performance through competency-based work	0,189	0,000	H6 Accepted
7	Competency Has a Positive and Significant Effect on Employee Performance through Work Capacity	0,006	0,503	H7 rejected

Sumber : Data primer diolah, 2024

The Effect of Competency by Working Competently Based on UPTD Forest Management Unit in South Sulawesi

Based on research that has been conducted where the results of the path analysis test obtained a path coefficient value of 0.485 with a significance level of 0.000 and a calculated value of 8.697 and a table value of 1.967. Thus the calculated value is greater than the ttable value, and the significant value is smaller than 0.05 which indicates that Competency (X) has a positive and significant effect on Competency-based Work (Y1). This shows that competency improvement will be followed by competency-based work improvement assuming other factors that affect the size of competence are considered constant.

Therefore, it is important for every UPTD Forest Management Unit in South Sulawesi to further improve and improve the competence of each employee by working competently, in order to further improve the values possessed by each agency. This research shows that one of the factors in the development of competence is competent-based work.

Through more adequate competence someone will be more masterful and able to apply practically all job duties in accordance with the job description set, then someone can work competently. Higher employee competence can be measured from the increasing knowledge and skills and the development of better temperament / traits and self-concept. While the characteristics of employees with high competence can be seen from several indicators, namely being able to carry out tasks according to job standards, having extensive knowledge, being able to complete tasks quickly, precisely and correctly, being able to compile reports accurately and systematically, having the ability to master emotions that are getting better towards themselves and with others. An employee is competent in organizing and completing a project because he has competence in delegating his duties. On the other hand, a job or position has a list of certain competencies that must be possessed. This can include technical knowledge, interpersonal skills, and personal characteristics.

The Effect of Competency with Work Capacity on UPTD Forest Management Unit in South Sulawesi

Based on research that has been conducted where the test results of the path analyst obtained a path coefficient value of 0.485 with a significance level of 0.000 and a calculated value of 8.697 and a table value of 1.967.

Thus the calculated value is greater than the ttable value and the significant value of 0.000 is less than 0.05. Thus, it is said that the Competency variable (X) has a positive and significant effect on Work Capacity (Y2). This means that every increase of one point of Competency (X) will be able to increase Work Capacity (Y2) by 0.485 points. This shows that competency improvement will be followed by an increase in work capacity assuming other factors that affect the size of competence are considered constant.

The work results or work outputs achieved are inseparable from the competence and work capacity of employees. An employee who has high competence and work capacity is certainly inseparable from work results that are assessed based on the level of achievement of work results. Maximum and optimal service to the community requires employee awareness in carrying out the main duties and functions as a Civil Affairs Apparatus. These actual phenomena or basic symptoms, so that employee work services need to be improved by taking into account the influence of work capacity and employee work competence on employee performance in carrying out their main duties and functions in accordance with the work commitments applicable to the UPTD Forest Management Unit in South Sulawesi. Talented, qualified human resources, work capacity and work competence of employees and willing to work together in a team will be the key to the success of an organization, Mangkunegara (2014).

The work capacity of an employee also affects work productivity. The achievement of ergonomics in an organization requires harmony between workers and their work, so that human workers can work according to their abilities, abilities, and limitations.

The Effect of Competency with Employee Performance in UPTD Forest Management Unit in South Sulawesi

Based on research that has been conducted where the test results of the path analyst obtained a path coefficient value of 0.179 with a significance level of 0.006 and a calculated value of 2.751 and a table value of 1.967. Thus the calculated value is greater than the ttable value and the significant value of 0.006 is smaller than 0.05. Thus, it is said that the Competency variable (X) has a positive and significant effect on employee performance (Z). This means that every increase of one point of Competency (X) will be able to increase employee performance (Z) by 0.179 points. This shows that competency improvement will be followed by employee performance improvement.

This finding is in line with Sedarmayati (2017) that competence is closer to the ability or capability applied and produces employees or leaders or officials who show high performance called having competence. Competence as the ability of an individual who is shown by performance either in his position or job. Competency is a collection of knowledge, skills and behaviors that are used to improve performance or circumstances or adequate or highly qualified qualities, having the ability to perform a particular role. This means that first, competence is a combination of knowledge, skills, and behaviors to improve performance. Second, a strong indicator of competence here is an increase in performance to a good or very good level. Third, combination and behavior are capital to produce performance. Another fact was stated by Sthutsemakul (2005) which states that work competence influences employees to perform, work competence is one of the main factors that cause individuals to perform and The relationship between work competence and knowledge commitment that affects sustainable knowledge management practices. Empirical facts are also based on the findings of Barrick (2005) saying that work competence has a strong relationship with knowledge and by Komariyah (2017) said that Have knowledge obtained from formal learning and or from trainings or courses related to the field of work he handles Have expertise in the field of work he handles and are able to handle it in detail. However, in addition to being an expert, he must have the ability to solve problems and solve them quickly and efficiently. Uphold organizational ethics and have a positive attitude (friendly and polite) in acting. This attitude can not Separated from one's duty in carrying out one's work correctly, this is an important element for service or service efforts, even having an influence on the image of the company or organization. This is in line with the findings of Hamali (2016) said that it argues that performance is the result of work that has a strong relationship with the strategic goals of the organization, customer satisfaction and contribution. Performance is about doing the work and the results achieved from that work. Performance is about what you do and how you do it.

Employee competence affects employee performance. The higher the competence possessed by employees and in accordance with the demands of the job, the performance of employees will increase because competent

employees usually have the ability and willingness to quickly overcome work problems faced, do work calmly and full of confidence, view work as an obligation that must be done sincerely, and openly improve self-quality through the learning process. Psychologically this will provide meaningful work experience and a sense of personal responsibility regarding the results of the work done, which in turn will improve employee performance. This is supported by the statements of Martin (2002), Ainsworth et al. (2002), Harris (2000), Surya Darma (2002), Spencer and Spencer (1993), Budi W. Soetjipto (2002), and Becker et al. (2001) who say that competence has a positive effect on employee performance.

Competence is said to be one of the factors that affect performance. Competencies are needed to help organizations to create a high-performance culture. The number of competencies used by human resources will improve performance (Wibowo, 2012). Sriwidodo and Haryanto (2010) expressed their opinion that the performance and effectiveness of employees in carrying out their duties are largely determined by the competencies required by the field of work. This is supported by research conducted by Winanti (2011) in his research also concluded that competence affects employee performance. Research conducted by Qamariah and Fadli (2011) also obtained research results that competence has a significant and positive influence on performance.

Competencies are essentially needed to help organizations to create a high-performance culture. The number of competencies used by human resources will improve performance (Wibowo, 2012: 323). From the description above, it is known that the competency factor is the most important thing in determining the achievement of an employee's performance. As stated by wirawan (2009: 9) "Performance is a function of competence, attitude, and action. Competence describes the characteristics of knowledge, skills, behaviors, and experience to perform a particular job or role effectively."

The Effect of Competency-Based Work with Employee Performance at UPTD Forest Management Unit in South Sulawesi

Based on research that has been conducted where the test results of the path analyst obtained a path coefficient value of 0.179 with a significance level of 0.006 and a calculated value of 2.751 and a table value of 1.967. Thus the calculated value is greater than the ttable value and the significant value of 0.006 is smaller than 0.05. Thus, it is said that the competent-based work variable (Y1) has a positive and significant effect on employee performance (Z). This means that every increase of one point of competency-based work (Y1) will be able to increase employee performance (Z) by 0.179 points. This shows that competent-based work (Y1), will be followed by improved employee performance.

A person is considered competent, when they can perform a certain task and is considered competent if he or she has enough knowledge, skills, and experience to succeed in the world of work. Some things that need to be considered in competence are: the ability to understand actions and knowledge from a young age, develop with age (due to experience, meet new people and environments, learn new things), and understand basic responsibilities in work or career.

Competent is the knowledge, skills, and attitudes needed to perform a job or responsibility effectively. Competent can also be interpreted as an individual or social response to the obligation to perform tasks and activities well. A competent person will develop his abilities through formal or informal education or from professional experience. Competent also shows being able to do their job efficiently. It doesn't have to be in the expert stage, competent can mean understanding and performing a task even at the basic stage.

Competency standards usually consist of a specific and measurable set of criteria used to evaluate a person's ability or performance in a field. These criteria can include the knowledge, skills, attitudes, and values that a person must possess to become competent in the field.

Competent standards are often used in education, training, and certification to ensure that employees acquire the knowledge and skills necessary to work in a particular field or profession. This is what supports employees in the Forest Management Unit in South Sulawesi in improving their performance.

The implementation of performance appraisals relates to the objectives of the organization, for example to establish employee salary policies, evaluate the results of work that has been completed in a certain period, promotion or to meet other needs. According to Anwar Prabu Mangkunegara (2017: 69) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employees who are considered competent in certain positions can make it

easier for these employees to achieve performance as expected. This indicates that competency-based work has a positive and significant effect on improving employee performance, the higher competency-based work, the higher the employee performance.

The Effect of Work Capacity with Employee Performance in UPTD Forest Management Unit in South Sulawesi

Based on research that has been conducted where the test results of the path analyst obtained a path coefficient value of 0.012 with a significance level of 0.842 and a calculated value of 0.200 and a table value of 1.967. Thus the calculated value is smaller than the ttable value and the significant value of 0.842 is greater than 0.05. Thus, it is said that work capacity (Y2) does not have a positive and significant effect on Employee Performance (This ZHal indicates that improvement in work capacity will not be followed by an increase in employee performance).

This finding indicates that the higher the Working Capacity will result in higher performance. This is in accordance with Lewin's theory in Wilkison & Redman, 2013 defines that existing human resources as attracting, retaining, utilizing, motivating, valuing and disciplining employees. This is in line with Sunarso, .2010 that work capacity is a set or number of activities that must be completed by an organizational unit or office holder within a certain period of time. In line with this, Putra (2002) said there are 4 indicators in the workload, namely: 1) Targets to be Achieved: Individual views on the amount of work targets given to complete their work. A view of the results of work that must be completed within a certain period of time. 2) Working Conditions: Includes how individuals have views on their work conditions, such as making decisions quickly during the work of goods, and overcoming unexpected events such as doing extra work outside the specified time. 3) Use of Time: Work Time used in activities directly related to production (circle time, or standard or basic time). 4) Job Standards: The impression that individuals have about their work, such as feelings that arise about the workload that must be completed within a certain period of time. Workload measurement provides several advantages to organizations. Cain (2007) explained that a very basic reason in measuring workload is to strengthen the mental costs that must be incurred in doing a job in order to predict the performance of systems and workers. The ultimate goal of these steps is to improve work conditions, improve the design of the work environment or produce more effective work procedures. Synthetically, work capacity does not seem to create a significant effect on performance due to the specific community culture of local government organizations, such as work performance and social status (Perry & Marsh, 2003). However, working capacity plays an antecedent role in performance, producing significant effects on performance.

This is also the case with UPTD Forest Management Unit in South Sulawesi. The effect of work capacity on employee performance is very low, it is shown that the cultural characteristics of government agencies, structural officials who can manage work and work results are highly valued, this is shown that their socio-economic status and professional identity are high. However, their thinking style and behavior are inevitably influenced by work capacity like other human beings.

The Effect of Competency with Employee Performance through Competency-Based Work at UPTD Forest Management Unit in South Sulawesi

Based on research that has been conducted where the test results of the path analyst obtained a path coefficient value of 0.189 with a significance level of 0.000 and a calculated value of 5.738 and a table value of 1.967. Thus the calculated value is greater than the ttable value and the significant value of 0.000 is less than 0.05. Thus, it is said that the competency variable (X) has a positive and significant effect on employee performance (Y2) through competency-based work. This shows that competency improvement will be followed by employee performance improvement through competency-based work assuming other factors that affect the size of competence are considered constant.

To be able to complete work in certain fields of work, adequate competence is needed to support employee performance. Competence has a very important role, because competence in general concerns a person's basic ability to do a job. Without competence, someone will find it difficult to complete the work in accordance with the required standards. Therefore, UPTD Forest Management Unit in South Sulawesi can achieve success if supported by highly competent employees. Work performance can be given because the employee is considered

competent. This makes competence very influential on employee performance through the competence of an employee. In addition, it is also mentioned that all abilities of an individual are essentially composed of two sets of factors, namely intellectual abilities and physical abilities.

The Effect of Competency with Employee Performance through Work Capacity at UPTD Forest Management Unit in South Sulawesi

Based on research that has been conducted where the results of the path analyst test obtained a path coefficient value of 0.006 with a significance level of 0.503 and a calculated value of 0.657 and a table value of 1.967. Thus the calculated value is smaller than the ttable value and the significant value of 0.503 is greater than 0.05. Thus, it is said that competence (X) does not have a positive and significant effect on Employee Performance (Z) through work capacity (Y2). This shows that competency improvement (X) will not be followed by employee performance improvement (Z) through work capacity (Y2).

This is in line with research by Fitri, E. (2021) that performance is indirectly influenced by Work Capacity, and Work Competence. Work Capacity, and Work Competence can improve performance if employees at work have the ability to share information, knowledge and understanding they have.

Work capacity is a prime physical ability needed by a person to do his job optimally. This is what results in employee competence not having a positive effect on employee performance through work capacity which is seen from the ability and age of Forest Processing Unit employees in South Sulawesi whose activities are mostly outside the office or in the field.

It can also be seen that so far, attention to employee competence and work capacity shows the actual phenomenon of many work activities that are not completed in accordance with work planning schedules, work implementation, work supervision, and various work orientations that are inefficient use of working time from the limits of working time use that have been determined and agreed.

The work capacity of an employee also affects work productivity. Economic achievement in an organization requires harmony between employees and their jobs, so that employees can work according to their abilities, abilities, and limitations.

Competence and Work Capacity of Employees on Employee Performance According to the view of some employees in improving work quality, that is, they still need to be improved are work competence, work skills, organizational leadership and providing work compensation to each employee to improve the quality of work. There is a phenomenon that employee work capacity still needs to be improved, especially those related to work attendance discipline, punctuality, compliance and work sanctions in admonishing employees to remain disciplined in carrying out the main duties of their functions properly, making it difficult to improve the quality of employee work, while the key to success in improving work quality is if every employee is disciplined at work (Mangkunegara, 2014).

Talented, qualified human resources, work capacity and work competence of employees and willing to work together in a team will be the key to the success of an organization. Leaders must be able to set work goals that will produce high-quality, highly motivated and productive employees. Setting specific targets within a certain period of time is not only quantitative but also qualitative, for example, with self-development to master the knowledge and skills needed for work with a better level of competence.

4. Conclusions

Based on the results of the analysis of research on the effect of Competency on Employee Performance through Competency-Based Work and Work Capacity at the UPTD Forest Management Unit in South Sulawesi, it can be concluded as follows:

1. Competency has a positive and significant effect on improving Competency-Based Work, Work Capacity and Employee Performance. That is, the higher the competence, the higher the competency-based work, work capacity and employee performance.
2. Competency-based work affects employee performance improvement. That is, the higher the competency-based work, the higher the performance of employees.

3. Work Capacity has no effect on improving Employee Performance. That is, the higher the Work Capacity, it will not affect employee performance.

4. Competent does not have a positive and significant effect through Work Capacity. This means that the higher the value of Competency-Based Work, the greater the influence of Competency on Employee Performance. However, Work Capacity then Competency does not affect Employee Performance

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