The Effect of Competence, Motivation, and Physical Work Environment on the Performance of Depok City Regional Secretariat Employees

Della Septia Trianita[1], Herry Krisnandi[2], Kumba Digdowiseiso[3]*

Faculty of Economics and Business, National University, Indonesia[1,2,3]
Email: dellaseptia.trianita@gmail.com[1], herry.krisnandi@civitas.unas.ac.id[2],
kumba.digdo@civitas.unas.ac.id[3]*

Keywords	ABSTRACT
Competency, Motivation, Physical Work Environment, and Employee Perfomance.	This study was to determine the effect of Competence, Motivation, and Physical Work Environment on the Performance of Employees at the Depok City Regional Secretariat. The research data is data that uses primary data. This data collection was in the form of a questionnaire to 119 respondents from the Regional Secretariat of the City of Depok. Data analysis techniques used descriptive analysis and inferential analysis with multiple linear regression and using the Statistical Product and Service Solution (SPSS) version 23.0 program. The results of multiple linear regression analysis show that the variables Competency (X1), Motivation (X2), and Physical Work Environment (X3) have a positive and significant effect on Employee Performance. The results of this study hope that agencies can improve Competence, Motivation, and Physical Work Environment which can support Employee Performance.

INTRODUCTION

An important element of an organization is people. This happens because humans have a role in moving the wheels of organizational development. Without these important elements, the organization will find it difficult to operate the organizational system that has been created even though there are other resources that are met.

Humans are resources that have different characters and traits in each individual. Therefore, it is necessary to manage human resources to achieve effective and efficient organizational goals. Susan (2019) argues that human resource management is something related to human utilization in doing a job to achieve maximum level or effectively and efficiently in realizing the goals to be achieved.

Government agencies are a form of organization consisting of a group of people who carry out state duties to provide public services. In prioritizing public services, government agencies need to pay attention to the performance of each employee. If a government agency has poor employee performance, the image given by the community will be less good.

Nabawi (2019) argues that performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, vision and mission outlined through the strategic planning of an organization. This view is in line with Novitasari and Asbari (2020) who argue that performance is a goal-oriented process directed at ensuring that organizational processes are in place and can maximize the productivity of employees, teams, and organizations Establishing a civil servant management system is needed as a solution to have good employee performance. The character traits that a good employee must possess are explained in

Government Regulation of the Republic of Indonesia No. 11 of 2017 Article 1 concerning State Civil Apparatus Management is management that functions to produce employees who are professional,

have basic values, professional ethics, are free from political intervention, clean from corrupt practices, collusion, and nepotism.

Knowing the importance of employee performance in building a good image of government agencies, employee competence is one of the determining factors for the success of employee performance. In the opinion of Mulia & Saputra (2021), competence is a person's ability to produce at a satisfactory level at work, including one's ability to transfer and apply information and knowledge in new situations and increase agreed benefits. Thus, competence is defined as someone who has better performance in doing a job compared to others.

Motivation as a factor that can affect employee performance in addition to competence. Motivation comes from the Latin word language, namely: movere which means to push or move. Meanwhile, according to Hendriani and Hariyandi (2014), motivation is something that comes from within a person in order to meet his needs.

Indarti and Anidar (2015) argue that motivation is a motivation, both from within and from outside human beings to move and encourage their attitudes and behaviors at work. The greater the motivation of employees in doing their work, will affect the quality of employee performance that is getting better. Factors that affect employee performance in addition to competence and motivation are the physical work environment. Sedarmayanti in (Rahayu et al., 2013) argues that the physical work environment is all physical conditions around the workplace that can affect employees either directly or indirectly

The existence of a comfortable and safe physical work environment will affect employee satisfaction with the work completed and give a good impression to employees. This can improve the quality of employee performance.

The Depok City Regional Secretariat acts as a government institution that regulates the position, organizational structure, duties, functions, and work procedures of local governments in the Depok City Area, West Java. The establishment of the Regional Secretariat is carried out through Depok Mayor Regulation Number 100 of 2016 article 2 paragraph (3), which outlines its responsibilities, among others: coordination of regional policy formulation, coordination of regional apparatus work unit tasks, monitoring and evaluation of regional policy implementation, administrative services, and guidance of the State Civil Apparatus in Regional Apparatus. In addition, the Regional Secretariat also carries out other functions assigned by the Mayor in accordance with its duties and functions. In this context, employees of the Regional Secretariat in Depok City are required to work quickly, precisely, and accurately, because they must provide excellent service.

Through a month-long internship practice program at the Depok City Regional Secretariat, researchers conducted direct field observations and found several problems related to employee performance that was not optimal. Some of these issues include the inability of some employees to master work and the use of office equipment, delays and inaccuracy in entering and leaving the office, ineffective use of work time, delays in completing tasks, and lack of innovation in doing routine work. Based on these problems, researchers are interested in conducting research entitled "The Effect of Competence, Motivation, Physical Work Environment on the Performance of Depok City Regional Secretariat Employees."

METHODS

This study uses a descriptive method of analysis with the aim of describing and analyzing the performance of employees at the Depok City Regional Secretariat and factors that have the potential to affect this performance. The object of the study involved all employees at the Depok City Regional Secretariat, with data obtained through the distribution of questionnaires using Likert scales. The primary data is then processed with descriptive and inferential methods using SPSS software, and involves multiple linear regression tests to test the influence of competence, motivation, and work

environment on employee performance. The employee population that was the focus of the study amounted to 170 people, with a sample of 119 employees selected using simple random sampling techniques. Data collection was carried out through questionnaires with Likert scales, which included variables such as competence, motivation, work environment, and employee performance. The validity and reliability of the instrument are tested to ensure the precision and reliability of the data. Next, classical assumption tests, including normality tests, multicolonicity tests, heterokedasticity tests, and autocorrelation tests, are performed to check the fit of regression models. Hypothesis testing involves an F test for simultaneous influence, a coefficient of determination (R2) test to explain variability, and a T test (partial) to test the influence of each variable. Conclusions are drawn based on a pre-established level of significance.

RESULTS
Validity Test

Validity test is a test that serves to find out a measuring instrument is valid (valid) or invalid. The measuring instrument in this study is a list of questions in a questionnaire. The sample used was 119 employees as respondents. Proof of validity test is seen from the test which is carried out by correlating the individual score of each statement with the total score of the variable.

The criteria used to determine whether or not the statements in this study are valid or not are as follows:

1. H0 is accepted, if r count ≥ r table (Valid)
2. H0 is rejected, if r count ≤ r table (Invalid)
3. The significance level is 5% or 0.05.
4. Degree of fredoom or df, i.e. df = n-2.

Based on this study, the degree of freedom is 119-2 = 117. So the table r is 0.1515. The table is the result of the validity that has been processed, which is as follows:

Table 1. Validity Test Results

Variable	Item no	t count	t Table	Decision
Competence	1	0,274	0,1515	Valid
	2	0,398	0,1515	Valid
	3	0,382	0,1515	Valid
	4	0,373	0,1515	Valid
	5	0,322	0,1515	Valid
	6	0,328	0,1515	Valid
Motivation	1	0,328	0,1515	Valid
	2	0,435	0,1515	Valid
	3	0,331	0,1515	Valid
	4	0,286	0,1515	Valid
	5	0,475	0,1515	Valid
	6	0,526	0,1515	Valid

	7	0,510	0,1515	Valid
	8	0,557	0,1515	Valid
	9	0,494	0,1515	Valid
	10	0,451	0,1515	Valid
Physical Work Environment	1	0,293	0,1515	Valid
	2	0,259	0,1515	Valid
	3	0,290	0,1515	Valid
	4	0,159	0,1515	Valid
	5	0,279	0,1515	Valid
	6	0,449	0,1515	Valid
	7	0,410	0,1515	Valid
	8	0,399	0,1515	Valid
	9	0,511	0,1515	Valid
	10	0,456	0,1515	Valid
Employee Performance	1	,546	0,1515	Valid
	2	,570	0,1515	Valid
	3	,603	0,1515	Valid
	4	,456	0,1515	Valid
	5	,475	0,1515	Valid
	6	,557	0,1515	Valid
	7	,468	0,1515	Valid
	8	,440	0,1515	Valid

Source: SPSS 23 Processed Products

In Table 1. indicates that all 34 statements are valid. This can be proven through the output of the SPSS program in the corrected item total column whose result is greater than r TABLE, which is 0.1515. Where, the data used is data that deserves to be researched.

Reliability Test

Reality testing is a tool for measuring a questionnaire which is an indicator of variables or constructs. To analyze reality, measurements are made once and then the results are compared with other questions or measure the correlation between answering questions using spss, namely the Cronbach Alpha test. A construct or variable is said to be reliable if Alpha > 0. Cronbach value 6. The reliability test results can be seen from Table 2 below:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Decision
Competence	0,839	0,6	Reliable

Motivation	0,874	0,6	Reliable
Work Environment	0,770	0,6	Reliable
Employee Performance	0,857	0,6	Reliable

Source: SPSS 23 Processed Products

Classical Assumption Test

Normality Test

The normality test is a test used to find out the independent variable and the dependent variable has a normal distribution or not. Good data is data that is normally distributed. Normality testing can use the Kolmogorov-Smirnov One-Sample statistical test. The results of table One sample Kolmogrov-smirnov obtained probability numbers or criteria in the normality test are:

1. If the value of Asymp Sig. (2-tailed) > 0.05, then H0 is accepted and Ha is rejected. This means that the data is normally distributed.
2. If Asymp Sig. (2-tailed) < 0.05, then H0 is rejected and Ha is accepted. This means that the data is not normally distributed.

Table 3. Normality Test Results.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		119
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.88749260
Most Extreme Differences	Absolute	.050
	Positive	.046
	Negative	-.050
Test Statistics		.050
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS 23 Processed Products

Based on table 3. The results of the Kolmogorov-Smirnov one simple test can be explained that overall the variables used in this study are declared normally distributed, namely competence, motivation, and physical work environment on employee performance. This is due to Asymp.sig. (2-tailed) of 0.200 > level of significance (α) 0.05.

Multicolonicity Test

The multicolonicity test is a test to determine the correlation between regression equations and independent variables. Good data is data that does not occur multicolonicity. Because if there is

multicolonicity, then the data has unreliable and unstable predictive power. To determine whether or not there is multicollinearity in the regression model is to look at the value of Variance Inflation Factor (VIF), and the value of tolerance. The criteria for multicolonicity testing are as follows:

1. If the Tolerance value > 0.01 and the VIF value <10. Thus, there is no multicolonicity.
2. If value   Tolerance <0.01 and VIF value   >10. Then multicolonicity occurs.

Table 4. Multicolonicity Test Results
Coefficientsa

Type	Unstandard ized Coefficients		Standardized Coefficie nts			Collinearity Statistics	
	B	Std. Error or	Beta	t	Sig.	Tolera nce	VIF
1 (Constant)	5.5 28	3.7 73		1.4 65	.1 46		
KOMPETE NSI							
MOTIVATION	.35 5	.09 8	.280	3.6 17	.0 00	.944	1.0 59
	.19 4	.06 5	.236	2.9 78	.0 04	.897	1.1 14
LINGKUN GAN WORK PHYSICAL	.31 9	.07 8	.329	4.0 93	.0 00	.873	1.1 45

Source: SPSS 23 Processed Products

Based on table 4. above it is known that the tolerance and VIF values are as follows:

1. The Competency variable has a tolerance value of 0.944 > 0.01 and a VIF value of 1.059 < 10.
2. The Motivation variable has a tolerance value of 0.897 > 0.01 and a VIF value of 1.114 < 10.
3. The physical work environment variable has a tolerance value of 0.873 > 0.01 and a VIF of 1.145 < 10.

It can be concluded that the data used does not occur multicolonicity.

Heteroscedasticity Test

Heteroscedasticity test is a test used to detect regression models where there are differences between variations from one residual to another. The heteroscedasticity test measuring instrument is the Spearman Rank method. Good data on the absence of heterokedasticity.

Table 5. Heteroscedasticity Test Results

Variable	Sig value, 2 - Tailed
Competence	0,360
Motivation	0,857
Work Environment	0,311

Source: SPSS 23 Processed Products

In table 5. Proving that the value of the 2-Tailed GIS >0.05 which means that the data in this study did not occur heterokedasticity.

Autocorrelation test

The autocorrelation test is to determine whether or not there is a correlation between the multiple linear regression model of confounding errors in period t with confounding errors in period t-1 (previous). Good data is data that does not autocorrelate. One way to test whether autocorrelation occurs can be used the Durbin Watson test (D-W test). The Durbin Watson test criteria are as follows:

1. If $0 < d < dL$, there is a positive autocorrelation
2. If $4 – dL < d < 4$, it means that there is a negative auto correlation
3. If $2 < d < 4 – dU$ or $dU < d < 2$, there is no positive or negative autocorrelation
4. If $dL ≤ d ≤ dU$ or $4 – dU ≤ d ≤ 4 – dL$, testing is inconclusive. For that can be used other tests or add data
5. If the value of $du < d < 4-du$ then no autocorrelation occurs

Table 6. Autocorrelation Test Results

Model Summary[b]

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.592a	.351	.334	2.925	1.758

a. Predictors: (Constant), PHYSICAL WORK ENVIRONMENT, COMPETENCE, MOTIVATION

b. Dependent Variable: EMPLOYEE PERFORMANCE

Source: SPSS 23 Processed Products

Based on table 6. Durbin Watson's score is 1,758. Where, the number of variables (k) is 3 and the number of respondents (N) is 119. This makes the value as the basis for calculation, which is as follows:

1. Du   =1,753
2. Dl   = 1.649
3. Dw   = 1.758
4. 4-dU   = 2.247
5. dU < dW < 4-dU   = 1.752 <1.758<2.247

It can be concluded that the data of this study did not occur autocorrelation.

Test the hypothesis

Test F

The F statistical test shows that all independent variables included in the model have an influence together on the dependent variable.

In test F decision making uses the following hypothetical criteria:

1. If the probability > 0.05 then Ho is accepted.
2. If the probability < 0.05 then Ho is rejected.

Table 7. F Test Results

ANOVAa

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	531.456	3	177.152	20.707	.000b

Residuals	983.838	115	8.555
Total	1515.294	118	

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), PHYSICAL WORK ENVIRONMENT, COMPETENCE, MOTIVATION

Source: SPSS 23 Processed Products

In table 7. explains that the calculated F value is 20.707 with a significant value of 0.000. Based on these data, the value of sig. < 0.1. Thus, it can be concluded that in this study the model is said to be significant and feasible to be used in research based on the GIS value obtained that competence, motivation, and physical work environment can explain any changes in the value of employee performance variables because they have a significant influence.

Test Coefficient of Determination (R²)

The coefficient of determination is a test that measures the model's ability to explain variations in the dependent variable. The test results of the Coefficient of determination (R2) are as follows:

Table 8. Coefficient of Determination Test Results

Model Summaryᵇ

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.592a	.351	.334	2.925	1.758

a. Predictors: (Constant), PHYSICAL WORK ENVIRONMENT, COMPETENCE, MOTIVATION

b. Dependent Variable: EMPLOYEE PERFORMANCE

SPSS 23 Processed Products

The calculation result for the Adjusted R.Square (R^2) value in table 8. obtained the coefficient of determination $R^2 = 0.334$ or 33.4%. the resulting value presented in column R is 0.592 which means that the relationship between variables is still far from the strong criterion because it is still far from the number

Adjusted R Square obtained a value of 0.334 which is interpreted or converted into a percentage is 33.4%. It can be concluded that the influence on employee performance influenced by the variables studied in this study, namely competence, motivation, and physical work environment is only 33.4%, while the remaining 66.6% is influenced by many factors and in other variables that are not studied in this study, because what affects performance there are many variables that influence it.

T Test

The T test is a test to determine the effect of one independent or independent variable individually in explaining the variation of the dependent or dependent variable. The criteria for the T test are as follows:

1. If t calculate < t table and probability (significance)>0.05 (α). Thus, H0 is accepted. It can be concluded that the independent variable partially (individually) does not affect the dependent variable significantly.

2. If t counts > t table and the probability (significance) < 0.05 (α) then H0 is rejected. It can be concluded that the independent variable partially (individually) affects the dependent variable significantly.

Table 9. T Test Results

Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.528	3.773		1.46	.146		
COMPETENCE						.944	
MOTIVATION	.355	.098	.280	3.617	.000	.897	1.05 9
ENVIRONMENT						.873	
N WORK	.194	.065	.236	2.978	.004		1.11 4
PHYSICAL							
	.319	.078	.329	4.093	.000		1.14 5

Source: SPSS 23 Processed Products

Based on TABLE 4.18 above, the calculation results of Test T can be explained as follows:

H1: Competency (X1) has a positive and significant effect on Employee Performance.
The calculated t value of the table >t is 3.617 > 0.676. and the probability (significance)>0.05 (α) is 0.000 < 0.05.It can be concluded that H0 is rejected and Ha is accepted, meaning that competence has a positive and significant effect on employee performance at the Depok City Regional Secretariat

H2: Motivation has a positive and significant effect on Employee Performance.
The calculated t value of the table >t is 2.978 > 0.676. and the probability (significance)>0.05 (α) is 0.004 < 0.05.It can be concluded that H0 is rejected and Ha is accepted, meaning that motivation has a positive and significant effect on employee performance at the Depok City Regional Secretariat

H3: Physical work environment has a positive and significant effect on Employee Performance
The calculated t value of the table > t is 4.093 > 0.676. and the probability (significance)>0.05 (α) is 0.000 < 0.05.It can be concluded that H0 is rejected and Ha is accepted, meaning that the physical work environment has a positive and significant effect on employee performance at the Depok City Regional Secretariat

Discussion

The Effect of Compensation on the Performance of Depok City Regional Secretariat Employees

The results of the analysis in this study obtained that competence has a positive and significant influence on the performance of employees of the Depok City Regional Secretariat. This analysis is evidenced by the results obtained through several tests and the results of hypothesis testing using tests, obtained significant values smaller than α namely (0.000 < 0.05). This positive influence means that the more the company provides the compensation desired by employees of the Depok City Regional Secretariat, the greater the opportunity for employees to improve their performance.

Competency is the work ability possessed by employees in the form of knowledge, skills, and behavioral attitudes. This research is also reinforced by the results of research from Nurjannah B (2021) that competence has a positive effect on employee performance.

The Effect of Motivation on the Performance of Depok City Regional Secretariat Employees

The results of the analysis in this study obtained that motivation has a positive and significant influence on the performance of employees of the Depok City Regional Secretariat. This analysis is evidenced by the results obtained through several tests and the results of hypothesis testing using tests, obtained significant values smaller than α, namely (0.004 < 0.05). This positive influence means that the more the company provides motivation given to employees of the Depok City Regional Secretariat, the greater the opportunity for employees to improve their performance.

Motivation is a human psychological characteristic that contributes to a person's level of commitment. This research is also reinforced by the results of research from Kumarawati, et al (2017) that motivation has a positive effect on employee performance.

The Effect of Physical Work Environment on the Performance of Depok City Regional Secretariat Employees

The results of the analysis in this study found that the physical work environment had a positive and significant influence on the performance of employees of the Depok City Regional Secretariat. This analysis is evidenced by the results obtained through several tests and the results of hypothesis testing using tests, obtained significant values smaller than α namely (0.000 < 0.05). This positive influence means that the more the company provides a physical work environment provided to employees of the Depok City Regional Secretariat, the greater the opportunity for employees to improve their performance.

Physical work environment is all conditions around the workplace that are related or exist in the work environment and can affect employees in carrying out assigned tasks. This research is also reinforced by the results of research from Jamil, et al (2017) that the work environment has a positive effect on employee performance.

CONCLUSION

Based on data analysis, the authors conclude several things. First, competence has a positive and significant influence on the performance of employees in the Depok City Regional Secretariat. The skill indicator became the weakest aspect, while attitude became the dominant factor. Second, motivation also has a positive and significant influence on employee performance, with the need for reward and encouragement to achieve goals as the most dominant indicators, while the need for security is the weakest aspect. Third, the physical work environment has a positive and significant influence on employee performance, with lighting, aroma, and safety as the most dominant indicators, while resilience is the weakest aspect. This conclusion illustrates that these aspects play different roles in shaping the performance of employees at the Depok City Regional Secretariat.

REFERENCES

Abdullah, H. (2017). Peranan Manajemen Sumber Daya Manusia Dalam Organisasi. Warta Dharmawangsa, 51(1829–7463), 1–14.

Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. Jurnal Penelitian IPTEKS, 4(1), 47. https://doi.org/10.32528/ipteks.v4i1.2109

Ainanur, & Tirtayasa, S. (2018). Pengaruh Budaya Organisasi, Kompetensi dan Motivasi Terhadap Kinerja Karyawan. Maneggio: Jurnal Ilmiah Magister Manajemen, 1(1), 1–14. https://doi.org/10.30596/maneggio.v1i1.2234

Almasri, M. N. (2016). MANAJEMEN SUMBER DAYA MANUSIA: IMPLEMENTASI DALAM PENDIDIKAN ISLAM. Kutubkhanah Jurnal Penelitian Sosial Keagamaan, 19(02), 134–151. https://doi.org/10.1002/eji.201370106

Andayani, I., & Tirtayasa, S. (2019). The Influence of Leadership, Organizational

Culture, and Motivation on Employee Performance. Maneggio: Jurnal Ilmiah Magister Manajemen, 2(1), 45–54. http://jurnal.umsu.ac.id/index.php/MANEGGIO/article/view/3367

Ayuwardani, R. P. (2018). Pengaruh Informasi Keuangan Dan Non Keuangan Terhadap Underpricing Harga Saham Pada Perusahaan Yang Melakukan Initial Public Offering (Studi Empiris Perusahaan Go Public Yang Terdaftar Di Bursa Efek Indonesia Tahun 2011-2015). Nominal, VI(1).

Febrina, C. R. (2015). Hubungan Antara Kompetensi Dengan Kinerja Pegawai Negeri Sipil Dina Pendapatan Kabupaten Jember [Universitas Jember]. http://repository.unej.ac.id/bitstream/handle/123456789/65672/Ainul Latifah-101810401034.pdf?sequence=1

Ghozali, I. (2017). Pengaruh motivasi kerja, kepuasan kerja dan kemampuan kerja terhadap kinerja pegawai pada kantor kementrian agama kabupaten banjar. Jurnal Ilmiah Ekonomi Bisnis, 3(1), 130–137.

Hendriani, S., & Hariyandi, F. (2014). Pengaruh Motivasi dan Komunikasi Terhadap Kinerja Pegawai Di Lingkungan Sekretariat Daerah Propinsi Riau. Aplikasi Bisnis, 4, 124–156.

Indarti, S., & Anidar. (2015). Pengaruh kemampuan dan komitmen terhadap motivasi dan kinerja pegawai pada sekretariat daerah kabupaten natuna.

Jurnal Tepak Manajemen Bisnis, VII(3), 357–376. https://ejournal.unri.ac.id/index.php/JTMB/issue/view/376

Kristanti, E. (2017). Pengaruh Lingkungan Kerja Fisik dan Lingkungan Kerja Non Fisik Terhadap Stres Kerja dan Dampaknya Terhadap Kinerja

Karyawan (Studi Pada Kantor Bersama Samsat Mojokerto Kota). Jurnal Ilmu Manajemen, 5(1), 1–10. https://jurnalmahasiswa.unesa.ac.id/index.php/jim/article/view/18108

Kurniasari, rani. (2018). Pemberian Motivasi serta Dampaknya Terhadap Kinerja Karyawan Pada Perusahaan Telekomunikasi Jakarta. Widya Cipta: Jurnal Sekretari Dan Manajemen, 2(1), 32–39. https://ejournal.bsi.ac.id/ejurnal/index.php/widyacipta/article/view/2551

Kutanggas, C. M. (2012). Pengaruh Kompetensi Terhadao Kinerja Karyawan Bagian Produksi Pada PT.Arthawenasakti Gemilang Karang Ploso Malang [Universitas Muhammadiyah Malang]. In UMM Institutional Repository. http://eprints.umm.ac.id/id/eprint/20081

Luila, V., & Haryadi, B. (2013). Pengembangan Fungsi Manajemen Sumber Daya Manusia Pada PT Ageless Aesthetic Clinic. Agora, 1(3), 1–9. https://media.neliti.com/media/publications/35897-ID-pengembanganfungsi-manajemen-sumber-daya-manusia-pada-pt-ageless-aesthetic-clin.pdf

Muhammad, & Niki. (2018). Pengembangan Human Resource Information System (HRIS) untuk Optimalisasi Manajemen Sumber Daya Manusia di Perguruan Tinggi. JUPITER (Jurnal Pendidikan Teknik Elektro), 03(02), 1–12. http://ejournal.unipma.ac.id/index.php/JUPITER/article/viewFile/3329/1846

Mulia, R. A., & Saputra, N. (2021). JIEE : Jurnal Ilmiah Ekotrans & Erudisi EISSN: Pengaruh Kompetensi, Lingkungan Kerja Dan Motivasi Berprestasi Terhadap Kinerja Pegawai Negeri Sipil Sekretariat Daerah Kota Padang, 01(1), 1–24.

Nabawi, R. (2019). Pengaruh Lingkungan Kerja, Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai. Maneggio: Jurnal Ilmiah Magister Manajemen, 2(2), 170–183. https://doi.org/10.30596/maneggio.v2i2.3667

Nikmatur, R. (2017). Proses Penelitian, Masalah, Variabel dan Paradigma Penelitian. Jurnal Hikmah, 14(1), 63.

Novitasari, D., & Asbari, M. (2020). Urgensi Kepemimpinan dan Mentalitas Siap Berubah Terhadap Kinerja Pegawai di Musim Pandemi Covid-19. Jurnal Riset Ekonomi Manajemen (REKOMEN), 4(1), 66–80. https://doi.org/10.31002/rn.v4i1.2712

Nurhajati, W. A., & Bachri, B. S. (2018). Pengembangan Kurikulum Diklat (Pendidikan dan Pelatihan) Berbasis Kompetensi dalam Membangun Profesionalisme dan Kompetensi Pegawai Negeri Sipil (PNS). Jurnal Pendidikan (Teori Dan Praktik), 2(2), 156. https://doi.org/10.26740/jp.v2n2.p156-164

Nurmasitha, F., & Hakim, A. (2019). Pengarh Kompetensi dan Lingkungan Kerja Terhadap Kualitas Pelayanan Dinas Kependudukan dan Pencatatan Sipil Kabupaten Sidoarjo. Administrasi Publik, 1(6), 1220–1228.

Nurwibowo, F. (2016). Pengaruh Lingkungan Kerja, Motivasi Intrinsik dan Motivasi Ekstrinsik Terhadap Kinerja Karyawan (Studi Pada PT. Graha Optimasi Triasindo Yogyakarta). Department of Management, 53(9). http://repository.umy.ac.id/handle/123456789/5479

Qintara, M. S. (2022). Pengaruh Pembelajaran Daring Google Meet Terhadap Deception Behaviour Mahasiswa Kesejahteraan Sosial UIN Jakarta. 8.5.2017, 2003–2005.

Rahayu, V. T., Ariyani, V., & Kurniawan, S. (2013). Pengaruh Kepemimpinan, Lingkungan Kerja Fisik, dan Kompensasi Terhadap Kinerja Karyawan di PT. PLN Cabang Madiun. Jurnal Riset Manajemen Dan Akuntansi, 1(1), 89–95.

Rahmasari, E. D. (2019). Pengaruh Kompensasi, Pengembangan Karier, dan Lingkungan Kerja Karyawan Pada PT.Pegadaian Cabang Ponorogo Di Kelurahan Mangkujayan. Universitas Bhayangkara Surabaya.

Samsuni. (2017). Manajemen Sumber Daya Manusia. Manajemen Sumber Daya Manusia, 17(31), 113–124. http://ejurnal.staialfalahbjb.ac.id/index.php/alfalahjikk/article/view/19

Sugiyono. (2014). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif Dan R&D (1st ed.). Alfabeta.

Susan, E. (2019). Manajemen Sumber Daya Manusia. Adaara: Jurnal Manajemen Pendidikan Islam, 9(2), 956. https://doi.org/10.35673/ajmpi.v9i2.429

Syafri, W., & Alwi. (2014). Manajemen Sumber Daya Manusia Dalam Organisasi Publik. IPDN PRESS.

Uyun, N. (2021). Manajemen Sumber Daya Manusia In Manajemen Sumber Daya Manusia.