


## The Influence of Competence and Work Motivation on Employee Performance at PT Mitra Koleksi Mandiri Tangerang

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Article Info	ABSTRACT
<p><b>Keywords:</b> Competence, Work Motivation, Employee Performance, Human Resource Management, Organizational Productivity</p>	<p>This study aims to examine the influence of competence and work motivation on employee performance at PT Mitra Koleksi Mandiri Tangerang. The research adopts a quantitative method with an associative approach and utilizes a saturated sampling technique. Data were collected through questionnaires and analyzed using validity and reliability tests, classical assumption tests, regression analysis, correlation coefficient, and hypothesis testing. The results reveal that employee competence significantly influences performance, indicating that knowledge, skills, and attitude play a critical role in shaping work outcomes. Similarly, work motivation is found to have a significant impact on employee performance, particularly in aspects related to recognition, security, and working conditions. When tested simultaneously, competence and motivation jointly contribute to improving employee performance with a very strong level of correlation. The study highlights the importance of developing employee competencies and maintaining motivational drivers to enhance productivity and achieve organizational goals. These findings offer valuable insights for human resource management practices in the service sector.</p>
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### INTRODUCTION

Human resources are a vital asset in achieving corporate goals, especially amid growing competition due to rapid technological advances (Dessler, 2017; Hasibuan, 2019). Employee performance, as a reflection of task fulfillment and organizational contribution, requires ongoing evaluation through structured performance appraisals (Robbins & Judge, 2018). According to Mangkunegara (2021), performance assessment is meaningful only when measurable targets are established.

Internal factors such as competence, discipline, and motivation significantly influence work outcomes (Sutrisno, 2019). High-performing employees must possess strong knowledge, skills, and motivation, supported by a culture that values and respects their contributions.

PT Mitra Koleksi Mandiri, a service-based company established in 2019, is currently experiencing a decline in employee performance, especially in the collection division, indicated by increasing resignation and termination rates. This decline is linked to poor competence and low motivation. Employees struggle with workload management and lack understanding of their tasks, while excessive overtime reduces motivation. As noted by Sutrisno (2019) and Hasibuan (2017), developing competence and fostering motivation are key strategies to improve employee performance and organizational success.

**Table 1.** Employee Performance Data of PT Mitra Koleksi Mandiri Tangerang in the Year Twenty Twenty-Three

No	Indicator	Description of Employee Performance	Performance Achievement	Target Achievement
1	Work Quality	Many employees still lack the character and role expected as a collection team member; therefore, intensive education is needed to achieve optimal results.	65%	100%
2	Work Quantity	The implementation of each job description point has not been executed properly, and deeper understanding of quality time management is required.	60%	100%
3	Responsibility	The target was 75% of employees showing awareness of their goals; however, only 71% were achieved.	71%	75%
4	Task Execution	Employees do not yet understand the nature of desk collection tasks, and continuous training is necessary to improve task performance.	65%	100%

Source: PT Mitra Koleksi Mandiri Tangerang, 2024

Based on the 2023 performance data at PT Mitra Koleksi Mandiri Tangerang, employee performance remains below expectations. The quality, quantity, responsibility, and task execution indicators all fall short of target levels, largely due to limited understanding of job roles, especially among new employees. As Mangkunegara (2021) noted, performance reflects the extent to which employees fulfill their duties, and Sutrisno (2019) emphasized the need for character development through ongoing education.

Low achievement in work quantity and responsibility suggests gaps in time management and accountability, requiring deeper supervisory engagement (Hasibuan, 2019; Robbins & Judge, 2018). Moreover, insufficient task comprehension highlights the need for structured training programs (Dessler, 2017). These issues underline the critical role of competence in driving performance outcomes. As Sutrisno (2019) and Hasibuan (2017) both asserted, aligning employee competencies with job demands is essential for improving organizational effectiveness.

**Table 2.** Employee Competence Data at PT Mitra Koleksi Mandiri Tangerang

No	Month	Number of Low-Performing Employees	Percentage of Low-Performing Employees	Indicator Points	Competency Aspects
1	Jul-23	21	50%	Disorganized case mapping, weak negotiation skills with clients, new joiners, distant follow-up	Knowledge, Understanding, Ability
2	Aug-23	29	57%	No case mapping, no message improvements, disorganized case structure, collection not per SOP, new joiners	Knowledge, Understanding, Ability, Values, Attitude
3	Sep-23	60	72%	Disorganized case mapping, weak improvisation, distant follow-up, SOP deviations	Knowledge, Understanding, Ability, Values, Attitude
4	Oct-23	45	64%	Disorganized case mapping, poor negotiation, nervousness when speaking to clients, poor follow-up, lack of motivation	Knowledge, Understanding, Ability, Values, Attitude, Interest

Source: Trainer at PT Mitra Koleksi Mandiri Tangerang, 2024

Based on Table 2, it is evident that the competency level of employees, particularly in the collection division, remains insufficient. Each month, the percentage of low-performing employees consistently exceeds the company's expected threshold of 30 percent. For instance, in July 2023, 50 percent of employees were categorized as underperforming due to poor time management and insufficient task comprehension, especially among new hires. In August, this figure rose to 57 percent, indicating widespread issues not only among new but also existing employees, primarily due to weak work processes and inadequate task execution.

A significant spike was observed in September, with 72 percent of employees categorized as low-performing, caused by slow task execution and lack of initiative. Although performance slightly improved in October, the percentage remained high at 64 percent. These fluctuations show persistent competency-related problems affecting the overall performance. As Sutrisno (2019) emphasized, employee competence, which includes knowledge, skills, values, and attitude, is vital for achieving consistent and high-quality performance.

In addition to competence, work motivation is a determining factor in employee performance. According to Hasibuan (2017), motivation fosters enthusiasm and commitment, which are essential to increasing productivity. A highly motivated workforce tends to exert

consistent effort, leading to better outcomes (Robbins & Judge, 2018). To further explore motivational aspects, the researcher conducted a preliminary survey using questionnaires to gain empirical insight into employee motivation levels at PT Mitra Koleksi Mandiri Tangerang.

**Table 3.** Employee Work Motivation at PT Mitra Koleksi Mandiri Tangerang

No	Indica- tor	Statement	Agree (Per- son)	Agree (%)	Disa- gree (Per- son)	Disa- gree (%)	Total Re- spond- ents
1	Esteem Needs	The company acknowledges employees' achievements	57	95.00%	3	5.00%	60
2	Safety Needs	The company provides health insurance and retirement benefits	34	56.70%	26	43.30%	60
3	Social Needs	There is good communication among employees	59	98.30%	1	1.70%	60
4	Physio- logical Needs	Wages are distributed fairly	47	78.30%	13	21.70%	60
5	Physio- logical Needs	Working hours and task deadlines are in accordance with company's standard procedures	10	16.00%	50	84.00%	60
6	Esteem Needs	The company gives awards to outstanding employees	48	80.00%	12	20.00%	60

Source: Pre-survey Questionnaire Data, Processed in 2024

Based on the results of the pre-survey on work motivation conducted among 60 employees of PT Mitra Koleksi Mandiri Tangerang, it was found that most respondents agreed with statements indicating the company's recognition of achievements, fairness in wage distribution, and positive peer communication. However, a significant issue emerged from the fifth statement, where the majority of employees (50 out of 60) disagreed that working hours and task completion times align with the company's standard operating procedures.

The company's official working hours, set from 08:00 to 17:00 WIB, are often exceeded, especially in the collection division, where employees frequently work overtime due to target

demands and managerial pressure. According to Hasibuan (2017), a mismatch between expected and actual working conditions can lead to decreased motivation, which directly impacts employee performance. Furthermore, Robbins and Judge (2018) emphasized that motivation is closely tied to perceived fairness and job satisfaction, both of which are compromised when workloads become excessive. Thus, despite positive responses in other motivational areas, prolonged working hours appear to be a key demotivating factor that management must address to maintain employee productivity and well-being.

## METHODS

This study employed a quantitative research method with an associative approach, aiming to investigate the relationship between employee competence, work motivation, and employee performance. Quantitative research was chosen because it allows for the examination of variable relationships using statistical techniques and enables the generation of empirical, measurable data. The associative nature of the approach was intended to determine whether a causal link exists between the independent variables (competence and motivation) and the dependent variable (performance).

The population of this research included all employees at PT Mitra Koleksi Mandiri Tangerang. The organization, being part of the service industry, has a dynamic and target-oriented work environment that makes it relevant for exploring how human resource factors influence employee outcomes. The total population consisted of approximately one thousand employees across multiple departments. However, due to time and resource limitations, the study applied a saturated sampling technique to narrow down the number of respondents to those most relevant to the study objectives.

A total of 70 employees were selected as respondents. This number was determined using the Slovin formula to ensure a representative sample size with a minimum margin of error. The selected respondents were mostly from the collection division, as this unit had the most visible performance-related challenges. The focus on this division also aligns with the company's interest in understanding and improving productivity where it matters most.

Data were collected through a structured questionnaire that was distributed directly to the employees. The questionnaire was designed based on established measurement scales and adjusted to reflect the organizational context. The instruments included items that measured employee competence, work motivation (based on Maslow's hierarchy of needs), and performance indicators. Each statement used a Likert scale ranging from strongly disagree to strongly agree to capture the intensity of responses.

Before the full survey was conducted, a pre-survey was administered to test the reliability and validity of the instrument. The results confirmed that all items met the required thresholds for internal consistency and construct validity. This ensured that the instruments were both accurate and dependable in measuring the intended variables. According to Ghazali (2018), establishing validity and reliability is a crucial step in quantitative research to avoid bias and enhance credibility.

The collected data were processed and analyzed using SPSS version 26. Several statistical tests were employed, including descriptive analysis, classical assumption tests

(normality, multicollinearity, and heteroscedasticity), multiple regression analysis, correlation tests, coefficient of determination ( $R^2$ ), and hypothesis testing using t-tests and F-tests. These procedures were conducted to assess both the partial and simultaneous influence of competence and motivation on performance.

In terms of ethical considerations, participants were informed of the purpose of the research and were assured of the confidentiality of their responses. Participation was entirely voluntary, and all respondents were given the freedom to withdraw from the study at any point. This ethical approach aligns with standard research practices and promotes a comfortable environment for participants to provide honest and thoughtful responses.

## RESULTS AND DISCUSSION

### Validity Test

Validity refers to the extent to which an instrument accurately measures what it is intended to measure. According to Solimun (2010), item validity is assessed by calculating the correlation between each item score and the total score using the product-moment correlation technique. An item is considered valid if the correlation coefficient is positive and exceeds 0.235. The calculation was performed using SPSS version 26, and the results confirmed that all items met the validity criteria.

**Table 4.** Validity Test Results

Variable	Item Code	r Count	r Table	Result
Competence (X1)	X1.1	0.854	0.235	Valid
	X1.2	0.842	0.235	Valid
	X1.3	0.846	0.235	Valid
	X1.4	0.811	0.235	Valid
	X1.5	0.872	0.235	Valid
	X1.6	0.935	0.235	Valid
	X1.7	0.848	0.235	Valid
	X1.8	0.788	0.235	Valid
	X1.9	0.918	0.235	Valid
	X1.10	0.925	0.235	Valid
Work Motivation (X2)	X2.1	0.74	0.235	Valid
	X2.2	0.732	0.235	Valid
	X2.3	0.695	0.235	Valid
	X2.4	0.763	0.235	Valid
	X2.5	0.611	0.235	Valid
	X2.6	0.75	0.235	Valid
	X2.7	0.795	0.235	Valid
	X2.8	0.793	0.235	Valid
	X2.9	0.752	0.235	Valid
	X2.10	0.797	0.235	Valid
Employee Performance (Y)	Y.1	0.851	0.235	Valid

Variable	Item Code	r Count	r Table	Result
	Y.2	0.907	0.235	Valid
	Y.3	0.904	0.235	Valid
	Y.4	0.872	0.235	Valid
	Y.5	0.842	0.235	Valid
	Y.6	0.668	0.235	Valid
	Y.7	0.892	0.235	Valid
	Y.8	0.942	0.235	Valid
	Y.9	0.897	0.235	Valid
	Y.10	0.919	0.235	Valid

Based on the data in the table above, all variables show r count values greater than the r table value (0.235), indicating that all questionnaire items are valid. Therefore, the instrument used is deemed appropriate for further data analysis.

### Reliability Test

The reliability test aims to determine whether the questionnaire is consistent and dependable. According to Ghazali (2017), a questionnaire is considered reliable if an individual's responses remain consistent over time. The reliability is measured using Cronbach's Alpha, where a value greater than 0.600 indicates that the instrument is reliable, while a value below 0.600 suggests otherwise.

**Table 5.** Reliability Test Results

No	Variable	Cronbach's Alpha Coefficient	Standard Threshold	Description
1	Competence	0.962	0.6	Reliable
2	Motivation	0.904	0.6	Reliable
3	Performance	0.964	0.6	Reliable

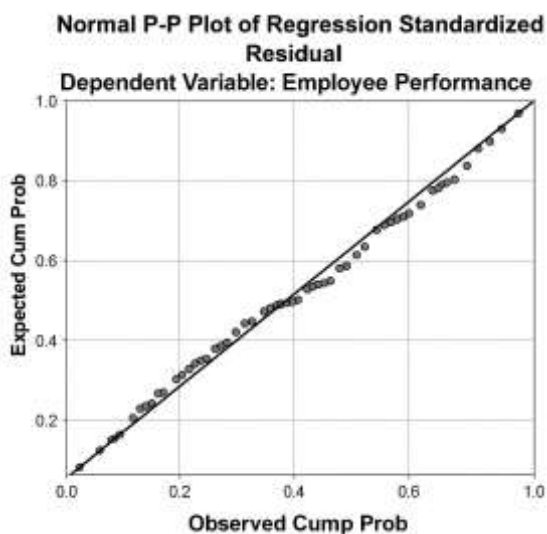
Based on the results shown in the table above, all variables are considered reliable, as each variable has a Cronbach's Alpha value greater than 0.600.

### Classical Assumption Test

The classical assumption test was conducted to ensure the accuracy and significance of the relationship between independent and dependent variables, allowing for more valid and efficient interpretation. This analysis was performed using SPSS version 26. The tests included in this study are the normality test, multicollinearity test, and heteroscedasticity test.

### Normality Test

The normality test aims to determine whether the residuals of the regression model are normally distributed. A good regression model is one in which the data distribution is normal or close to normal. To verify this assumption, the test was conducted by analyzing the residuals of the dependent variable.



**Figure 1.** Probability Plot of Normality Test Results

From the figure above, it can be observed that the normal probability plot displays a distribution pattern that aligns closely with the diagonal line. This indicates that the data points are normally distributed, allowing the conclusion that the regression model satisfies the normality assumption.

**Multicollinearity Test**

The multicollinearity test is conducted to ensure that there is no high correlation between independent variables. A good regression model should not exhibit multicollinearity among predictors. This test is performed by examining the Tolerance Value and the Variance Inflation Factor (VIF). The criteria are as follows:

- a. If  $VIF > 10$  and  $Tolerance > 1 \rightarrow$  multicollinearity is present.
- b. If  $VIF < 10$  and  $Tolerance < 1 \rightarrow$  no multicollinearity is present.

The analysis was carried out using SPSS version 20, and the results are presented in the following section.

**Table 6.** Multicollinearity Test Results

Model	Variable	Unstand-ardized Coeffi-cients (B)	Std. Error	Standard-ized Co-efficients (Beta)	t	Sig.	Toler-ance	VIF
1	(Constant)	7.316	2.54	-	2.88	0.005	-	-
	Compe-tence	0.691	0.067	0.797	10.325	0	0.678	1.474
	Work Moti-vation	0.103	0.084	0.094	1.215	0.228	0.678	1.474

Based on the multicollinearity test results shown in the table above, both variables have tolerance values below 1 and Variance Inflation Factor (VIF) values below 10. This indicates that the regression model is free from multicollinearity issues.

### Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is a variance inconsistency in the residuals of the regression model. One common method for detection is by examining a scatter plot of the predicted values of the dependent variable (ZPRED) against the residuals (SRESID).

- If the data points form a specific pattern, such as a funnel shape (widening or narrowing), heteroscedasticity may be present.
- If the points are randomly and evenly distributed with no clear pattern, then heteroscedasticity is not indicated, and the model can be considered homoscedastic.

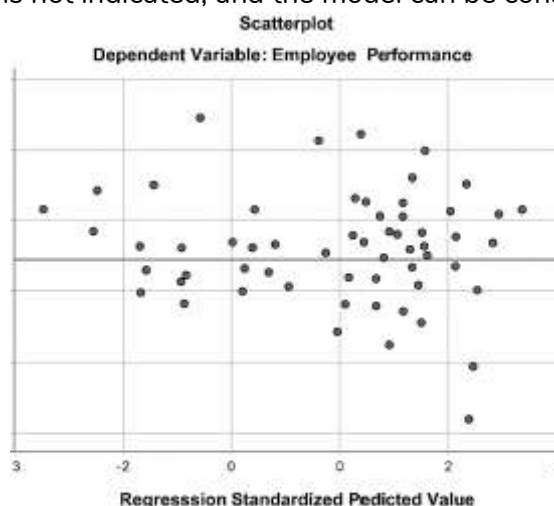


Figure 2. Scatter Plot Graph of Heteroscedasticity Test Results

### Quantitative Analysis

The purpose of the verification analysis is to determine the magnitude and significance of the influence between variables. In this study, the analysis focuses on the effect of two independent variables on one dependent variable through the following tests:

### Regression Test

The regression test aims to measure how much influence the independent variables X1 and X2 have on the dependent variable Y, both partially and simultaneously. The following are the results of the multiple linear regression analysis processed using SPSS version 20, as shown in Table 7:

Table 7. Results of Multiple Linear Regression Test.

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-value	Sig.
1	(Constant)	7.316	2.54	–	2.88
	Competence	0.691	0.067	0.797	10.325
	Work Motivation	0.103	0.084	0.094	1.215

a. Dependent Variable: Employee Performance

Based on the regression analysis results presented in the table above, the regression equation is as follows:  $Y = 7.316 + 0.691X_1 + 0.103X_2$ . From this equation, the following interpretations can be made:

- The constant value of 7.316 indicates that if both Competence ( $X_1$ ) and Motivation ( $X_2$ ) are not considered, the employee performance ( $Y$ ) is predicted to be 7.316.
- The coefficient of Competence ( $X_1$ ) is 0.691, meaning that with Motivation held constant, every one-unit increase in Competence leads to an increase of 0.691 in employee performance.
- The coefficient of Work Motivation ( $X_2$ ) is 0.103, meaning that with Competence held constant, every one-unit increase in Motivation contributes to a 0.103 increase in employee performance.

### Correlation Coefficient Test

The correlation coefficient analysis is conducted to determine the strength of the relationship between the independent variables and the dependent variable.

**Table 8.** Correlation Coefficient Analysis Results

Model	R	R Square	Ad-justed R Square	Std. Er-ror of the Esti-mate	R Square Change	F Change	df1	df2	Sig. F Change
1	0.854	0.729	0.721	4.359	0.729	90.224	2	67	0

a. Predictors: (Constant), Work Motivation, Competence

Based on Table, the significance value for the relationship between competence and work motivation on employee performance is 0.000. Since  $0.000 < 0.05$ , it can be concluded that there is a statistically significant relationship between competence and work motivation on employee performance. The correlation coefficient between the variables is 0.854, which falls within the range of 0.80–1.000, indicating a very strong relationship between competence ( $X_1$ ) and work motivation ( $X_2$ ) with employee performance ( $Y$ ).

### Coefficient of Determination Test

The coefficient of determination analysis aims to measure the percentage of influence that independent variables have on the dependent variable, either partially or simultaneously. In this study, the variables Competence ( $X_1$ ) and Motivation ( $X_2$ ) jointly affect Employee Performance ( $Y$ ). The R Square value of 0.729 indicates that 72.9% of the variation in employee performance is explained by the combined effect of competence and motivation, while the remaining 27.1% is influenced by other factors not examined in this study.

**Table 9.** Determination Coefficient (R Square) Test Results

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.854	0.729	0.721	4.359

a. Predictors: (Constant), Work Motivation, Competence

Based on the table above, the R Square value is 0.729. This indicates that the variables Competence ( $X_1$ ) and Work Motivation ( $X_2$ ) simultaneously explain 72.9% of the variation in

Employee Performance (Y). The remaining 27.1% is influenced by other variables not included in this study.

### Hypothesis Testing

#### Partial Hypothesis Testing (t-test)

The partial effect of Competence (X1) and Work Motivation (X2) on Employee Performance (Y) was tested using a t-test. A 5% significance level (0.05) was applied. The decision criteria are as follows:

- a. If  $t\text{-calculated} < t\text{-table}$ :  $H_0$  is accepted, and  $H_1$  is rejected.
- b. If  $t\text{-calculated} > t\text{-table}$ :  $H_0$  is rejected, and  $H_1$  is accepted.

The data analysis was conducted using SPSS Version 26, and the results are shown in the following table.

**Table 10.** Partial Hypothesis Test Result: Competence on Employee Performance

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	9.05	2.109		4.292	0
Competence	0.738	0.055	0.85	13.331	0

a. Dependent Variable: Employee Performance

Based on Table 10, the calculated t-value of 13.331 is greater than the t-table value of 1.995, and the significance value is 0.000, which is less than 0.05. Therefore,  $H_{01}$  is rejected and  $H_{a1}$  is accepted. This indicates that there is a significant influence of competence (X1) on employee performance (Y).

**Table 11.** Partial Hypothesis Test Result: Motivation on Employee Performance

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	16.259	3.816		0
	Work Motivation	0.597	0.111	0.546	5.378

a. Dependent Variable: Employee Performance

Based on Table 11, the calculated t-value (5.378) is greater than the critical t-table value (1.995), and the significance value is 0.000, which is less than 0.05. Therefore, the null hypothesis ( $H_{02}$ ) is rejected, and the alternative hypothesis ( $H_{a2}$ ) is accepted. This indicates that work motivation (X2) has a significant effect on employee performance (Y).

#### Simultaneous Hypothesis Testing (F-Test):

To assess the combined influence of competence and motivation on employee performance, an F-test was conducted using a 5% significance level. The decision rule is as follows:

- a. If the calculated F-value is less than the F-table value:  $H_0$  is accepted,  $H_3$  is rejected.
- b. If the calculated F-value is greater than the F-table value:  $H_0$  is rejected,  $H_3$  is accepted.

This test determines whether competence and motivation simultaneously have a significant effect on employee performance.

**Table 12.** Simultaneous Hypothesis Testing Result (F-Test)

Model	df	Mean Square	F	Sig.
Regression	2	1714.538	90.224	.000b
Residual	67	19.003		
Total	69			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Work Motivation, Competence

Based on Table 12, it is evident that the calculated F-value of 90.224 is greater than the F-table value of 3.130, with a significance level of 0.000, which is less than 0.05. Therefore,  $H_0$  is rejected and  $H_a$  is accepted. This indicates that competence and work motivation have a significant simultaneous effect on employee performance at PT Mitra Koleksi Mandiri Tangerang.

## CONCLUSION

This study aimed to examine the influence of competence and work motivation on employee performance at PT Mitra Koleksi Mandiri Tangerang. The results of the statistical analysis revealed that competence has a significant and positive effect on employee performance, both partially and simultaneously. Employees with higher levels of competence tend to demonstrate better performance outcomes, suggesting that knowledge, skills, and the ability to perform tasks are critical to organizational productivity. Furthermore, the findings also indicate that work motivation significantly influences employee performance. Motivated employees are more likely to show dedication, commitment, and a higher level of efficiency in completing their responsibilities. The simultaneous testing of competence and motivation confirms that both variables collectively have a strong and significant impact on employee performance. These results underscore the importance of investing in human capital development through training, skills enhancement, and motivational programs. For organizations like PT Mitra Koleksi Mandiri, strengthening both the competence and motivation of employees can serve as a strategic approach to improving performance outcomes and achieving organizational goals. Future research may consider expanding the model by including other influencing factors such as leadership, organizational culture, or job satisfaction to provide a more comprehensive understanding of employee performance determinants.

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