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Competence and Motivation Analysis on Work Performance: Empirical Study of Military Institution

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Abstract: Personnel's competence and motivation are phenomena in organizational management, including in the military environment. This study aims to analyze competence and motivation of personnel in improving their performance in a military institution in Indonesia. This study adopts qualitative method with factor analysis. Respondents interviewed in this study were five informants selected by purposive sampling method, i.e. selecting respondents who were considered to have knowledge about the problems to be studied and supported by observation and documentation. The data processing and analysis model of this study is based on the interactive model of Miles, Huberman and Saldana. The results of the study show that: (1) personnel' competence in the service organization of a military institution can be influenced by training, work experience, ability, placement and work facilities; (2) personnel's motivation is influenced by appreciation/award, attitude, comfortable work environment, welfare, role and responsibility factors; (3) competence and motivation are factors that drive performance improvement.

Keywords: Competence, Motivation, Performance

INTRODUCTION

Performance is the results of work that personnel achieve in carrying out their tasks efficiently and effectively (Arifin & Puspa Arum, 2022). The work performance of personnel in organization as service element of a military institution has not been optimal yet as indicated by the existence of problems or complaints from service users regarding the daily services. This is an indicator of the organization's work performance. Good performance is influenced by several factors. In this study we will only focus on how competence and motivation can drive better performance of personnel in the organization as a service element of a military institution.

Competence is often a factor that influences the improvement of personnel performance, the higher the competence of personnel, the higher the performance produced (Riyanti & Diwanti, 2023). In the service organization of one of military institutions, the competence of personnel is found inconsistent with the duty they carry out, where personnel only have general competence. Personnel competence can be influenced by several factors including training, work experience, ability, placement and work facilities.

Motivation is very important in supporting personnel performance and can grow the overall performance of the organization (Akerele, 2023). Motivation plays a vital role in supporting personnel performance with very high work responsibility and demands. Personnel who are highly motivated tend to show dedication and resilience in carrying out their duties. A conducive work environment, both in terms of facilities and relationship between personnel, can create an atmosphere that supports the implementation of tasks and work comfort. Awards, both verbal and formal, provide psychological encouragement for personnel to continue to excel. A positive attitude of leaders and colleagues can increase team spirit, create a harmonious work culture, and maintain personnel morale in stressful situations. Taking into account the aforesaid three factors, the motivation in a military institution can be increased, which ultimately has a positive impact on improving personnel performance, professionalism, and achieving the organizational goals.

This study aims to analyze competence and motivation in driving personnel performance in a military institution in Indonesia. Based on the background of this study, it is considered important to conduct research entitled Analysis of competence and motivation on work performance: an empirical study of military institutions.

Performance

(Adolph, 2016) states that performance is the work results in quality and quantity achieved by an employee in carrying out his duties according to the assigned responsibilities. Meanwhile, according to (Aprilia & Lestari, 2022), performance is the quantity or quality of individual work results related to the implementation of main tasks and functions that are guided by norms and standard operating procedures that have been established in the organization. Meanwhile, according to (Hasanah & Fitiani Dewi, 2023), employee performance is significantly and positively influenced by motivation and the work environment. According to (Silaen et al., 2021), performance is a person's success in carrying out overall tasks in a certain period. Finally, (Bayu Mitra A. Kusuma, 2016) argues that individuals' good or poor performance will also be assessed from their performance in performing their respective tasks.

Organizational performance as an element of service in a military institution is closely related to the aspect of service to users. The organization's commitment and policies towards services are zero complaint and user satisfaction with service. Performance is influenced by competence and motivation factors.

Competence

According to (Muhajirin et al., 2023), competence is a combination of knowledge, skill, attitude, and behavior that are relevant to the tasks performed by individuals. (Kusumalatha & Gowda, 2020), states that competence includes the ability and skill of employee to carry out tasks. (Riyanti & Diwanti, 2023), defines competence as an ability based on skill and knowledge supported by work attitude and their application in carrying out tasks and work referring to the established work requirements. (Kurniawan et al., 2020), states that the directed competence can be the basis for the development and evaluation of personnel performance. Meanwhile (Lagerev, 2023), states that competence is a person's ability to carry out various tasks, which are determined by intellectual and physical factors.

Based on the definition above, it can be synthesized that personnel competence as a service element in a military institution is influenced by training, work experience, abilities, work facilities, collaboration and placement according to the assigned duty and responsibility.

Motivation

According to (Ashai et al., 2023), motivation has positive impact on performance as it can drive the spirit to carry out tasks in the workplace. The level of motivation possessed by an individual or team will be reflected from their efforts in carrying out their work. (Akbar Abbas, 2023) argues that motivation affects performance as it enables individuals to work more effectively and efficiently. Better work motivation has an impact on improving employee performance in the organization (Aliyyah et al., 2021). Meanwhile, (Zakaria, 2022) argues that employee motivation has a significant impact on performance, because a comfortable work environment and good communication can affect motivation. Involving employees in decision-making and providing them with rewards contribute to pride and challenges in the workplace, which ultimately drive organizational performance. Finally, according to (Hadianto et al., 2021), motivation acts as a driver of performance. Organization must be able to encourage motivation both by creating a comfortable and challenging work environment (intrinsic motivation), and by providing rewards (extrinsic motivation), to encourage employee performance and engagement.

Based on the definition above, it can be synthesized that the motivation of personnel as an element of service in a military institution can be influenced by awards, attitudes, comfort and welfare as well as roles and responsibilities which collectively play an important role in encouraging better performance. Award in the form of recognition of achievement encourages personnel as an element of service to work more diligently and responsibly. A positive attitude towards tasks and responsibilities increases the intrinsic motivation of personnel to serve users well. A comfortable work environment can increase work enthusiasm. Welfare such as health benefit, incentive and career development opportunity affects the personnel's motivation in serving users optimally. In addition, the roles and responsibilities assigned to personnel can increase self-confidence and sense of responsibility in solving technical problems faced in the field. Synergizing these five factors can encourage the performance of personnel as an element of service to be better.

METHOD

This study adopts qualitative method with a factor analysis design. Based on (Sloman, 2010), factor analysis involves direct observation of subject behavior and documents to collect information about relevant environmental event and identify correlation with the subject's response. Data collection in the study was done by in-depth interviewing five informants selected by purposive sampling, i.e. selecting respondents or informants who are considered to have relevant information, fit the research objectives and supported by observation and documentation. The object of this study includes competence, motivation and performance. Data processing and analysis are done using the interactive analysis model of Miles, Huberman and Saldan

This study was conducted from October 2024 to January 2025 at one of the military institutions in Indonesia.

RESULTS AND DISCUSSION

Analysis Results

Competence

Personnel competence in one of the military institutions in Indonesia is described through the conceptual framework shown in Figure 1.

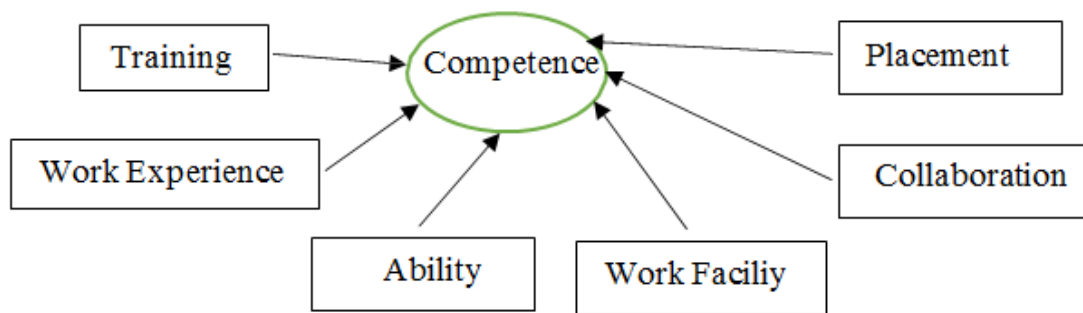


Figure 1
Competence Conceptual Framework

Based on Figure 1, personnel competence in a military institution is influenced by a combination of several factors, namely:

1. Training

Training attended by personnel as an element of services in a military institution held by their work unit or other agencies with practical skills and current knowledge relevant to their field of duty can directly affect their competence. Through structured, appropriate and continuous training, personnel are expected to be able to solve problems or troubleshooting in the field. Increased competence allows personnel to overcome work challenges with the right solution, and increase productivity and quality of work outputs. Thus, appropriate and continuous training directly contributes to improving the performance of personnel as an element of service in a military institution in Indonesia.

2. Work experience

Extensive work experience of personnel as an element of service in a military institution will affect their competence. Work experience allows the personnel to face various real situations in the field that require the application of technical skills and problem solving. Through this work experience, personnel gain practical insights that they may not have gained from formal education or training. Work experience also helps personnel hone their ability to complete tasks effectively according to deadlines. The more often personnel face and solve problems in the field, the more their competence develops according to their field of work.

3. Ability

Ability includes knowledge, skill, and technical expertise that form the basis of competence. This ability determines the extent to which personnel can serve users by understanding, operating, and solving problems related to their field of work quickly and accurately. Personnel with high capability are expected to be able to serve users well, finally reducing the number of users' complaints. In addition, good ability allows personnel to adapt quickly to organizational changes.

4. Work facilities

Adequate work facilities play an important role in improving personnel competence, which ultimately drives better performance. Supporting facilities, such as the advanced technological devices, ergonomic workspaces, and access to relevant information sources, provide opportunities for personnel to hone their skills and knowledge. The availability of work facilities allows personnel to be able to serve users well, reduce errors, and improve services to be better. Good work facilities also create a conducive learning environment,

allowing personnel to continue to develop their competence according to job demands. Increasing competence through optimal work facilities will have a direct impact on improving organizational performance.

5. Collaboration

Collaboration between personnel in a military institution plays an important role in improving competence, which ultimately drives better performance. Through effective collaboration, each personnel can share knowledge, experience, and skills, thus accelerating the learning process and task completion. Collaboration also strengthens communication and coordination between units, which is essential in a military environment that prioritizes discipline and precision. When personnel competence increases due to good collaboration, personnel will be able to deal with complex situations more quickly and accurately, thus being able to serve users well.

6. Placement

The right placement of personnel according to their skills and abilities is an important factor in supporting the improvement of competence and performance. When personnel are placed according to their educational background, experience, and expertise, they will find it easier to develop technical and non-technical skills that are relevant to their duties. The right placement also allows personnel to optimize their potential, increase self-confidence, and accelerate adaptation to the work environment. Conversely, inappropriate placement can hinder the development of competence and reduce work motivation, which can cause risks of lowering quality of service to users. Therefore, the personnel placement process should be carried out in a planned manner and based on the needs of the organization and individual potential, thus creating synergy between personnel competence and task demands. Optimal placement not only improves individual performance, but also supports the achievement of the organization's overall strategic goals.

Motivation

Motivation of personnel as an element of service in a military institution can be influenced by award, attitude, comfort, well-being, roles and responsibilities in encouraging better performance. The award covering recognition of personnel's achievements, job promotion, career development opportunity and incentives during overtime in completing work, encourages personnel to work more diligently and responsibly. A positive attitude towards tasks and responsibilities can increase the intrinsic motivation of personnel to achieve optimal work results. A comfortable work environment can create a conducive work atmosphere to motivate work enthusiasm. In addition, welfare that includes health benefits, incentives and career development opportunities can influence personnel motivation, leading to performance improvement. The roles and responsibilities given to personnel can trigger self-confidence and motivation to serve users well. Synergizing these five factors in a military institution can encourage better personnel performance through the conceptual framework as shown in Figure 2 below.

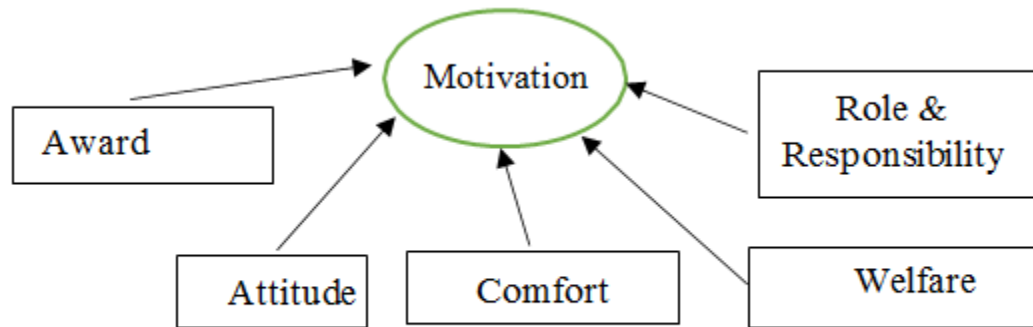


Figure 2
Motivation Conceptual Framework

Based on Figure 2, personnel motivation is influenced by several factors as follows:

1. Award/Appreciation

Award plays an important role in increasing personnel motivation as an element of service in a military institution. As a form of recognition for achievements and contributions, award, which can be material and non-material, can encourage positive psychology, strengthen a sense of appreciation, and foster work enthusiasm. Award is not only limited to material compensation, but can also be in the form of verbal appreciation, formal award, and job promotion. Personnel who feel appreciated tend to have higher work motivation. High work motivation encourages increased performance through seriousness in completing tasks, improving skills, and maintaining discipline. This can be achieved by providing awards consistently and fairly.

2. Attitude

Individual attitude is one of the main factors that influences the level of personnel motivation. Personnel with positive attitudes, such as being disciplined, responsible, and having a desire to learn and develop, tend to have high intrinsic motivation in carrying out their duties. This positive attitude helps them face challenges and problems in the field with more confidence and encourages increased personal competence. Conversely, non-proactive or passive attitude of individuals can reduce work motivation, hinder performance, and have a negative impact on the work environment. Therefore, it is important for organization to encourage positive individual attitudes through training, coaching, and role models from leaders. Positive individual attitudes not only increase motivation, but also strengthen the esprit de corps, thus supporting the achievement of organizational goals more effectively.

3. Comfort

A sense of comfort in the work environment is an important factor that influences the motivation of personnel as a service element. When personnel feel comfortable both physically through adequate facilities and psychologically through harmonious working relationships, they will be more motivated to serve users well. Comfort creates a conducive atmosphere, where personnel can work without excessive pressure, increase focus, and maintain work enthusiasm. Conversely, an uncomfortable work environment, such as less supportive physical conditions or conflicting working relationships, can reduce motivation and performance. Therefore, creating a sense of comfort through the provision of adequate facilities, good communication, and support from colleagues is a strategic step in increasing personnel motivation and performance. A maintained sense of comfort will encourage continuous improvement in performance, supporting the achievement of main tasks and functions as a service element in a military institution.

4. Welfare

Welfare is a crucial factor that drives the motivation of personnel as a service element in a military institution. Good welfare, such as decent salary, adequate benefits, health insurance, and supporting facilities, provide a sense of security and satisfaction to personnel, so that they are more focused and motivated in carrying out their duties. When the basic needs and welfare of personnel are met, they will have a stronger drive to work with high professionalism and improve their performance. Conversely, low welfare can cause stress, reduce work enthusiasm, and have a negative impact on motivation. With guaranteed welfare, personnel motivation will increase, which ultimately supports optimal performance and achievement of organizational goals.

5. Roles and responsibilities

Clear roles and responsibilities encourage personnel motivation by providing a clear understanding of their contribution to organizational goals. When personnel understand well their roles and the responsibilities, they will be more motivated to carry out their duties with full dedication and a sense of responsibility. Role clarity also reduces task ambiguity, increases efficiency, and strengthens a sense of belonging of the work. Personnel who feel that their role is important in supporting the organization's mission will be encouraged to continue to improve their competence and performance. Conversely, ambiguity in roles and responsibilities can reduce motivation, causing confusion. Therefore, providing clarity of roles and responsibilities that are in accordance with personnel capabilities is an effective step in building strong motivation and supporting performance improvement.

The Influence of Competence and Motivation on Personnel Performance Improvement

Competence and motivation are interrelated and play an important role in improving personnel performance. The influence of competence and motivation on performance improvement is illustrated through the conceptual framework as shown in Figure 3 below.

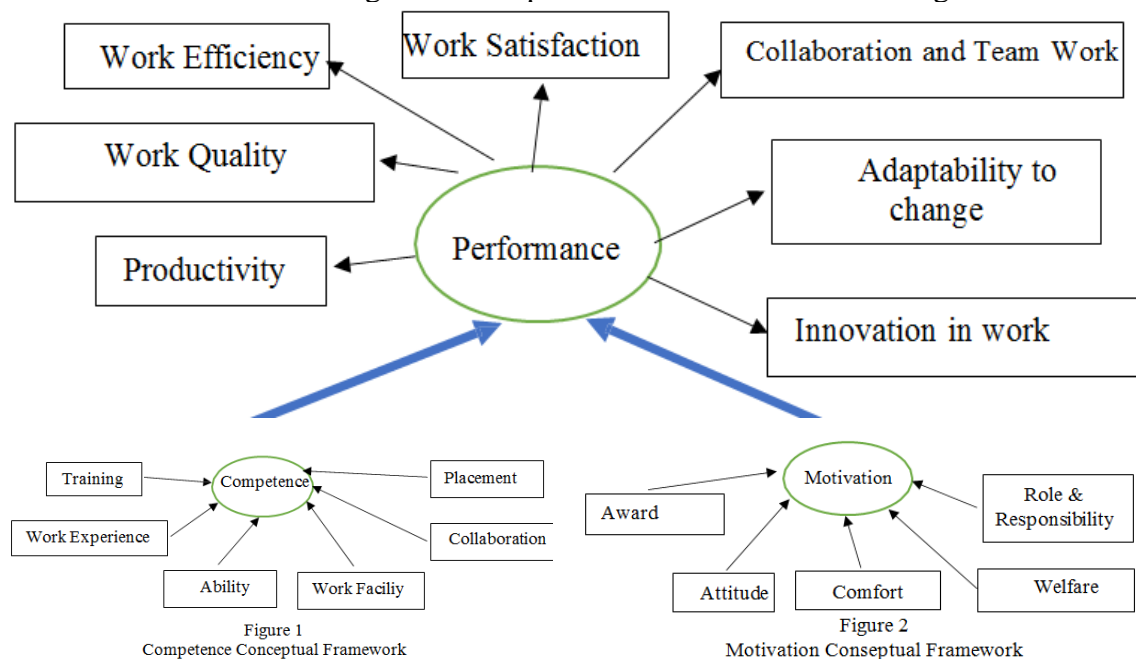


Figure 3
Conceptual Framework of Competence and Motivation

Based on Figure 3, competence and motivation have a direct impact on performance improvement of personnel as a service element in a military institution in Indonesia, which can be explained below:

1. **Productivity.** Competence and motivation are key factors in driving good personnel performance, which ultimately increase productivity as an element of service. High competence allows personnel to complete tasks quickly and accurately, reduce error rates, and utilize resources efficiently. Competent personnel have the skills needed to carry out work professionally, thus producing high quality and on-time work results. High motivation provides encouragement for personnel to work enthusiastically, maintain discipline, and contribute maximally to achieving organizational goals. Maintained motivation will increase performance consistency, make personnel more proactive, and encourage them to continue to improve their work methods. The combination of good competence and motivation creates a productive work environment, where each personnel is able to work effectively and efficiently. High productivity is very important to support services to users, thus creating zero complaint.
2. **Work Quality.** Competence and motivation are two important elements that support good personnel performance as an element of service in a military institution, which ultimately has a direct impact on the work quality. High competence ensures that personnel have the knowledge, skills, and expertise needed to complete tasks to the high standard. With adequate competence, personnel can work accurately, effectively, and according to procedures, thus guarantying the quality of work. Strong motivation provides encouragement for personnel to continue to improve performance, work with high dedication, and maintain consistency in service results. Motivated personnel will strive to achieve the best service results even under pressure, because they have an intrinsic drive to excel. When competence and motivation go hand in hand, good performance will be reflected in excellent service quality.
3. **Work efficiency.** Competence and motivation are the main foundation in creating good performance, which ultimately contribute to increasing the work efficiency of personnel as service element in a military institution. Personnel with high competence have the ability to complete tasks effectively and on time, and understand well the best way to use available resources. With adequate expertise, they are able to reduce errors, speed up the service process, and avoid wasting time and materials. High motivation encourages personnel to serve with enthusiasm, consistency, and discipline, so that each task is completed optimally without the need for continuous supervision. Motivation also encourages personnel to continue to improve service methods, take initiatives, and innovate in simplifying the service process. Combination of strong competence and motivation will produce performance that is not only effective but also efficient.
4. **Work satisfaction.** Competence and motivation are two main factors that drive good performance. Personnel with high competence have adequate skills and expertise to complete tasks effectively and efficiently. Strong competence allows personnel to face challenges with the right solutions, maintain the quality of services, and increase productivity. On the other hand, high motivation provides encouragement for personnel to continue to strive to provide the best services, even when faced with stressful and risky situations. Motivation strengthens work spirit, discipline, and commitment to tasks. When competence and motivation go hand in hand, personnel performance will increase significantly, creating a sense of achievement and recognition that leads to job satisfaction. This job satisfaction is important because it has an impact on the psychological well-being

of personnel and strengthens their loyalty to the organization. Thus, strengthening competence and motivation not only improves performance but also creates a more productive and harmonious work environment.

5. Collaboration and teamwork. Competence and motivation are the main foundation that drives personnel performance as an element of services in a military institution, which in turn strengthens collaboration and teamwork. Personnel with good competence have technical skills and knowledge that allow them to be able to contribute optimally to the team. High competence also allows each team member to complement each other's expertise, creating synergy in achieving common goals. High motivation encourages personnel to serve with enthusiasm, maintain discipline, and support coworkers. Motivation increases the sense of responsibility for tasks and strengthens relationship between team members through effective communication and mutual respect. When competent and motivated personnel work together, a solid team is formed with a high level of collaboration, where each member has the same commitment to providing the best service.
6. Innovation in work. Competence and motivation play an important role in driving personnel performance which ultimately results in innovation in providing services. High competence gives personnel the ability to understand complex challenges, master technology, and find effective and efficient solutions. Competent personnel are able to think critically and creatively, making it easier to create new ways of carrying out tasks and improving service quality. Motivation creates an intrinsic drive to innovate, take initiative, and make continuous improvements. When competence is combined with motivation, personnel are not only able to work well but are also encouraged to create new ideas that can improve services. Innovation resulting from good performance is very important in facing technological developments and the dynamic of threats that continue to change. Therefore, improving competence and maintaining personnel motivation is a strategic step to create an innovative and adaptive work environment.

Discussion

Based on the analysis of the research results, a discussion on competence and motivation for improving work performance can be explained as follows:

Competence

Based on research and interview with informants, personnel in a military institution are of desirous to improve their competence by attending the training held by work units or Technical Guidance held by ministry and other institutions and increase their education level to a higher level. In this study in a military institution as an element of service, the zero complaint is a target that should be achieved every day. The greater the number of technical problems encountered in the field, the greater the need for competent personnel to handle these problems, so as to achieve the target of zero complaint. According to statement of informant in an in-depth interview, improving personnel competence needs to be carried out by each individual according to their field of duty and must be supported by the leadership and the availability of work facilities in order to achieve the goals of the organization as an element of services (result of interview with a leader of a military institution).

The competence possessed by personnel plays an important role in carrying out duties as an element of services. Competence is influenced by several factors that can be grouped into internal and external factors. Internal factors include training such as unit training or Technical Guidance followed by personnel according to their field of duty, work experience and abilities. External factors include work facilities, collaboration and placement of personnel according to

their competence. This is consistent with the results of research (Anggraeni & Irawady, 2023), (Anggraeni & Irawady, 2023), (Ahmad Said Baashen et al., 2023), (Ibrahim & Harrison, 2020), that competence is influenced by internal and external factors.

Organization as a service element in a military institution requires competent personnel in their fields in order to provide the best services to users, thus achieving the organization's target of zero complaint. Based on this statement, it can be concluded that leaders in organization of a military institution must pay attention to factors that influence personnel competence such as training. Training can be attended through independent learning, unit training and technical guidance held by the Ministry or other institutions in accordance with the field of duty of each personnel.

Based on research (Subari & Raidy, 2015), training significantly affects personnel competence. Training for personnel in the organization of the military institution can be followed independently or in coordination of the organization. Independent training can be done via social media while those being coordinated by the organization can be done as per the predetermined schedule. Training can positively drive performance to produce better services.

Motivation

Based on the results of research and interviews with informants, leaders in organization of the military institution are enthusiastic about providing motivation to all personnel in order to successfully achieve the organization's goals as an element of services. The motivation given to personnel relating to the competence improvement, promotion and work overtime motivation can affect the work spirit of personnel. In this study, the target of the organization as an element of service in a military institution is zero complaint every day.

The greater the number of users to be served, the greater the challenges that the organization must face in providing the services, thus increasing the workload of personnel. In this regard, work motivation is needed for all personnel in order to provide good services. Motivation can be influenced by various factors, including appreciation, attitude, comfortable work environment, welfare and roles and responsibilities assigned to each personnel. Leaders must pay attention to factors that influence personnel work enthusiasm, one of which is appreciation such as providing additional incentives and gratitude which can increase personnel work motivation. This is consistent with the research (Nawa & Yamagishi, 2021), (Novianty & Evita, 2018), (Aziri, 2019), (Sejal & Bhavikatti, n.d.) and (Noor et al., 2020).

CONCLUSION

Based on the research results, competence and motivation have been proven to have a significant role in driving personnel performance as a service element in a military institution. High competence allows personnel to work effectively, on time, and in accordance with established operational standards. Meanwhile, strong motivation provides internal encouragement for personnel to maintain their work enthusiasm, discipline, and commitment to achieving organizational goals. Good performance, as a result of competence and motivation, not only increases productivity, but also creates work efficiency, strengthens team collaboration, and produces higher quality work results. The achieved work efficiency allows for optimal use of resources and accelerates task completion. In addition, good collaboration between personnel strengthens team synergy in facing service challenges. With optimal performance, the organization of a military institution is able to provide good service to users, achieve zero complaints and provide satisfaction to users. Therefore, efforts to improve personnel competence through continuous training and maintain personnel motivation by providing awards and conducive work environment are crucial to support the achievement of better performance. The conclusion is that the competence and motivation are strategic keys in

improving personnel performance as a service element in one of the military institutions in Indonesia.

Suggestion

Based on the research results, it is suggested that one of the military institutions should focus more on improving personnel competence through structured and sustainable training programs. In addition, the institution should create a supportive work environment by providing motivation through fair and transparent awards, and creating a comfortable and conducive work atmosphere.

Improving personnel motivation can also be done by strengthening communication between leaders and subordinates, and providing constructive feedback on personnel performance. Building a sense of belonging to the organization by giving appropriate responsibilities and recognition of work achievements.

By optimizing competence and motivation management, the organization are expected to be capable of creating high-performance, productive personnel who are ready to face challenges in every mission they are assigned.

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