

# THE KEY TO OPERATIONAL SUCCESS: ANALYSIS OF THE INFLUENCE OF WORK MOTIVATION AND COMPETENCE ON EMPLOYEE PERFORMANCE AT SURYA AGUNG JAYA. CV

Rara Puspita Aurellia<sup>1\*</sup>, Hilda Noviani<sup>2</sup>, Editya Nurdiana<sup>3</sup>

<sup>1\*</sup> Universitas Swadaya Gunung Jati Cirebon, Indonesia

\*e-mail: rarahilda05@gmail.com

## Keywords

Work Motivation; Competence;  
Employee Performance

## ABSTRACT

This study aims to analyze the influence of work motivation and competence on employee performance in Surya Agung Jaya. CV, a packaging and paper box printing company. This study uses a quantitative research method with a focus on work motivation, competence, and employee performance. Data collection was carried out through interviews and questionnaires, with a sample of 150 employees using the saturated sampling method. The results of the study show that work motivation and competence have a significant positive influence on employee performance in Surya Agung Jaya. CV. Findings show that increased motivation and competence can have an impact on improving employee performance in the company. In addition, the study showed that work motivation directly affects employee performance, with higher levels of motivation correlated with improved performance. Based on the results of the research, recommendations for Surya Agung Jaya are proposed. CV as follows: implement strategies to increase employee work motivation, provide training and development programs to improve employee competencies, foster a culture of continuous learning and improvement in the organization, conduct regular performance evaluations, and encourage open channels of communication and feedback. This study offers a reference point for future researchers to develop these findings in their research and contribute to the theory and practice of employee performance development.

## INTRODUCTION

The industrial revolution 4.0 is a condition where there are very significant changes in industrial processes carried out by humans. This change is marked by the rapid development of digital technology in the industrial world, which has made the industrial process more rapid. On the other hand, the industrial revolution has taken over a lot of human roles at work, so that available Human Resources (HR) are required to be responsive to these changes with the presence of quality human resources, a company will be able to form employees who have loyalty and good contribution in carrying out work optimally in an effort to achieve the company's goals. so that it can keep pace with global competition in the industrial world.

The printing industry of packaging and paper boxes has played an important role in Indonesia's economic sector. Starting from food products to electronics, paper packaging is very functional to

protect goods from consumers. The flexibility of paper can provide a wide range of design and printing possibilities that allow manufacturers to tailor packaging to their product needs. A quality and attractive product packaging can increase public awareness, apart from being a place or container for a product, quality and attractive packaging can also be a promotional medium for the company. Packaging that can be said to be quality is packaging that can store, protect all products well and of course the packaging does not have defects that can reduce the functional value of the product packaging itself. (Fauzi et al., 2023).

Behind the quality packaging, of course, it results from good employee performance, therefore employees who have their own main tasks according to their skills. If employees are able to do their work well, the results obtained are also good, while if employees do their work less than optimally, it will result in poor performance. Performance is very important for the company because it will affect the achievement of the company's targets. This triggers the company to be able to create good performance and is supported by quality resources and improving employee performance, the company will be even better. Companies should do things that make the company grow and exist more than before. The success or failure of the performance achieved by the organization is influenced by the performance of employees individually and in groups. Assuming the better the performance of the employee, the better the performance of the organization.

One of the important things that can affect employee performance is the work motivation that exists in employees. Motivation is an element that comes out from inside and outside a person and arouses enthusiasm and perseverance to achieve something desired. (Kasmir, 2016) says that if employees have a strong drive from within themselves or from outside themselves (the company), then employees will be encouraged to do something well. In other research, it is stated that the better the employee's work motivation, the higher the employee's performance results (Aliyyah et al., 2021). Work motivation is one of the most important things for employees in doing their work. Motivation is a set of attitudes and values that influence individuals to achieve specific things in accordance with individual goals (French, 2020).

In addition to work motivation, another thing that can improve employee performance is Competence. The competence of each employee is one of the important assets for a company. Employees who have good competency potential will have a positive impact on the production process because they have good performance. Each employee has different competencies so the manager's task is to supervise and continuously improve the competence of each employee based on the competencies they have. (Widodo and Yandi, 2022).

This research was conducted in Surya Agung Jaya. CV. Surya Agung Jaya. CV itself is a company engaged in the printing industry of packaging and paper boxes. This company was established on July 12, 2000 which is located on Jalan Sultan Agung Tirtayasa No.100 Kedungjaya, Kedawung, Cirebon. Surya Agung Jaya. CV has a mission to be able to carry out an efficient, productive, and orderly production process, as well as to improve the production ability and skills of its employees. The industry is constantly evolving and faces several operational challenges, especially related to the performance of its employees. From the results of the first interview with HRD, it was found that the problem occurred, namely there were indications that the performance of Surya Agung Jaya employees was not optimal. CV. The decline in the performance of the workers at Surya Agung Jaya. CVs are characterized by a decrease in employee ratings in several areas.

In addition to work motivation, the competencies that exist in employees also have a very important role in employee performance, Determining the level of competence based on human resources is also needed in order to be able to find out the level of achievement or expected performance for the good or average category. The determination of the competencies needed will certainly be able to be used as a basis for work performance evaluation. (Lumanauw, 2022) Competence has several aspects such as knowledge, skills, and attitudes that can improve quality performance (Encarnacion & Razak, 2023). One of the things done to improve competence is by conducting training at Surya Agung

Jaya. CV, based on the results of interviews with several new employees totaling 13 employees, all employees have not conducted special competency training, new employees only get directions from old employees, this causes the competencies that exist in Agung Jaya employees. CV is not optimal.

The components of work motivation and competence are one of the important things for employees in doing their work. The combination of high work motivation and strong competence can have a significant positive impact on the operations of the printing industry. This is supported by research conducted by (Prastyo & Santoso, 2022) with the results of Work Motivation having a positive and significant effect on Employee Performance. As well as research by (Lumanauw, 2022) which states that competence has a positive and significant effect on employee performance at CV Bumi Kencana Jaya. Based on the above background, the researcher is interested in conducting research with the title "Analysis of the Influence of Work Motivation and Competence on Employee Performance in Surya Agung Jaya. CV".

Based on the background of the above problem, the formulation of the problem in this study is as follows how work motivation affects employee performance in Surya Agung Jaya. CV. How competence affects employee performance in Surya Agung Jaya. CV. How work motivation and work discipline affect employee performance simultaneously at Surya Agung Jaya. CV.

## **METHODS**

This research was conducted on Surya Agung Jaya. CV located in Jl Ki Ageng Tirtayasa No. 100 Kedungjaya - Kedawung, Cirebon, West Java. The focus of the research includes work motivation, competence, and employee performance. The population involved in this study is 150 employees in Surya Agung Jaya. CV, by sampling using the saturated sample method. Data was collected through interviews and the use of questionnaires as a method of information collection. In this study, the researcher determines the research method to be used, namely the quantitative research method, (Suggestion, 2020) states that: Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing hypotheses that have been determined.

This analysis aims to measure the level of impact of work motivation and competency variables on employee performance in Surya Agung Jaya. CV. The multiple linear regression equation used in this study is as presented by Sugiyono (2017):  $Y = a + b_1X_1 + b_2X_2 + e$

Information:

Y = employee performance

A = constant

B1= Regression coefficient between work motivation and performance

B2= Regression coefficient between competence and performance

X<sub>1</sub>= Work motivation

X<sub>2</sub>= Competencies

e = Error

## **RESULTS**

### **Validity Test**

A valid instrument means that the measuring tool used can reveal data from the variables being studied precisely. (Ghozali, 2018)

Criterion:

1. If  $r_{counts} > r_{table}$ , then the statement is valid.

2. If  $r_{counts} \leq r_{table}$ , then the statement is invalid.

Where for  $Df = n - 2$  means  $Df = 150 - 2 = 148$  Then the value of the r table in the significant 0.05 is 0.1348

Table 1. Validity Test Results

Work Motivation				Competence				Employee Performance			
N	rCalculated	rTable	Status	N	rCalculated	rTable	Status	N	rCalculated	rTable	Status
1	0,314	0,1348	VALID	1	0,618	0,1348	VALID	1	0,415	0,1348	VALID
2	0,416	0,1348	VALID	2	0,600	0,1348	VALID	2	0,570	0,1348	VALID
3	0,428	0,1348	VALID	3	0,544	0,1348	VALID	3	0,622	0,1348	VALID
4	0,542	0,1348	VALID	4	0,548	0,1348	VALID	4	0,490	0,1348	VALID
5	0,506	0,1348	VALID	5	0,509	0,1348	VALID	5	0,542	0,1348	VALID
6	0,511	0,1348	VALID	6	0,632	0,1348	VALID	6	0,567	0,1348	VALID
				7	0,534	0,1348	VALID	7	0,524	0,1348	VALID
				8	0,726	0,1348	VALID	8	0,496	0,1348	VALID
				9	0,559	0,1348	VALID	9	0,552	0,1348	VALID
				10	0,417	0,1348	VALID	10	0,612	0,1348	VALID
				11	0,594	0,1348	VALID	11	0,636	0,1348	VALID
				12	0,567	0,1348	VALID	12	0,587	0,1348	VALID
				13	0,600	0,1348	VALID	13	0,393	0,1348	VALID

Source : 2024 Data Processing Results, SPSS 26

Based on the table above, it shows that  $r$  calculates  $>$   $t$  table which means that all statements for the variables Work Motivation (X1), Competency (X2) and Employee Performance (Y) are valid for use in the data analysis process.

### Reliability Test

A reliable instrument is an instrument that when used several times to measure the same object will produce the same data. An instrument is said to be reliable if it has a value of *Cronbach Alpha*  $>$  0,70. (Ghozali, 2018).

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Work Motivation (X1)	,868	7
Competencies (X2)	,884	13
Employee Performance (Y)	,718	13

Source : 2024 Data Processing Results, SPSS 26

Based on the results of the reliability output, it shows that the *Cronbach Alpha value*  $>$  0.70 so that the variables of Work Motivation (X1), Competence (X2) and Employee Performance (Y) can be said to be reliable.

### Normality Test

If the significant probability value or Asymp.Sig is far below  $\alpha = 0.05$ , then  $H_0$  is rejected or the data is not normally distributed. Ghozali, (2018:158).

Table 3. Normality Test Results

<b>One-Sample Kolmogorov-Smirnov Test</b>		
		Unstandardized Residual
N		150
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	4,14921278
	Most Extreme Differences	
	Absolute	,063
	Positive	,033
	Negative	-,063
Test Statistic		,063
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		
Sumber : Output IBM SPSS Statistics 26 for Windows		

Residual variable data has an Asymp value. Sig (2-tailed) is 2.00 which means it has a > value of 0.05, so it can be concluded that all variables are normally distributed.

### Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. A good regression model does not have a correlation between its independent variables. To detect the presence or absence of symptoms of multicollinearity between independent variables, *variance inflation factor* (VIF) is used.

Table 4. Multicollinearity Test Results

		<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	24,966	4,102		6,086	,000		
	WORK MOTIVATION	,884	,158	,431	5,604	,000	,798	1,253
	COMPETENCE	,182	,068	,205	2,673	,008	,798	1,253
a. Dependent Variable: EMPLOYEE PERFORMANCE								

Sumber : Output IBM SPSS Statistics 26 for Windows

The coefficient of the dependent variable was seen for both independent variables, the VIF number = 1.253 below the number 10 and the tolerance number 0.798 or  $0.798 > 0.10$ . Thus, it can be concluded that the regression model does not have symptoms of multicollinearity.

**Test T (partial)**

The first hypothesis proposed is H1: It is suspected that there is a Positive and Significant influence between work motivation and employee performance in Surya Agung Jaya. CV. And the second hypothesis proposed is H2: It is suspected that there is a Positive and Significant influence between Competence and employee performance in Surya Agung Jaya. CV.

From the proposed research hypothesis, it is transformed into an operational statistical hypothesis as follows:

H0: There is no positive and significant influence of work motivation on employee performance

H1: There is a positive and significant influence of work motivation on employee performance

H0: There is no positive and significant influence of competence on employee performance

H2: There is a positive and significant influence of competence on employee performance

The criteria for acceptance or rejection of a hypothesis are as follows:

- If  $t_{counts} < t_{table}$  or the significance value  $> 0.05$  then it can be said that the independent variable has no effect on the dependent variable.
- If  $t_{counts} > t_{table}$  or the significance value  $< 0.05$ , it can be said that the independent variable partially affects the dependent variable.
- Calculate the t-number of the table with  $\alpha = 0.05$  and  $dk = n - 2$   
 $150 - 2 = 148$  so the table t is 1.665.

Table 5. Test Result T (partial)

Model	Coefficients <sup>a</sup>			t	Say.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	24,966	4,102		6,086	,000
WORK	,884	,158	,431	5,604	,000
MOTIVATION					
COMPETENCE	,182	,068	,205	2,673	,008

a. Dependent Variable: EMPLOYEE PERFORMANCE

Sumber : Output IBM SPSS Statistics 26 for Windows

Based on the results of the calculation using the SPSS 26 program as seen in the table above, the Work Motivation variable (X1) has a calculated value of 5.604  $>$  1.665 and a significant value of 0.000  $<$  0.05, then  $H_0$  is rejected and  $H_a$  is accepted, thus Work Motivation partially has a positive and significant effect on employee performance in Surya Agung Jaya. CV. This shows that the H1 submitted has been tested. Based on the results of the calculation using the SPSS 26 program as seen in the table above, the Competency variable (X2) has a tcal value of 2.673  $>$  1.665 and a significant value of 0.008  $<$  0.05, then  $H_0$  is rejected and  $H_a$  is accepted, thus Competency partially has a positive and significant effect on employee performance in Surya Agung Jaya. CV. This shows that the H2 submitted has been tested.

**Test F (Simultaneous)**

The third hypothesis proposed is H3: It is suspected that there is a Positive and Significant influence between work motivation and competence together on employee performance in Surya Agung Jaya. CV. From the proposed research hypothesis, it is transformed into an operational statistical hypothesis as follows:

H0: There is no positive and significant influence of work motivation and competence on employee performance

H3: There is a positive and significant influence of work motivation and competence on employee performance

With the following testing criteria:



1) If  $F_{\text{counts}} > F_{\text{table}}$  means significant, then  $H_0$  is rejected and  $H_a$  is rejected.

2) If  $F_{\text{counts}} > F_{\text{table}}$  means insignificant, then  $H_a$  is accepted and  $H_0$  is rejected

Calculating the magnitude of the number F is calculated with  $\alpha = 0.05$  and  $Df_2 = n - k - 1 = 150 - 2 - 1 = 147$  so that the value  $F_{\text{tabel}}$  is 3.06. To test the hypothesis ( $H_3$ ), the data will be analyzed through multiple regression and the data will be processed through the SPSS 26 program as follows:

Table 6. Test Result F

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Say.
1	Regression	1137,094	2	568,547	32,581	,000B
	Residual	2565,179	147	17,450		
	Total	3702,273	149			
a. Dependent Variable: EMPLOYEE PERFORMANCE						
b. Predictors: (Constant), COMPETENCE, WORK MOTIVATION						

Sumber : *Output IBM SPSS Statistics 26 for Windows*

Based on the table, the F value<sub>is calculated</sub> as a fraction of 32.581 > the  $F_{\text{table}}$  3.06 and the significant value of  $0.000 < 0.05$  means that the hypothesis proposed is acceptable, meaning that there is a positive and significant impact on the performance of employees in Surya Agung Jaya. CV. This shows that the proposed  $H_3$  has been tested.

## Discussion

### The Effect of Work Motivation on Employee Performance

Based on the results of statistical analysis, it is proven that there is a significant influence between work motivation and employee performance. The results of statistical analysis also show the direct contribution of work motivation to employee performance. This situation means that the better the work motivation, the better the employee's performance. The results of the t-test showed that the Work Motivation variable (X1) had a tcal value of 5.604 > 1.665 and a significant value of  $0.000 < 0.05$ , then  $H_0$  was rejected and  $H_a$  was accepted, thus Work Motivation partially had a positive and significant effect on Employee Performance in Surya Agung Jaya. CV. This shows that the proposed  $H_1$  has been tested.

A person's work motivation can be more proactive or reactive, in proactive motivation, people will try to improve their abilities according to what is required by the job and or will try to seek, find, and or create opportunities where they can use their skills for high performance. According to Pinder (2013) in (Prastyo & Santoso, 2022) it is explained that work motivation is included in the unity of strength, both from internal and external sources which support in starting to be ready to work, direction, format, certain period of time, and intensity. This is in line with research conducted by (Prastyo & Santoso, 2022) with the result Work Motivation has a positive and significant impact on Employee Performance. Other research conducted by (Seo et al., 2020) which has the result that there is a positive and significant influence of work motivation on the performance of employees of PT. Telkom Tomohon City.

### The Effect of Competence on Employee Performance

Based on the results of statistical analysis, it is proven that there is a significant influence between competence and employee performance. The results of statistical analysis also show the direct contribution of competence to employee performance. This situation means that the better the competencies that employees have, the better the performance of employees. The results of the t-test showed that the competency variable (X2) had a tcal value of 2.673 > 1.665 and a significant value of  $0.008 < 0.05$ , then  $H_0$  was rejected and  $H_a$  was accepted, thus Competence partially had a positive and significant effect on Employee Performance in Surya Agung Jaya. CV. This shows that the proposed  $H_2$  has been tested.

Determining the level of competence based on human resources is also needed in order to be able to determine the level of achievement or expected performance for the good or average category. The determination of the competencies needed will certainly be able to be used as a basis for employee performance evaluation. (Lumanauw, 2022). Competence shows skills or knowledge characterized by professionalism in a certain field as something of paramount, as the flagship of the field (Syahputra & Tanjung, 2020). An employee must immediately be aware of the competencies that exist in him so that in that case the performance that the company expects can be carried out. This is in line with research conducted by (Lumanauw, 2022) which states that competence has a positive and significant effect on employee performance at CV Bumi Kencana Jaya. Other research conducted by (Syahputra & Tanjung, 2020) which stated that competence has significant results on employee performance at PT. Angkasa Pura II (Persero) Kualanamu Branch Office.

### **The Effect of Work Motivation and Competence on Employee Performance**

Based on the results of statistical analysis, it is proven that there is a significant influence between work motivation and competence on employee performance. The results of statistical analysis also show the direct contribution of work motivation and competence to employee performance. This situation means that the better the work motivation and competence, the better the employee's performance. The results of the F test show that the  $F_{\text{count}} = 32,581 > F_{\text{table}} = 3.06$  and a significant value of  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted, thus work motivation and competence simultaneously have a positive and significant effect on Employee Performance at Surya Agung Jaya. CV. This shows that  $H_3$  that has been proposed. Work motivation and competence that are carried out simultaneously can improve performance in employees, this is supported by research conducted by (Dwiyanti et al., 2019) which states that competence and work motivation have a positive effect on employee performance in PD. BPR Bank Buleleng 45. Other research conducted by (Faiza et al., 2022) stated that Compensation, Competence, Work Motivation, and Organizational Citizenship Behavior together have a positive and significant effect on the Employee Performance of PT. Techmicron.

### **CONCLUSION**

Based on the results of this study, it was concluded that the Work Motivation Variable had a positive and significant effect on employee performance in Surya Agung Jaya. CV. This means that the better the Work Motivation, the better the performance of the employees. This is evidenced by the results of the t-test analysis which shows that the  $t_{\text{count}}$  value is greater than the  $t_{\text{table}}$ . The Competency variable partially has a positive and significant effect on employee performance in Surya Agung Jaya. This means that the better the competencies owned by employees, the higher the performance of employees. This is evidenced by the results of the t-test analysis which shows that the  $t_{\text{count}}$  value is greater than the  $t_{\text{table}}$ . The variables of Work Motivation and Competence together or simultaneously have a positive and significant effect on the performance of Surya Agung Jaya employees. CV. This is evidenced by the results of the t-test analysis which shows that the value of  $f_{\text{cal}}$  is greater than that of  $f_{\text{table}}$ .

### **REFERENCES**

- Afandi. 2018. Human Resource Management (Theory, Concept and Indicators). Nusa Media. Yogyakarta.
- Aliyyah, N., Prasetyo, I., Rusdiyanto, R., Endarti, E. W., Mardiana, F., Winarko, R., Chamariyah, C., Mulyani, S., Grahani, F. O., Rochman, A. S. ur, Kalbuana, N., Hidayat, W., & Tjaraka, H. (2021). What Affects Employee Performance Through Work Motivation? *Journal of Management Information and Decision Sciences*, 24(1), 1–14.
- Dwiyanti, K. A. N., Heryanda, K. K., & Jana, G. P. A. (2019). THE EFFECT OF COMPETENCE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE. *Journal of Management*, Vol. 5 No.(P-ISSN: 2476-8782).



- Edison, Emron, Yohny Anwar, and Imas Komariyah. 2021. *Human Resource Management: Strategies and Changes in the Context of Improving Employee and Organizational Performance*. Bandung: Alfabeta.
- Encarnacion, P. C., & Razak, H. B. (2023). Competence and Employees Attitude in Private Hospitals in Colorado State, USA. *Journal of Human Resource & Leadership*, 7(3), 1–11. <https://doi.org/10.53819/81018102t5209>
- Enny, M. (2019). *Human Resource Management*. Surabaya: UBHARA Management Press.
- Faiza, G., Manalu, F. M., & Aziz, D. A. (2022). THE INFLUENCE OF COMPETENCE, COMPENSATION, WORK MOTIVATION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) ON THE PERFORMANCE OF PT TECHMICRON EMPLOYEES. *POSTGRADUATE MANAGEMENT JOURNAL*, Vol. 2 No.(e-ISSN 2798-3811 p-ISSN 2807-8934).
- Fauzi, N. V., Sumarsono, Ghani, R. W. S., & Mayasari, A. (2023). ANALYSIS OF QUALITY CONTROL OF PACKAGING PRINTING PRODUCTS USING THE SIX SIGMA METHOD IN THE PRINTING INDUSTRY (Case Study: PT. Dharma Anugerah Indah). *Journal of Industrial Innovation and Management Research*. <https://doi.org/10.33752/invantri.v3i1.4997>
- Fransiska, Y. (2020). The Influence of Communication, Workload and Work Motivation on Employee Performance at the Population and Civil Registration Office of Labuhan Batu Utara Regency Journal. University of Muhammadiyah North Sumatra Medan. Vol 3, No 2. ISSN 2623-2634. 2020. *University of Muhammadiyah North Sumatra Medan*, 3(September), 224–234.
- Ghozali, I. (2018a). *MULTIVARIATE ANALYSIS APPLICATION with IBM SPSS 25 Edition 9 program*. Undip.
- Ghozali, I. (2018b). *MULTIVARIATE ANALYSIS APPLICATION With IBM SPSS 26* (10th ed.) Program Diponegoro University Publishing Board.
- Kasmir, S. (2016). The Mondragon Cooperatives and Global Capitalism: A Critical Analysis. *New Labor Forum*, 25(1), 52–59. <https://doi.org/10.1177/1095796015620424>
- Lumanauw, M. K. (2022). The Influence of Individual Competencies and Characteristics on CV Employee Performance. Bumi Kencana Jaya. *Journal of Management and Entrepreneurship Research*, ISSN: 2549-3477 e-ISSN: 2623-1077.
- Mangkunegara, A. A. Anwar Prabu. 2017. *Corporate Human Resource Management*. 14 ed. Bandung: PT. Remaja Rosdakarya.
- Prastyo, I. D., & Santoso, B. (2022). The Influence of Work Environment and Work Motivation on the Performance of Crew Employees of Burger King East Surabaya. *Journal of Islamic Financial Economics and Business*, Volume 4 N (P-ISSN 2656-2871 E-ISSN 2656-4351).
- Seo, N., Rumampuk, J. L., & Potolau, M. J. N. (2020). *The effect of work motivation on employee performance at pt. telkom tomohon city*. ISSN: 1907-3011-eISSN: 2528-1127 52. <file:///C:/Users/user/Downloads/6414-13316-1-PB.pdf>
- Sedarmayanti. (2018). *Human Resource Management*. Bandung: PT. Refika Aditama.
- Sugiyono, P. D. (2020). *QUALITATIVE QUANTITATIVE RESEARCH METHODS and R&D*. Alfabeta.
- Syahputra, M. D., & Tanjung, H. (2020). The Influence of Competence, Training and Career Development on Employee Performance. *Scientific Journal of Master of Management*, Volume 3,.
- Widodo, S. D., & Yandi, A. (2022). Employee Performance Model: Competence, Compensation and Motivation, (Literature Review MSDM). *Journal of Multidisciplinary Sciences*, Vol. 1 No.(e-ISSN: 2829-4580, p-ISSN: 2829-4599). <https://greenpub.org/JIM/article/view/1/1>

---

**Copyright holder:**  
Authors name (2024)

**First publication rights:**

**This article is licensed under:**

