



The Influence of Human Resource Competence Factors on Employee Work Performance

Panus Pasae^{†1}, Izaac L.D Lawalata², Muhammad Ashary Anshar³, Afiah Mukhtar⁴, Andi Makkulawu Panyiwi Kessi⁵

^{1,2,3} Institut Bisnis dan Keuangan Nitro, Makassar City, 90231, South Sulawesi, Indonesia.

^{4,5} STIE Tri Dharma Nusantara, Makassar City, 90223, South Sulawesi, Indonesia.

Submission Info :

Received 01 June 2021
Accepted 02 July 2021
Available online 03 July 2021

Keyword :

Employee Work Performance
Knowledge
Skills
Experience
Behavior

Email :

pasaepanus@gmail.com

Abstract

This study aims to analyze and examine the influence of competency factors measured based on knowledge, skills, experience, and attitudes on job satisfaction of the Makassar Regional V Airport Authority Office employees. This research includes quantitative research. Data collection in this study was carried out by distributing questionnaires involving 80 respondents from the research location. Data were analyzed using the multiple regression method with the help of SPSS statistical tools with several stages of testing. The results showed that simultaneously and partially, knowledge, skills, experience, and attitudes influenced job satisfaction of the Makassar Regional V Airport Authority Office employees. The factor with the most dominant influence on employees is Knowledge. The knowledge possessed by employees can help their work be completed faster because they are more diligent, creative and can create new things in completing their duties and responsibilities.



This is an open access article under the [CC BY 4.0 International License](https://creativecommons.org/licenses/by/4.0/)
© Point of View Research Management (2021)

1 Introduction

Employees who have work performance as human resources play a crucial role in developing the organization towards achieving its goals (Wright & Bonett, 1997; Kaplan & Kaplan, 2018). Therefore, the development of qualifications with various strategic steps such as increasing insight and developing potential must still adapt to advances in science and technology in the face of globalization (Ho, Wong & Lee, 2011; Mariana, 2020). In an organization, directed human resource management is needed to improve the quality of employee performance so that employee work productivity can be achieved (Kuvaas & Dysvik, 2009). The achievement of employee work productivity is generally determined by the competencies possessed by the

[†] Corresponding author. Panus Pasae
Email address: pasaepanus@gmail.com

employee concerned. Competence is a fundamental characteristic that a person directly affects one's work productivity (Ikävälko et al., 2020).

There are four components for forming competence: knowledge, skills, behavior, and experience (Bruine et al., 2020). Rapid technological changes impact drastic environmental changes in aspects of human life, so every organization needs competent human resources to provide excellent and valuable services (Nieder, 2020). The level of competence in the public bureaucracy is fundamental and strategic to increase organizational productivity (Renyut, Modding & Bima, 2017). The need for potential human resources in modern work dynamics requires human resources with reliable, independent, and professional abilities to carry out their primary duties and functions as employees (Nieder, 2020). This explains that an employee must have dedication and a high work ethic under competence to realize optimal work performance (Rahim et al., 2020).

This study was conducted at the Makassar Regional V Airport Authority Office. Our initial observations show the phenomenon of various human resource factors that affect changes in employee performance in every organization, including education, training, competence, work experience, partnerships, work ethic, work discipline, communication, work placement, self-confidence, and others. On the other hand, it is necessary to get a severe assessment of achieving the productivity and work performance of each individual or group of human resources towards implementing various work activities. This is caused by external and internal constraints in the main tasks and functions of employees at the Makassar Regional V Airport Authority Office in carrying out various improvements and improvements to the quality of human resources of these employees, especially in increasing employee competence. The main obstacle that needs to be addressed, improved, and improved in implementing employees' main tasks and functions are improving competence regarding increasing knowledge, skills, experience, and attitudes—human resources of every employee in the Makassar Regional V Airport Authority Office.

The knowledge possessed by employees is marked by the fact that not all employees can become inspectors or inspectors. The level of innovation, adoption, and initiative ability in carrying out primary tasks and functions is considered low and still far from efficiency and work performance. Employee skills related to work needs are skills, perseverance, mastery of work that require practical strategic steps by providing various training programs through training materials by working conditions and being responsible for the assigned tasks (Batubara, 2017). The skills in question are related to understanding and mastery of work, resulting in various work programs that have been determined to be hampered in their implementation or the realization of work programs that are not following the predetermined plans. Employees who do not understand systems and procedures in implementing work programs will experience problems in carrying out their work. Therefore, training and training are needed to improve work performance (Jumady et al., 2020). The low level of compliance with the rules is due to employees' low level of responsibility and the lack of sanctions and rewards given by organizations or institutions so that the implementation of work is not completed and work performance will decrease. The empowerment of human resources is an urgent need that needs to be prioritized by every organization because human resources have a central role in developing and achieving organizational goals (Halim, 2021). Therefore, every organization in the era of regional autonomy needs to respond wisely to the problems that arise so that the organization continues to exist.

According to Mangkunegara, (2007), employee performance results from work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. Efforts to improve employee performance cannot be separated from the goals set by the organization. Employees must know in advance on what basis and how they are assessed, and their overall objectives. Employee performance depends on the high level of knowledge of what should or should not be done. Mangkunegara, (2005) suggests that the aspects assessed in performance include quality of work, honesty, initiative, presence, attitude, cooperation, reliability, knowledge of work, responsibility, utilization of working time.

Several previous studies have examined the relationship between competence and performance. Palan, (2007) explains that competence refers to the characteristics that underlie behavior that describes the motives, personal characteristics, self-concept, values, knowledge, or skills brought by someone who is a superior performer at work. This theory is reinforced by the statement of Dharma, (2004), which states that one way to determine the difference between high-performing and less effective employees is to obtain positive and negative indicators for each competency. Every worker can be based on knowledge, skills, competencies

appropriate to the job, work motivation, and job satisfaction (Wibowo, 2013).

Some of the descriptions that have been explained show that the higher the level of competence of human resources in government agencies, the better the company's performance. Conversely, if an organization has less supportive resource competencies, it will hamper the organization's goals. Theoretically, the elements of competence such as (knowledge, skills, experience, and behavioral attitudes) tend to influence the work performance of the Makassar Regional V Airport Authority employees. These factors need to be further developed by leaders and employees in an organization, especially in public service organizations. Based on the description above, it can be stated in a conceptual framework of the research as follows:

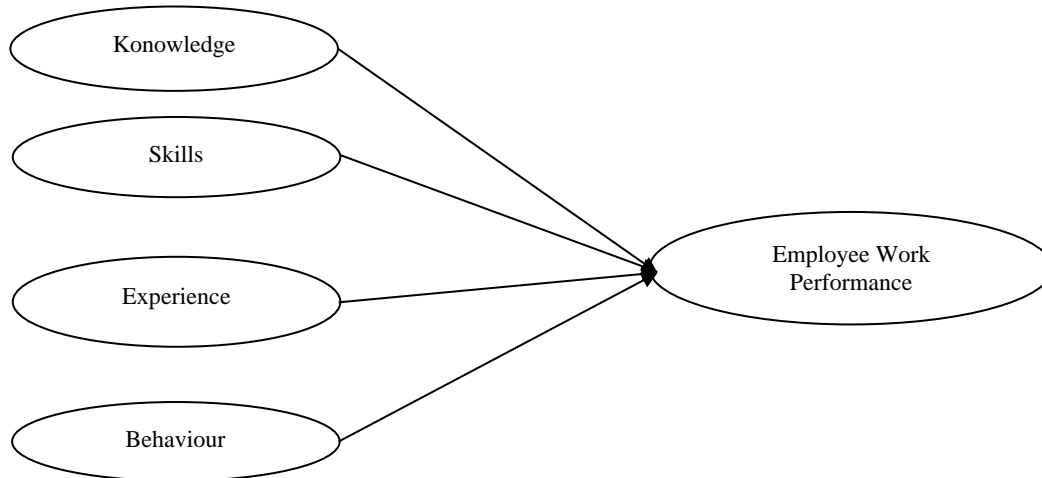


Figure 1. Research Model

The hypothesis is an estimate or reference formulated and can explain the facts observed and the conditions used as a guide in further research..

H1: Knowledge has a significant effect on Employee work performance

H2: Skills have a significant effect on Employee work performance

H3: Experience has a significant effect on Employee work performance

H4: Behavior has a significant effect on Employee work performance

2 Research Method

This research was conducted at the Makassar Regional V Airport Authority Office, with the object of research being employees. The type of data in this study is primary data obtained directly, which is distributed to all respondents through questionnaires. The population is the total number of research objects, namely the Makassar Regional V Airport Authority Office employees who are on duty during the day totaling 165 people. The research sample is part of the population taken as a data source and can represent the entire population. Seeing the large population, the sampling used the Stratified Proportional Random Sampling technique with the determination of the sample based on the slovin formula (Umar, 2002). Based on the calculation results, the number of research samples was 80 people. At the same time, the type of quantitative data to calculate the results of statistical data processing by the interpretation. The data source in this study consists of primary data, namely empirical data whose sources are obtained from direct observations of the object under study. The data was obtained through the method of observation and the results of questionnaires from respondents. At the same time, secondary data sources are data whose sources are obtained from libraries, references, and documentation. Secondary data collection is obtained by critically examining references. To test the effect of the independent variable on the defender, multiple analyses can be used.

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + \varepsilon$$

Description :

- Y = Employee Work Performance
- X1 = Knowledge
- X2 = Skills
- X3 = Experience
- X4 = Behavior
- a = Constants
- b = Regression coefficient
- ε = Error

Table 1. Operational Variables and Measurement

Variable	Indicator	Scale
Employee Work Performance	▪ Creativity	Ordinal
	▪ Accuracy	
	▪ Punctuality	
	▪ Ability to Achieve Target	
	▪ Quality of Work	
Knowledge	▪ Formal education	
	▪ Training	
	▪ Assignment	
Skills	▪ Experience	
	▪ Task Completion Ability Level	
	▪ Assigned Task Mastery Level	
	▪ Creativity in dealing with tasks and responsibilities	
Experience	▪ Professionalism in work relations	
	▪ Work more diligently and thoroughly	
	▪ Improve work ability	
	▪ Learn more	
	▪ Understanding tasks	

The measurement indicators for each research variable are contained in the form of a questionnaire. Measured using a Liker scale by grouping into five categories, namely (5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree).

3 Result and Discussion

Result

This test is carried out by the process of validity and reliability of the answers from the questionnaire. By doing this data testing process, it is hoped that the results of the hypothesis will be obtained precisely as expected. The validity test is done by correlating the score of each item with the total score of each attribute. A validity test is used to see the accuracy and accuracy of a research instrument in its measuring function to measure the statement items made. The formula used in the validity test is Pearson's Product Moment. A correlation number (r-value) will be obtained from this formula, which can be used to explain the relationship between variables. A valid instrument means that the measuring instrument used in the form of a statement to obtain data (measure) is also declared valid. Statement items that have a high positive correlation are considered to have high validity. The results of the validity test of each variable research item in this study are described in table 2. The reliability test was carried out to determine the stability and consistency if repeated measurements were made with the same subject. Reliability measurements were performed using Cronbach's alpha. Table 3 shows that the value of Cronbach's alpha for the work performance variable is 0.705. The knowledge variable is 0.723, the skill variable is 0.730, the experience variable is 0.721, and the behavior

variable is 0.729. A variable is reliable if the value of Cronbach's Alpha > 0.60 (Sunnyoto, 2011). These results explain that all instruments in this study are declared reliable. Normality test of data is to find out whether a variable is standard or not. The authors have tested the data using the Kolmogorov-Smirnov test to determine whether the data is usually distributed by comparing the data distribution with the standard normal distribution. If the significance is below 0.05, there is a significant difference, and if the significance is above 0.05, there is no significant difference.

Table 4 shows a knowledge significance value of 0.006; the significance value of the skill variable is 0.001; experience significance value 0.003; attitude significance value 0.000. Based on these results, the significance value of the four variables studied was below 0.05 so that the data were normally distributed. This means that it is feasible to be used as an ingredient in the next stage of data processing. Multicollinearity shows that the independent variables contained in the regression model have a perfect or near-perfect linear relationship. The existence of multicollinearity can be seen through the value of VIF (Variance Inflation Factors) or the tolerance value, namely, if the VIF value is < 10 or vice versa by looking at the tolerance value > 0.1 .

Table 2. Validity Test Result

Item	Corrected Item Total Correlation (r-calculated)	r -table (n = 80; $\alpha = 0,05$)	Info
Y.1	0,458	0,250	Valid
Y.2	0,548	0,250	Valid
Y.3	0,525	0,250	Valid
Y.4	0,505	0,250	Valid
Y.5	0,410	0,250	Valid
X1.1	0,492	0,250	Valid
X1.2	0,468	0,250	Valid
X1.3	0,500	0,250	Valid
X1.4	0,379	0,250	Valid
X1.5	0,475	0,250	Valid
X2.1	0,473	0,250	Valid
X2.2	0,527	0,250	Valid
X2.3	0,483	0,250	Valid
X2.4	0,425	0,250	Valid
X2.5	0,516	0,250	Valid
X3.1	0,430	0,250	Valid
X3.2	0,537	0,250	Valid
X3.3	0,460	0,250	Valid
X3.4	0,449	0,250	Valid
X3.5	0,582	0,250	Valid
X4.1	0,484	0,250	Valid
X4.2	0,555	0,250	Valid
X4.3	0,348	0,250	Valid
X4.4	0,506	0,250	Valid
X4.5	0,510	0,250	Valid

Table 3. Reliability Test Results

Variable	Cronbach's alpha	r-table	Info
Employee Work Performance	0,705	0,60	Reliable
Konowledge	0,723	0,60	Reliable
Skills	0,730	0,60	Reliable
Experience	0,721	0,60	Reliable
Behavior	0,729	0,60	Reliable

Table 4. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		x1	x2	x3	x4
N		80	80	80	80
Normal Parameters ^a	Mean	4.123	4.025	4.138	4.110
	Std. Deviation	.4671	.4975	.4585	.4610
Most Extreme Differences	Absolute	.191	.225	.204	.248
	Positive	.103	.124	.119	.138
	Negative	-.191	-.225	-.204	-.248
Kolmogorov-Smirnov Z		1.707	2.012	1.827	2.271
Asymp. Sig. (2-tailed)		.006	.001	.003	.000

Table 5. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Konowledge	0,336	2,976
Skills	0,554	1,806
Experience	0,359	2,784
Behavior	0,384	2,604

Table 5 shows that all variables have a VIF value < 10 and a tolerance value > 0.1 . This shows that there is an indication of multicollinearity in the equations carried out. It is not proven that no multicollinearity in the equations carried out or the relationship between independent variables can be tolerated will not interfere with the regression results. A good regression should not occur heteroscedasticity. This test aims to see whether the sampling is done correctly on the right population or, in other words, whether there is an inequality of variance from the regression residual. The heteroscedasticity test can be known by looking at the graph plot or the relationship between the dependent and residual values. The problem of heteroscedasticity will not arise if the correlation significance value is more than 0.05. The test results show the correlation between knowledge and unstandardized Residual produces a significance value of 0.556. Skills of 0.987, experience of 0.629, and work attitude of 0.906. These results indicate that the correlation significance value is more than 0.05, so it can be concluded that the regression model does not find any heteroscedasticity problems.

Based on the results of the classical assumption test, which includes the normality test, multicollinearity test, and heteroscedasticity test, it shows that the estimated multiple regression has met the requirements of the classical assumptions so that it is expected that the results will be good in analyzing the influence of the independent variable on the dependent variable. Tests on the regression results obtained were tested simultaneously using the F-test and partial testing using the t-test.

Table 6. Simultaneous Testing (F-Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.775	4	2.694	30.278	.000 ^a
	Residual	6.673	75	.089		
	Total	17.448	79			

Table 6 shows that the F-count obtained is 30.278, with a 95% confidence level or an error rate ($\alpha = 0.05$) the number is 2.694. Thus, the value of F-count $>$ F-table or $30.278 > 2.694$ means the independent variable will have a simultaneous effect on the dependent variable. High significance because 0.000 is smaller than the alpha level of 0.05. It can be concluded that simultaneously the variables of knowledge, skills, experience, and attitudes have a significant and positive effect on employee work performance at the Makassar Regional V

Airport Authority Office. This partial hypothesis testing is used to see the effect of the knowledge, skills, experience, and work attitude variables individually or each variable on employees' work performance at the Makassar Regional V Airport Authority Office. The test results can be seen from the t-count value.

Table 7. Partial Test (t-test)

Variabel Independent	Regression Coefficient (b)	t- count	Sig
Konowledge	0,406	3,275	0,002
Skills	0,255	2,810	0,006
Experience	0,098	,800	0,426
Behavior	0,132	1,123	0,265
Constant (b ₀)		0,425	

Table 7 shows that individual employees' knowledge, skills, experience, and work attitudes have a significant and positive effect on employee work performance at the Makassar Regional V Airport Authority Office. It can be seen from the value of t-count obtained is more significant than t-table, or t-count is smaller than t-table. The results of the analysis also show that from the four influential variables, it turns out that the employee knowledge variable has a dominant influence in improving employee work performance at the Makassar Regional V Airport Authority Office, this can be seen from the knowledge t-count value of 3,275 which is greater than the skill t-count value of 2.810 and the t-count value of 2.810. of behavioral attitudes, 1.123 is greater than the t-count value of experience 0.800. The results of the multiple linear regression equation from this research model are as follows:

$$Y = 0.425 + 0.406 X_1 + 0.255 X_2 + 0.098 X_3 + 0.132 X_4$$

The constant (b₀) is obtained from a value of 0.425, which states that the amount of work performed at the Makassar Regional V Airport Authority Office on knowledge, skills, experience, and work attitudes is constant. b₁ = 0.406, has a positive meaning which indicates that knowledge has a positive and significant effect on the work performance of the Makassar Regional V Airport Authority Office employees, the coefficient of b₁ is significant because the value of p = 0.002 is smaller than 0.05. It can be explained that if there is an increase in knowledge and other variables are constant, it will increase the work performance of the Makassar Regional V Airport Authority Office employees. b₂ = 0.255, has a positive sign indicating that work skills positively and significantly affect employee work performance at the Makassar Regional V Airport Authority Office. The b₂ coefficient is significant because the p-value = 0.006, smaller than 0.05. This can be explained if an increase in work skills and other independent variables are constant; it can improve employee performance at the Makassar Regional V Airport Authority Office. b₃ = 0.098, has a positive sign indicating that work experience will positively affect employee performance at the Makassar Regional V Airport Authority Office. The b₃ coefficient is not significant because the value of p = 0.426 is greater than 0.05. It can be explained that if there is an increase in work experience and other independent variables are constant, it will not affect the increase in employee performance at the Makassar Regional V Airport Authority Office. b₄ = 0.132, has a positive sign indicating that the work attitude shown by the employee will have a positive effect on employee performance at the Makassar Regional V Airport Authority Office. The b₄ coefficient is not significant because the value of p = 0.230 is greater than 0.05. This can explain that if there is an increase in employee attitudes and behavior and other independent variables are constant, these variables will not affect employee performance at the Makassar Regional V Airport Authority Office.

The amount of contribution given from the variables of knowledge, skills, work experience, and work attitudes affects employees' work performance and can be seen from the coefficient of determination.

Table 8. Coefficient of Determination (R²) test results

Model	R	R Square	Adjusted R Square
1	0,786 ^a	0,618	0,597

The magnitude of the coefficient of determination (R^2) is 0.618. The coefficient of determination states that the variables of knowledge, skills, experience and work attitudes can only explain or contribute to variations in employee work performance changes of 61.8%. While the remaining 39.2% is influenced by other variables that are not involved in this study.

Discussion

Testing the first hypothesis indicates that knowledge has a significant and positive effect on employee performance at the Makassar Regional V Airport Authority Office. This shows that the increase in employee performance is primarily determined by the knowledge possessed by an employee in an agency. Good knowledge will lead to an increase in the workability of employees. The ability is one of the elements of maturity related to knowledge and skills that can be obtained from education, training, or experience. In general, the work carried out by a person is a manifestation of the knowledge and skills he has. In this context, the knowledge of an employee will significantly affect employee performance. It can be concluded that the higher the level of education of an employee, the higher the work performance of the employee will be. Likewise, the educational quality of the Makassar Regional V Airport Authority Office employees is adequate in terms of science, and basically, employees have sufficient ability to carry out their duties and work by the description of their duties and responsibilities. Triyono, (2017) concludes that the factors of knowledge, skills, work experience, and mastery of technology have a significant effect on work performance, and the most dominant is knowledge.

Testing the second hypothesis indicates that skills influence employee performance at the Makassar Regional V Airport Authority Office. It can be concluded that the more frequent the training will affect the increase in the work performance of the Makassar Regional V Airport Authority Office employees. According to Djati & Khusaini, (2003), work skills (professional) describe the essential foundation for employee performance, where expertise is part of skills. High employee skills will produce high employee performance and vice versa. This means that skills affect employee performance. Astuti (2006) explains that skills have a dominant and significant effect on employee performance and indicates that employees are always directed to improve skills by relying on scientific progress.

Testing the third hypothesis indicates that work experience has a very positive influence on work performance. This explains that the length of time an employee works cannot guarantee that it can affect employee performance at the Makassar Regional V Airport Authority Office. High experience, if not supported by the level of education, will not produce professionalism and employee performance. This is in line with previous research on behalf of Norway with the research title Effect of Work Experience, Wage and Motivation on Work Performance of Workers at the Fish and Shrimp Cracker Factory Indramayu Regency; the results of the study show that experience has a positive but not significant effect on workforce performance. At the same time, motivation and wages affect the work performance of the workforce. Therefore, an employee who has work experience has the physical ability, knowledge, and skills to work and will not endanger himself at work. The more comfortable a person is in a job that is by his expertise, it is expected that he will be able to improve his work performance and performance. So it can be said that work experience has a positive effect on work performance but not significant.

Testing the fourth hypothesis indicates that the relationship between attitudes and work performance is not significant; thus, the proposed hypothesis is rejected, but the attitude variable has a positive influence on increasing the work performance of the Makassar Regional V Airport Authority Office employees. The attitude or behavior of employees significantly affects employees in work performance; this will encourage the leadership by providing additional rewards that are by the work performance of the employees. In this case, incentives are a strategy carried out by organizations that aim to improve. With rewards in the form of incentives or bonuses, employees will be motivated to behave as optimally as possible and give their best work to improve

work performance. Hutapea & Thoha explained that competence (skill, knowledge, and ability) has a relationship with increasing employee performance.

4 Conclusions

The study results indicate that the variables of Knowledge, Skills, Experience, and Behavior simultaneously have a significant positive effect on employee performance at the Makassar Regional V Airport Authority Office. The factor with the most dominant influence on employees at the Makassar Regional V Airport Authority Office is Knowledge. With the knowledge possessed by employees, they can help their work be completed faster because they are more diligent, creative and can create new things in completing their duties and responsibilities. According to multiple regression calculations, the coefficient of determination R² (R Square) shows that all independent variables affect. At the same time, the correlation coefficient shows a strong relationship between the independent variable and the dependent variable. Simultaneously and partially, knowledge, skills, experience, and behavior/attitudes significantly affect employee performance at the Makassar Regional V Airport Authority Office. This study suggests that the Makassar Regional V Airport Authority Office should constantly improve employee performance through increasing knowledge, especially human resources, skills, experience, and attitudes/behaviors towards all employees. Education and training should be held on an ongoing basis to increase the level of knowledge so that it can further spur morale and work performance for the Makassar Regional V Airport Authority Office employees. Knowledge/Education is one way in carrying out employee duties and responsibilities that cannot be separated from the knowledge that must be possessed by every employee at the Makassar Regional V Airport Authority Office in order to create maximum work performance and improve employee performance. To every employee at the Makassar Regional V Airport Authority Office in improving work performance still refers to work skills in order to encourage creative employees, have innovations with new things in completing their duties, and still have high loyalty to their work

5 References

- Astuti, D. A. L. W. (2006). Penciptaan sistem penilaian kinerja yang efektif dengan assessment centre. *Jurnal Manajemen Maranatha*, 6(1), 23-34.
- Batubara, R. M. (2017). Pengaruh penggunaan media sosial terhadap transfer pengetahuan dan kinerja pegawai pemerintahan. *Jurnal Riset Sains Manajemen*, 1(1), 55-66.
- Bruine de Bruin, W., Parker, A. M., & Fischhoff, B. (2020). Decision-making competence: more than intelligence?. *Current Directions in Psychological Science*, 29(2), 186-192.
- Djati, S. P., & Khusaini, M. K. M. (2003). Kajian terhadap kepuasan kompensasi, komitmen organisasi, dan prestasi kerja. *Jurnal manajemen dan Kewirausahaan*, 5(1), 25-41.
- Halim, A. (2021). Leadership Style's influence on workforce productivity. *Jurnal Economic Resource*, 3(2), 1-8.
- Ho, V. T., Wong, S. S., & Lee, C. H. (2011). A tale of passion: Linking job passion and cognitive engagement to employee work performance. *Journal of Management Studies*, 48(1), 26-47.
- Hutapea, P., & Nurianna Thoha, M. B. A. (2008). *Kompetensi plus*. Gramedia Pustaka Utama.
- Ikävalko, H., Hökkä, P., Paloniemi, S., & Vähäsantanen, K. (2020). Emotional competence at work. *Journal of Organizational Change Management*.
- Jumady, E., Sugiarto, S., & Latief, F. (2021). Management performance analysis based on total quality management principles. *Point Of View Research Management*, 2(1), 10-18.
- Kaplan, M., & Kaplan, A. (2018). The relationship between organizational commitment and work performance: a case of industrial enterprises.
- Kuvaas, B., & Dysvik, A. (2009). Perceived investment in employee development, intrinsic motivation and work performance. *Human resource management journal*, 19(3), 217-236.
- Mangkunegara, A. A. P. (2005). *Evaluasi kinerja SDM*. Tiga Serangkai.

- Mariana, L. (2020). The Effect of Education and Motivation on Work Performance: Empirical Study on Local Government Employee. *Point Of View Research Management*, 1(4), 112-120.
- Nieder, A. (2020). The adaptive value of numerical competence. *Trends in Ecology & Evolution*, 35(7), 605-617.
- Palan, R. (2007). Competency management. Jakarta: PPM, 30-41.
- Rahim, S., Ahmad, H., Muslim, M., & Nursadirah, A. (2020). Disclosure of Local Government Financial Statements in South Sulawesi. In Brawijaya International Conference on Multidisciplinary Sciences and Technology (BICMST 2020) (pp. 1-6). Atlantis Press.
- Renyut, B. C., Modding, H. B., & Bima, J. (2017). The effect of organizational commitment, competence on Job satisfaction and employees performance in Maluku Governor's Office.
- Sunyoto, D. (2011). Metode Penelitian untuk Ekonomi. Jakarta: Penerbit Caps.
- Triyono, A. (2017). Pengaruh Motivasi Kerja, Dan Lingkungan Kerja, Serta Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan Bagian Pemasaran Cv. Watonella Furniture Jepara) (Doctoral dissertation, Fakultas Ekonomi UNISSULA).
- Umar, H. (2002). Metode riset bisnis: panduan mahasiswa untuk melaksanakan riset dilengkapi contoh proposal dan hasil riset bidang manajemen dan akuntansi. Gramedia Pustaka Utama.
- Wibowo, N. (2013). Pengaruh kualitas leader member exchange (LMX) terhadap produktivitas kerja melalui kepuasan kerja dan komitmen organisasional pada PT. Nutrifood Surabaya. *Agora*, 1(1), 58-67.
- Wright, T. A., & Bonett, D. G. (1997). The contribution of burnout to work performance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 18(5), 491-499.