

## **Pengatthe Effect Of Human Resources Competence On Civil Servant Performance Mediated By Motivation At The Diskoperindag Of Bungo District**

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### **ABSTRACT**

*The purpose of this study is to analyze the influence of Human Resources (HR) Competence on Civil Servant (PNS) Performance mediated by Motivation at the Department of Cooperatives, SMEs, Industry and Trade of Bungo Regency. The research method used in this study is Descriptive Quantitative with a population and sample of 34 respondents (saturated sampling). Research data analysis was carried out using Partial Least Square (PLS) 4.0. The results of the study indicate that directly (direct effect) HR Competence has a significant effect on Performance HR Competence has a significant effect on Motivation Then Motivation has no significant effect on Performance While indirectly (Indirect Effect) obtained Motivation cannot mediate the influence of HR Competence on Civil Servant Performance at the Department of Cooperatives, SMEs, Industry and Trade of Bungo Regency..*

**Keywords:** HR competency; employee performance; motivation

### **INTRODUCTION**

Human resources (HR) have an important role for the institutionpIn government/organizations, this is because human resources are the system managers. Management must consider important aspects such as competence, discipline, education and training, and work comfort levels so that employees are motivated to provide all the capabilities needed by the government agency or organization. Good quality human resources are needed to run a company and realize organizational functions. If these resources are properly managed, they will result in good performance, as evidenced by their productivity levels.(Hidayat, 2020).

In an institution, good performance is a goal to be achieved. Motivation and competence are the main factors in achieving performance.(Hidayat, 2020)If competence and motivation have no influence on performance, it indicates that employees are not yet able to provide the expected contribution in supporting the institution's performance.(Hidayat, 2020). In the research of Setiawan and Kartika (2014), it was found that employees who have high performance are characterized by several things, including: employees can complete tasks accurately and quickly, employees are willing to comply with the regulations in force in the company,



It is necessary to understand first that competence can be interpreted as The abilities and characteristics possessed by a civil servant are in the form of knowledge, skills, mental attitudes, values, beliefs and motives as well as behaviors needed to carry out their duties professionally, effectively and efficiently. Competence is needed by a person to be able to carry out tasks effectively and successfully, therefore, the job competency referred to in this provision is the competency needed and/or required to carry out a position (Pasaribu, 2019). According to (Sedarmayanti & Safer, 2016) competence is closer to the ability/capability that is applied and produces good/very good results. Not all employees/leaders have authority/authority, automatically having competence only employees/leaders who show high performance are said to have competence. Competence is an ability possessed by a person in the form of knowledge, skills, and morals needed in carrying out their duties and obligations, so that they can carry out their duties professionally, effectively and efficiently. (Ilmi, 2018). Sudarmanto (2011) said that competence as an attribute of HR quality has a significant influence on individual performance.

Motivation can be translated as a motivator or something that provides encouragement or motive. Motivation and factors that cause impulses, as well as factors that cause impulses, are present. Motivation can also be defined as a concept that describes the power within employees that can initiate and guide behavior. Essentially, motivation is an activity that generates, channels, and maintains human behavior (Syahril S, 2019). Motivation is crucial for both public and private institutions. If an institution or organization wants to achieve its goals, motivation must play a role (Zameer et al., 2014). Motivation is created from employee behavior when faced with the situations and conditions in which they work.

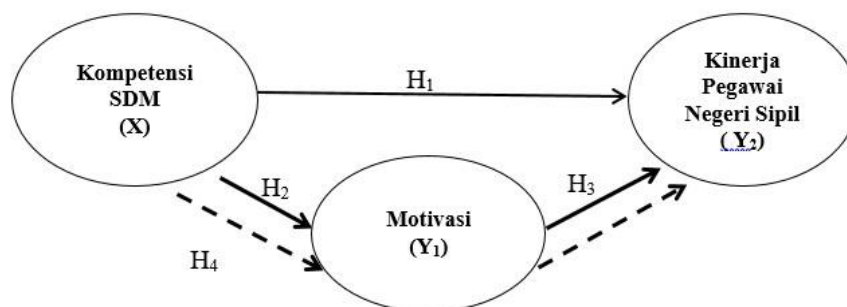
Research conducted by (Olisah et al., 2019) is based on Spencer and Spencer's competency theory, which contains five dimensions, namely the dimensions of knowledge, skills, character, self-concept, and motives. Meanwhile, research conducted by (Labola, 2019), the competency aspect is a fundamental element determining the existence of an organization in a competitive business world. Organizations that implement competency need to pay attention to the stages of HR Development and management levels. With the competence of potential employees, performing effectively in work situations leads to competitiveness and organizational consistency. Talent-based HR development needs to be contextualized by considering two strategic choices of people with roles and aligning roles with people.

The Department of Trade, Industry, Cooperatives, and MSMEs is a regional agency tasked with assisting regional heads (such as Regents/Mayors) in carrying out regional government affairs in the fields of industry, trade, cooperatives, and small and medium enterprises. The Department of Trade, Industry, Cooperatives plays a crucial role in driving regional economic growth through the development of the industrial, trade, and small and medium enterprise sectors, as well as fostering cooperatives. Therefore, it is crucial to have highly performing, competent, and motivated employees. Furthermore, employees with strong competencies, high motivation, discipline, and a deep understanding of the department's duties and functions will ensure the smooth operation of the Department.

From the explanation above, this study aims to analyze the influence of human resource competency on the performance of civil servants mediated by motivation in the cooperative, SME, industry and trade service of Bungo Regency.

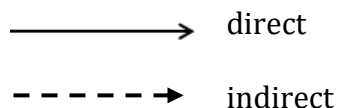
## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Competence or ability is one element in maturity related to knowledge and skills obtained from education, training and experience (Thoha, 2012). Motivation is "a psychological condition within a person that encourages movement towards good goals, and changes behavior and perceptions so that his life desires can be achieved (Rahmat, 2021). Performance is the work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2020). Framework of Thought



Gambar 2.1.  
Kerangka Pemikiran

information:



## Hypothesis

1. It is suspected that competence has a positive and significant influence on the performance of civil servants at the Cooperatives, MSMEs, Industry and Trade Service of Bungo Regency partially.
2. It is suspected that competence has a positive and significant effect on the motivation of civil servants at the Cooperatives, MSMEs, Industry and Trade Service of Bungo Regency partially.
3. It is suspected that motivation has a positive and significant influence on the performance of civil servants at the cooperative, UMKM, Industry and Trade service in Bungo Regency simultaneously.
4. It is suspected that Competence has a positive and significant influence on Civil Service Performance Mediated by Motivation at the Cooperatives, MSMEs, Industry and Trade Service of Bungo Regency..

## METHODS

This research was conducted at the Bungo Regency Cooperatives, SMEs, Industry, and Trade Office. The research subjects were all Civil Servants (PNS) within the Bungo Regency Cooperatives, SMEs, Industry, and Trade Office. The research was conducted from April to June 2024. This study employed a descriptive method. Descriptive methods are used to analyze by

describing, explaining, and validating the phenomena being studied using factual data, not opinions (Ramdhan, 2013). The research uses a quantitative approach. Quantitative research is research that uses numbers that are added up as data that is then analyzed. The quantitative research method is a research method that is intended to explain phenomena using data.numeric,then analyzed generally using statistics (Sugiyono, 2016). The population in the study was all Civil Servants (PNS) at the Cooperatives, SMEs, Industry and Trade Service of Bungo Regency.

Sampling for this study was using Purposive Sampling(Purposeful Sampling) is a sampling technique with certain considerations (Sugiyono, 2016). The research sample consisted of 34 Civil Servants (PNS) in addition to the Head of the Cooperatives, SMEs, Industry and Trade Service of Bungo Regency who were the objects related to the variables in this study.

Competence (X) is the capacity that exists in a person that can make that person able to fulfill what is required by work in an organization so that the organization is able to achieve the expected results (Thoha, 2012), Motivation (Z) is "a psychological condition that exists within a person that encourages movement towards good goals, and changes behavior and perceptions so that his life desires can be achieved (Rahmat, 2021). Performance (Y) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2020).

In quantitative research methods, data analysis is Activities after data from all respondents or other data sources are collected. Data analysis techniques in quantitative research use statistics, namely descriptive statistics. Descriptive statistics are statistics used to analyze data by describing or depicting the collected data as it is without the intention of drawing general conclusions or generalizations (Sugiyono, 2016) as follows: Descriptive Data Analysis, Analysis Structural

Equation Modeling(SEM), Partial Least Square (PLS), Evaluation of Measurement Model (Outer Model), Evaluation of Structural Model (Inner Model), and SEM Analysis with Mediation Effect..

## RESULTS AND DISCUSSION

### Respondent Characteristics

**Table 1 Respondents' Gender Characteristics**

| No           | Gender | Frequency | Persentase |
|--------------|--------|-----------|------------|
| 1.           | Male   | 23        | 67,64      |
| 2.           | Female | 11        | 32,36      |
| <b>Total</b> |        | <b>34</b> | <b>100</b> |

Source : Primary data, processed 2024

Based on Table 1, it is known that generally respondents are male, namely 67.64% or as many as 23 people, while respondents who are female are 32.36% or 11 people. Overall, the number of male civil servants (PNS) is more dominant than female, this is because the activities carried out are more in the field both in the context of reviewing, coordinating and evaluating fields as well as accompanying business actors to participate in exhibitions, exhibitions outside the region.

**Table 2 Respondents' Age Characteristics**

| No | Age        | Frequency | Persentase (%) |
|----|------------|-----------|----------------|
| 1. | 20-30 year | -         | -              |
| 2. | 31-40 year | 6         | 17,6           |

|       |            |    |      |
|-------|------------|----|------|
| 3.    | 41-50 year | 17 | 50   |
| 4.    | >51 year   | 11 | 32,4 |
| Total |            | 34 | 100  |

Source : Primary data, processed 2024

Based on Table 2, the number of respondents aged 31-40 years was also the same, at 6 people, or 17.6%. Meanwhile, the 41-50 age group recorded the highest number, 50%, with a total of 17 people. Meanwhile, those aged 51 years and above accounted for 32.4%, or 11 people. The average age of civil servants at the Bungo Regency Cooperatives, MSMEs, and Trade Office is 20-55 years. Next, we look at the respondents' educational background (Table 3).

**Table 3 Characteristics of Respondents' Education Level**

| No    | Level of Education            | Frequency | Persentase (%) |
|-------|-------------------------------|-----------|----------------|
| 1.    | Junior high school equivalent | 1         | 2,9            |
| 2.    | Senior high school equivalent | 4         | 11,5           |
| 3.    | Three-year diploma (D3)       | 4         | 11,8           |
| 4.    | Bachelor's degree             | 22        | 64,7           |
| 5.    | Magister's Degree             | 3         | 8,8            |
| Total |                               | 34        | 100            |

Source : Primary data, processed 2024

Table 3 shows that 64.7%, or 22 respondents, have a Bachelor's degree (S1), while 11.8% (4 respondents) have a high school or equivalent education. Another 11.8% (4 respondents) also have a Diploma Three (D3), 1 (2.9%) person has a Junior High School or equivalent education, and 3 (8.8%) people have a Master's degree (S2).

**Table 4 Characteristics of Respondents' Length of Service**

| No    | Employment Status | Frequency | Persentase (%) |
|-------|-------------------|-----------|----------------|
| 1.    | 0-5 year          | -         | -              |
| 2.    | 6-10 year         | 2         | 6              |
| 3.    | 11-15 year        | 16        | 47             |
| 4.    | >15 year          | 16        | 47             |
| Total |                   | 34        | 100            |

Source : Primary data, processed 2024

Based on table 4.4 above, it can be seen that 93.3% or 42 respondents with a work period of more than 15 years amounted to 47% totaling 16. Meanwhile, respondents with a work period of 11-15 years also amounted to 47% or 16. The fewest were respondents with a work period of 6-10 years, namely 2 people or 6%. There were

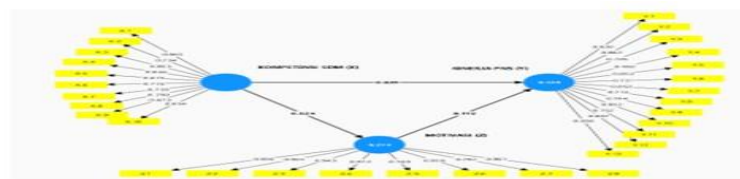
no respondents with a work period of 0-5 years. The table shows that the most dominant are respondents with a work period of more than 10 years.

## Discussion

### Evaluation of Measurement Model (Inner Model)

The inner model measurement model shows how the variables manifest or observed variable represents the latent variable to be measured. In this test, it is measured using the parameter outer loading. Indigo loading factor > 0.7 is the ideal value, which means that the indicator is valid in measuring the construct that has been created. In empirical research, the value loading factor > 0.6 is considered moderate while the value loading factor > 0.5 is still acceptable (Reggyananda & Roostika, 2023).

**Gambar 1. Measurement Model Testing**



Source: Data processed by SmartPLS 3.0, 2023

**Table 4.16 Exogenous Human Resource Competency Loading Factor Value (X)**

| No  | Loading Parameter | Factor | Loading Factor Value | Criteria |
|-----|-------------------|--------|----------------------|----------|
| X1  | 0,7               |        | 0,845                | Valid    |
| X2  | 0,7               |        | 0,734                | Valid    |
| X3. | 0,7               |        | 0,863                | Valid    |
| X4. | 0,7               |        | 0,844                | Valid    |
| X5  | 0,7               |        | 0,875                | Valid    |
| X6  | 0,7               |        | 0,774                | Valid    |
| X7  | 0,7               |        | 0,733                | Valid    |
| X8  | 0,7               |        | 0,750                | Valid    |
| X9  | 0,7               |        | 0,873                | Valid    |
| X10 | 0,7               |        | 0,854                | Valid    |

Source: Data processed by SmartPLS 4.0, 2024

**Table 4.17 Loading Factor Value of Endogenous Variables for Civil Servant Performance (Y)**

| No  | Loading Parameter | Factor | Loading Factor Value | Criteria |
|-----|-------------------|--------|----------------------|----------|
| Y1  | 0,7               |        | 0,920                | Valid    |
| Y2  | 0,7               |        | 0,862                | Valid    |
| Y3. | 0,7               |        | 0,725                | Valid    |
| Y4. | 0,7               |        | 0,932                | Valid    |

|      |     |       |       |
|------|-----|-------|-------|
| Y5   | 0,7 | 0,852 | Valid |
| Y6   | 0,7 | 0,721 | Valid |
| Y7   | 0,7 | 0,852 | Valid |
| Y8   | 0,7 | 0,714 | Valid |
| Y9   | 0,7 | 0,744 | Valid |
| Y.10 | 0,7 | 0,932 | Valid |
| Y.11 | 0,7 | 0,752 | Valid |
| Y.12 | 0,7 | 0,887 | Valid |
| Y.13 | 0,7 | 0,856 | Valid |

Source: Data processed by SmartPLS 4.0, 2024

**Table 4.17**  
**Loading Factor Values of the Endogenous Variable Civil Servant Performance (Y)**

| Code | Loading Factor | Parameter | Loading Factor Value | Criteria |
|------|----------------|-----------|----------------------|----------|
| Y.1  | 0.7            |           | 0.920                | Valid    |
| Y.2  | 0.7            |           | 0.862                | Valid    |
| Y.3  | 0.7            |           | 0.725                | Valid    |
| Y.4  | 0.7            |           | 0.934                | Valid    |
| Y.5  | 0.7            |           | 0.831                | Valid    |
| Y.6  | 0.7            |           | 0.714                | Valid    |
| Y.7  | 0.7            |           | 0.852                | Valid    |
| Y.8  | 0.7            |           | 0.738                | Valid    |
| Y.9  | 0.7            |           | 0.914                | Valid    |
| Y.10 | 0.7            |           | 0.932                | Valid    |
| Y.11 | 0.7            |           | 0.887                | Valid    |
| Y.12 | 0.7            |           | 0.856                | Valid    |
| Y.13 | 0.7            |           | 0.856                | Valid    |

Source: Data processed by SmartPLS 4.0, 2024

Based on data processing, it shows that all statements obtained a value of  $>0.7$ . Therefore, no statements need to be removed from the table.

### **Discriminatory Validity**

The next criteria used in evaluating the model is Discriminant Validity. Ways to measure the model with Discriminant Validity there is by looking at the value Average Variance Extracted (AVE). A good model is required if the AVE value of each construct is  $> 0.5$  to be said to have a good value. Discriminant Validity good. The AVE value results can be shown in the table below:

**Table 4.19 AVE Values**

| Variable                      | Parameter AVE | Criteria   |
|-------------------------------|---------------|------------|
| Human Resource Competence (X) | 0.5           | 0.667 Good |
| Civil Servant Performance (Y) | 0.5           | 0.690 Good |
| Motivation (Z)                | 0.5           | 0.826 Good |

Source: Data processed by SmartPLS 4.0, 2024

#### Composite Reliability

Uji Reliability testing is carried out to prove the accuracy, consistency, and precision of an instrument in measuring a construct. Measuring the reliability of a construct can be done in several ways, namely by... Interpretation of Composite Reliability together with Cronbach's Alpha with a limit value  $> 0.7$  is acceptable.

**Table 4.20. Composite Reliability and Cronbach's Alpha Values**

| Variable                      | Cronbach's Alpha | Composite Reliability | Criteria |
|-------------------------------|------------------|-----------------------|----------|
| Human Resource Competence (X) | 0.994            | 0.952                 | Accepted |
| Civil Servant Performance (Y) | 0.961            | 0.964                 | Accepted |
| Motivation (Z)                | 0.969            | 0.969                 | Accepted |

Source: Processed data using SmartPLS 4.0, 2024

#### Structural Model Evaluation (Inner Model)

##### Indigoi R Squares

Indigoi R-squares for each endogenous latent variable as the predictive power of the structural model. Changes in the R-values square is used to explain the influence of certain exogenous latent variables on endogenous latent variables that have a substantive influence. The R-value Square  $\geq 0.75$  means the influence is (large/strong),  $\geq 0.50$  means the influence is (moderate) and a value of  $\geq 0.25$  means the influence is (small/weak) (Ghozali, 2021), the following are the results in the table below:

**Table 4.21**  
**R-Square Values – Goodness of Fit Test Results**

| No | Variable                      | R Square | Effect   |
|----|-------------------------------|----------|----------|
| 1  | Civil Servant Performance (Y) | 0.539    | Moderate |
| 2  | Motivation (Z)                | 0.274    | Weak     |

Source: Processed data using SmartPLS 4.0, 2024

##### Indigoi F-Square

Uji F-Square was carried out to determine the goodness of the model. F-value Square A value of  $< 0.02$  means no effect at all. A value of  $\geq 0.02$  indicates a small effect, a value of  $\geq 0.15$  indicates a medium effect, and a value of  $\geq 0.35$  indicates a large effect. This can be interpreted as determining whether the latent variable predictor has a small, medium, or large effect at the structural level. The F value Square is seen in the table below:



**Table 4.22. F-Square Values**

| Variable                                                      | F Square |
|---------------------------------------------------------------|----------|
| Human Resource Competence (X) → Civil Servant Performance (Y) | 0.622    |
| Human Resource Competence (X) → Motivation (Z)                | 0.378    |
| Motivation (Z) → Civil Servant Performance (Y)                | 0.047    |

Source: Processed data using SmartPLS 4.0, 2024

### HaHypothesis Testing (SEM Analysis with Mediation Effect)Direct Effect (Path Coefficient)

AnalysisDirectEffectbuseful for the hypothesis of the direct influence of an variables that influence (exogenous) the variables that are influenced (endogenous).

**Table 4.23. Direct Significance Testing Results**

| Construct                                         | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T-Statistic (O/STDEV) | P-Values |
|---------------------------------------------------|---------------------|-----------------|----------------------------|-----------------------|----------|
| HR Competence (X) → Civil Servant Performance (Y) | 0.719               | 0.727           | 0.049                      | 14.670                | 0.000    |
| HR Competence (X) → Motivation (Z)                | 0.524               | 0.526           | 0.097                      | 5.405                 | 0.000    |
| Motivation (Z) → Civil Servant Performance (Y)    | 0.172               | 0.170           | 0.104                      | 1.652                 | 0.099    |

**Source:** Processed data using SmartPLS 4.0, 2024

- a. H1 = The Influence of Human Resources Competence (X) on Civil Servant Performance (Y).

Based on the data processing that the researcher has done, the results show that the relationship between HR Competence (X) is unidirectional/positive (O = 0.719) and the Civil Servant Performance construct (Y) of the Cooperative, MSME, and Trade Service of Bungo Regency. The P value –Values(0.000 < 0.05) this indicates that there is a significant influence of Competence (X) on Civil Servant Performance (Y). Then based on the results of the T-Statistic value analysis (14,670 > 1.96), it can be stated that Hypothesis 1 (H1) is accepted.

- b. H2 = The Influence of HR Competence (X) on Motivation (Z) Based on the data processing that the researcher has carried out obtained the results that the HR Competency variable (X) has a positive influence (O = 0.524) on the Motivation construct (Z). P value –Values(0.000 < 0.05), this indicates that there is a significant influence between HR Competence (X) on Motivation (Z). Then based on the results of the T-Statistic value analysis (5.405 > 1.96), it can be stated that Hypothesis 2 (H2) is accepted.

c. H3 = The Influence of Motivation (Z) on Civil Servant Performance (Y)

Based on the data processing that the researcher has conducted, the results show that the Motivation variable (Z) has a positive direction ( $O = 0.172$ ) towards Civil Servant Performance Satisfaction (Y). The P value is -Values( $0.099 > 0.05$ ), this indicates that there is no significant influence between Work Involvement Motivation (Z) on Civil Servant Performance (Y). Then based on the results of the T-Statistic value analysis ( $1.652 < 1.96$ ), it can be stated that Hypothesis 3 (H3) is rejected.

### IndirectEffect

**Table 4.24. Indirect Significance Testing Results**

| Construct                                                          | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T-Statistic (O/STDEV) | P-Values |
|--------------------------------------------------------------------|---------------------|-----------------|----------------------------|-----------------------|----------|
| HR Competence (X) → Motivation (Z) → Civil Servant Performance (Y) | 0.090               | 0.091           | 0.062                      | 1.458                 | 0.145    |

Based on the table above, the results of indirect hypothesis testing can be concluded as follows:

a. H4 = The Influence of Human Resources Competence (X) on Civil Servant Performance (Y) Mediated by Motivation (Z)

Based on the data processing that the researcher has conducted, the results show that the HR Competence variable (X) has a positive direction ( $O = 0.090$ ) towards the Civil Servant Performance construct (Y) mediated by Motivation (Z). The P value -Values( $0.145 > 0.05$ ), this indicates that HR Competence (X) does not affect Civil Servant Performance (Y) Mediated by Motivation (Z)). Then based on the results of the T-Statistic value analysis ( $1.458 < 1.96$ ) it can be stated that Hypothesis 4 (H4) is rejected.

### CONCLUSION

Based on the results of a panel data regression analysis of mining companies listed on the Indonesia Stock Exchange during the 2020–2023 period, it can be concluded that green accounting, as measured by the PROPER rating, has a positive and significant effect on company value, as measured by Price to Book Value (PBV). The higher the PROPER rating a company obtains, the higher its value in the eyes of investors. These findings demonstrate that proper implementation of environmental responsibility not only contributes to environmental sustainability but also has positive economic impacts. Green accounting has proven to be an effective long-term strategy for increasing investor confidence, improving corporate image, and creating added value in the capital markets.

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