



DOI: <https://doi.org/10.38035/dijdbm.v6i5>  
<https://creativecommons.org/licenses/by/4.0/>

## The Influence of Placement and Competence on the Performance of Civil Servants through Motivation at the Regional Civil Service Agency of Jambi Province

Wisnilili Niawati<sup>1</sup>, Fakhrol Rozi Yamali<sup>2</sup>, Osrita Hapsara<sup>3</sup>.

<sup>1</sup>Universitas Batanghari, Jambi, Indonesia, wisniniawati31@gmail.com.

<sup>2</sup>Universitas Batanghari, Jambi, Indonesia, m.zaharims@gmail.com.

<sup>3</sup>Universitas Batanghari, Jambi, Indonesia, osritahapsara@yahoo.co.id.

Corresponding Author: wisniniawati31@gmail.com<sup>1</sup>

**Abstract:** The purpose of this study is to analyze the effect of placement and competence on motivation, as well as to analyze the effect of placement and competence on performance, and to analyze the effect of placement and competence on performance through motivation at the Regional Civil Service Agency of Jambi Province. The method used in this research is descriptive-verbatim and quantitative statistics, with questionnaire tabulation from respondents' answers as the basis for descriptive statistical processing, and quantitative methods using Structural Equation Modeling (SEM) with SmartPLS 3.0 as the analytical tool. Based on the analysis results using SmartPLS 3.0, it was found that placement has a significant effect on motivation; competence has a significant effect on motivation; placement does not have a significant and positive effect on employee performance; competence has a positive and significant effect on employee performance; motivation has a positive and significant effect on employee performance; placement has a significant effect on employee performance through motivation; and competence has a significant effect on employee performance through motivation.

**Keyword:** Placement, Competence, Motivation, Employee Performance.

### INTRODUCTION

Human Resource Management (HRM) plays a strategic role in ensuring the achievement of organizational goals and creating employee job satisfaction through effective and efficient management (Rivai & Sagala, 2017). Proper implementation of HRM can enhance employees' skills, knowledge, and expertise, enabling them to perform their tasks optimally (Darodjat, 2015). Good employee performance is influenced by various factors, including placement, competence, and work motivation (Amedd & Uddin, 2012).

Proper employee placement, namely aligning employees' competencies with organizational needs, can enhance work effectiveness and contribute positively to performance achievement (Sabrina, 2021; Haryanto, 2021). Inappropriate placement may lead to a mismatch between positions and qualifications, potentially reducing productivity. Therefore,

organizations require placement strategies based on job analysis and competency mapping to ensure the principle of “the right man in the right place” is realized.

Employee competence which encompasses knowledge, skills, and attitude is a crucial factor in supporting the effectiveness of work implementation (Edison et al., 2016). Employees with high competence are able to adapt, solve problems, and contribute optimally. Conversely, low competence can hinder the achievement of organizational goals (Sinambela, 2016). Competence can be improved through training, education, and continuous career development.

Work motivation also plays an important role in encouraging employees to achieve optimal performance. Motivation arises from a combination of needs, drives, and goals to be achieved (Sedarmayanti, 2011; Kadarisman, 2012). Employees with high motivation tend to demonstrate dedication and consistency in their work, enabling them to deliver quality results (Winardi, 2004). Strong motivation—whether originating from within the individual or from the work environment—has been proven to make a significant contribution to performance improvement (Suwatno, 2011).

The Regional Personnel Agency of Jambi Province holds a strategic role in managing civil servants within the provincial government. However, data indicate ongoing issues, including employee placements that do not match educational qualifications, low participation in training and certification programs, and suboptimal performance achievements in recent years. These conditions highlight the need for an evaluation of employee placement and competency development strategies, with consideration of work motivation as a mediating variable. Based on these considerations, this study aims to analyze the effect of placement and competence on the performance of civil servants through motivation at the Regional Personnel Agency of Jambi Province.

## **METHOD**

This study employs a quantitative approach using a survey method, aimed at examining the effect of placement and competence on employee performance through work motivation as a mediating variable. A quantitative approach was chosen because it enables the objective measurement of relationships between variables using numerical data processed statistically (Sugiyono, 2017). This research is explanatory in nature, meaning it seeks to explain the causal relationships between independent variables, mediating variables, and dependent variables (Kerlinger & Lee, 2000).

The population of this study consists of all civil servants within the Regional Personnel Agency of Jambi Province, totaling 102 individuals. The sampling technique used is saturated sampling, or census sampling, in which all members of the population are included as respondents (Riduwan, 2012). This technique was chosen because the population size is relatively small, allowing the researcher to collect data from all respondents.

The type of data used in this study is primary data obtained through a questionnaire with a five-point Likert scale, ranging from “strongly disagree” to “strongly agree.” The research instrument was developed based on the indicators of each variable and tested for validity and reliability. The validity test was conducted using Pearson’s Product Moment correlation analysis, while the reliability test employed Cronbach’s Alpha coefficient, with a minimum threshold value of 0.70 to indicate good internal consistency (Nunnally & Bernstein, 1994).

The data analysis technique used in this study is Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS version 3 software. PLS-SEM was chosen because it can analyze complex models with a relatively small sample size and does not require the assumption of normal data distribution (Hair et al., 2017). The analysis was carried out in two stages: (1) testing the measurement model (outer model) to assess the validity and reliability of the indicators, and (2) testing the structural model (inner model) to examine the relationships among the research variables.

## RESULTS AND DISCUSSION

### Respondent Characteristics.

The research data were obtained from respondents' answers, followed by data processing and analysis. These results were then used as the basis for hypothesis testing. Descriptive analysis was employed to describe the respondents' answers for each variable.

The respondents in this study were employees of the Regional Personnel Agency of Jambi Province, totaling 84 individuals. Their demographic characteristics are presented in Table 1 below:

**Table 1. Characteristics of Respondents at the Regional Personnel Agency of Jambi Province**

Profile	Description	Frequency	Percentage
Employment Status	Civil ASN	84	100,00
	Honoror	0	0
Total		84	100,00
Gender	Male	56	66,67
	Female	28	33,33
Gender		84	100,00

Source: Primar Data Processing, 2025

### Description of Research Variables.

Descriptive analysis in this study was used to obtain an overview of the observed variables based on the perceptions of the community as service users at the Regional Revenue Agency (Badan Pendapatan Daerah, Bapenda) of Tanjung Jabung Barat Regency. The variables analyzed include employee professionalism, work discipline, public service performance, and community satisfaction with the services provided. Through this descriptive approach, the researcher seeks to understand how the community evaluates the competence and professional attitude of Bapenda staff, the level of discipline in carrying out their duties, the quality of service performance received, and the extent of their satisfaction with the services delivered.

Based on the survey conducted, the description of the observed variables in this study is summarized in the following table:

**Table 2. Description of Research Variables**

No	Variable	Item	Score	Scale Range	Information
1	Placemement	6	2055	1713 – 2115	Appropriate
2	Work Discipline	7	2511	1998 – 2467	Appropriate
3	Service Performance	14	4929	1176 – 2056,7	Very Low
4	Public Satisfaction	7	2431	1528 – 1997	Quite High

Source: Processed data (2025)

### Evaluation of Measurement Model (Outer Model)

The measurement model in the use of SmartPLS 3.0 is crucial, as it relates to whether the indicators are reflective or formative. In a reflective model, the indicators are mathematically positioned as sub-variables influenced by the latent variable. Thus, these indicators can be considered to be affected by the same factors namely, their latent variable.

Microsoft Excel was used to input and calculate data from the distributed questionnaires, which were saved in CSV file format. In this study, SmartPLS version 3.0 software was utilized to input the tabulated results and perform calculations for each indicator and variable. All latent variables in this study have reflective indicators.

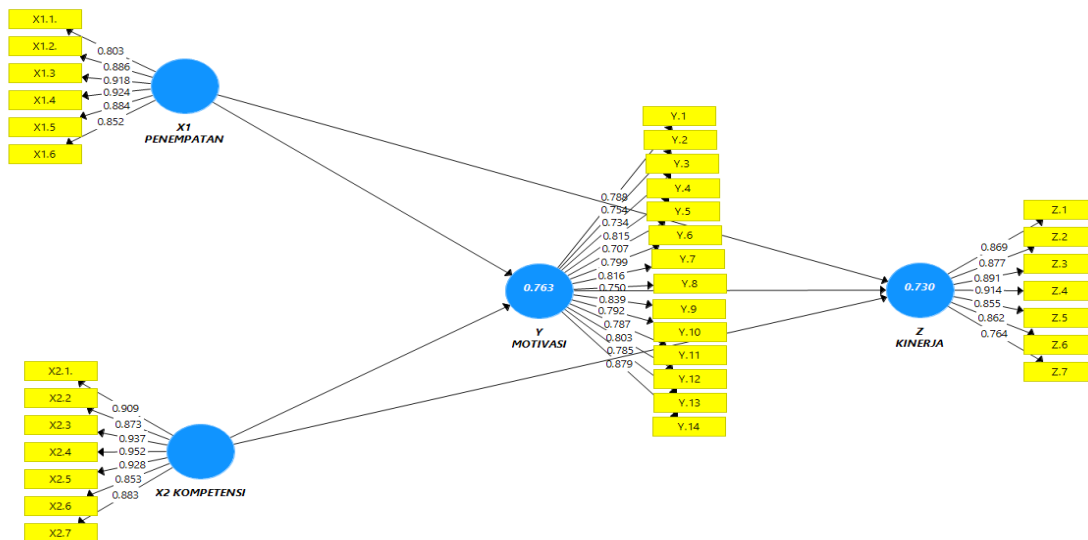


Figure 1. Full Outer Model

Based on Figure 1, all outer loading values are above 0.70. The results of this model calculation are considered valid because all outer loading values exceed 0.70.

**Evaluation of the Inner Model**

The evaluation or testing of the inner model is conducted to test the hypotheses regarding the effect of exogenous (independent) variables on endogenous (dependent) variables. This is done by comparing the p-value of the path coefficient with a significance level of  $\alpha = 0.05$ . The test is considered highly significant if the p-value is less than or equal to 0.05 ( $p \leq 0.05$ ), or by using the t-table value of 1.96. The decision rule is as follows: if the t-statistic > t-table, the null hypothesis is rejected; if the t-statistic < t-table, the null hypothesis is accepted.

**R-Square**

In evaluating this model, the assessment begins by examining the R-square value for each endogenous latent variable. Table 3 presents the R-square estimation results using SmartPLS 3.0:

**Table 3. R Square Test Results**

Variabel	R Square	R Square Adjusted
Motivation (Y)	0,904	0,903
Employee Performance (Z)	0,942	0,942

Source: SmartPLS 3 output (2025)

Table 3 shows that the R-square value for motivation is 76.3%, and for employee performance is 73%. This indicates that the influence of placement and competence on motivation falls into the strong category. Likewise, the influence of placement and competence on employee performance is also categorized as strong.

**Evaluation of the Goodness of Fit of the Structural Model**

According to Ghazali & Latan (2015), a model is considered to have predictive relevance if the  $Q^2$  value is greater than 0 ( $Q^2 > 0$ ). The evaluation of the structural model's goodness of fit is measured using the predictive relevance ( $Q^2$ ) value, which is calculated using the following formula:

$$Q^2 = 1 - (1 - R^2_{12}) (1 - R^2_{22})$$

$$Q^2 = 1 - (1 - 0,7632) (1 - 0,7302)$$

$$Q^2 = 1 - (1 - 0,582) (1 - 0,533)$$

$$Q^2 = 1 - (0,418)(0,467)$$

$$Q^2 = 1 - 0,195$$

$$Q^2 = 0,805$$

The  $Q^2$  calculation result in this study is 0.805, indicating that the model has predictive relevance because the value  $0.805 > 0$  and falls into the strong category.

**Effect Size-F**

The effect size ( $f^2$ ) can be determined from the f-square value, which is used to assess the quality of the model. According to Ghazali & Latan (2015), f-square values of 0.02, 0.15, and 0.35 can be interpreted as indicating whether a latent predictor variable has a weak, medium, or large effect at the structural level. The effect size ( $f^2$ ) values can be seen in the following table:

**Table 4. F-Square Value**

Variable	Motivation (Y)	Employee Performance (Z)
Placement (X1)	0.190	0.003
Competence (X2)	0.771	0,087
Motivation (Y)		0.266

Source: SmartPLS 3 Output (2025)

Table 4 presents the effect size ( $f^2$ ) as explained below:

1. The f-square value of placement on motivation is 0.190, meaning the effect size for this relationship is categorized as medium.
2. The f-square value of competence on motivation is 0.771, meaning the effect size for this relationship is categorized as large.
3. The f-square value of placement on employee performance is 0.003, meaning the effect size for this relationship is categorized as weak.
4. The f-square value of competence on employee performance is 0.087, meaning the effect size for this relationship is categorized as weak.
5. The f-square value of motivation on employee performance is 0.266, meaning the effect size for this relationship is categorized as medium.

**Hypothesis Testing**

The hypothesis testing was conducted based on the results of the Inner Model (structural model) analysis using bootstrapping in SmartPLS 3.0. This process determines whether a hypothesis can be accepted or rejected by examining the significance values between constructs, specifically the t-statistics and p-values. The overall effect of the exogenous variables on the endogenous variables can be observed from the bootstrapping output shown in Figure 2 below:

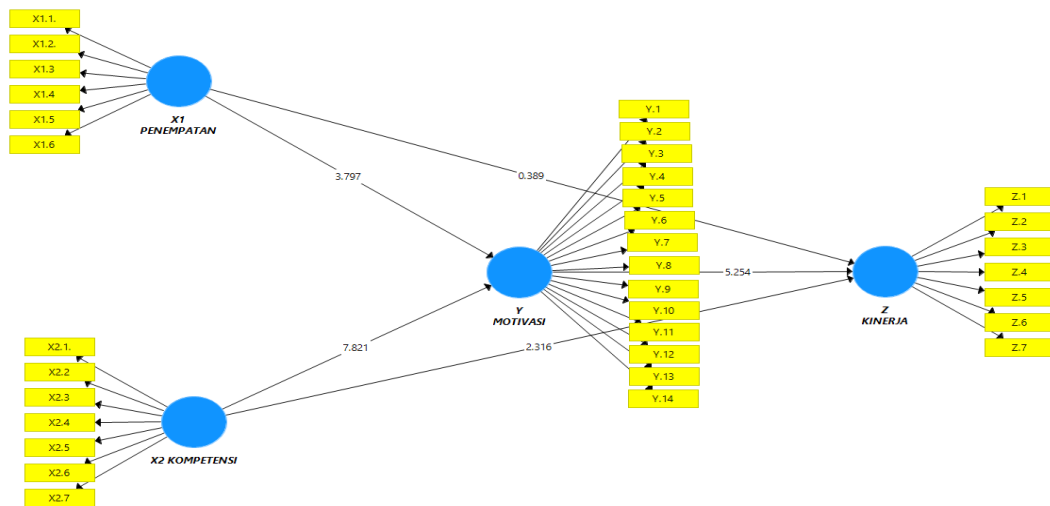


Figure 2. Output Botstrapping in SmartPLS 3.0

The values shown in Figure 2 are derived from the bootstrapping results. The rule of thumb used in this study is that the t-statistic value must be greater than 1.96 for a two-tailed hypothesis with a significance level of p-value 0.05 (5%), and the beta coefficient must be positive. To address the hypotheses proposed in this study, the results can be observed from the Bootstrapping (Path Coefficient) output, as presented in the direct effect and indirect effect tables below:

Table 5. Direct and Indirect Effects Results

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Description
X1_ PLACEMENT > Y_ MOTIVATION	0.309	3.797	0.000	Accepted
X1_ PLACEMENT-> Z_ PERFORMANCE	0.047	0.389	0.697	Rejected
X2 COMPETENCE-> Y_ MOTIVATION	0.622	7.821	0.000	Accepted
X2 COMPETENCE -> Z_ PERFORMANCE	0.297	2.316	0.021	Accepted
Y_ MOTIVATION -> Z_ PERFORMANCE	0.551	5.254	0.000	Accepted
X1_ PLACEMENT -> Y_ MOTIVATION -> Z_ PERFORMANCE	0.170	3.039	0.002	Accepted
X2 COMPETENCE -> Y_ MOTIVATION -> Z_ PERFORMANCE	0.343	4.171	0.000	Accepted

Source: SmartPLS Version 3.0 (2025)

### The Effect of Placement on Motivation

The results of the study show that the placement variable has a positive and significant effect on motivation. This finding is consistent with the research conducted by Yunus et al. (2013), which reported that the partial test (t-test) showed  $t_{\text{calculated}} > t_{\text{table}}$ , namely  $5.201 > 1.654$ , with a significance level of  $\alpha = 5\%$ . The coefficient value of 3.31% indicates the magnitude of the effect of placement on work motivation. Furthermore, according to Jackson (2019), job placement refers to assigning an individual to the right job position. How well an employee matches their job will influence both the quantity and quality of their work. An individual placed in a suitable position will naturally be motivated to achieve optimal performance.

The influence of placement on motivation is due to the fact that each employee must possess knowledge relevant to their area of responsibility, skills related to their respective job fields, and expertise aligned with their assigned duties. Every employee must be capable of handling work-related issues thoroughly and effectively, as well as solving problems quickly and efficiently. Employees are also expected to uphold organizational ethics to ensure tasks are carried out correctly. Additionally, each employee should maintain a positive attitude (being friendly and polite) in efforts to improve services to the public at the Regional Civil Service Agency of Jambi Province.

### **Effect of Placement on Performance**

The results of the study indicate that the placement variable has a positive but not significant effect on performance. This finding is consistent with research by Razak et al. (2021), which showed that placement does not have a significant effect on employee performance and represents the first hypothesis tested partially. The statistical data obtained show a t-count value of 1.355, which is lower than the t-table value of 2.004, and a significance value of 0.181, which is higher than 0.05. Similarly, Ratnasari et al. (2020) found that the employee placement variable (X3) had a t-count value of  $0.037 < t\text{-table value of } 2.01290$ , with a significance value of  $0.971 > 0.05$ . Based on these results, the decision taken was to accept  $H_0$  and reject  $H_a$ , meaning that employee placement has no significant effect on employee performance. This result is also supported by Amalia (2017), who stated that employee placement is not merely about assigning a position but must involve matching and comparing the qualifications possessed by the employee with the needs and requirements of a specific position or job.

The lack of influence of placement on employee performance is due to the fact that placement has not yet been properly implemented as a basis for fulfilling the required number of employees and assigning positions that match the required educational qualifications. In addition, there is still a gap between the fulfillment of staffing needs and the available quotas in each division or section, particularly in meeting the appropriate educational levels for positions that should be held by officials at the Regional Civil Service Agency of Jambi Province.

### **The Influence of Competence on Motivation**

The research findings indicate that the competence variable has a significant influence on employee performance. This result is consistent with the study conducted by Fadli et al. (2024), which reported that the relationship between competence and motivation shows a path coefficient of 0.532. The t-statistic value of 3.271 is greater than 1.96, and the p-value of 0.001 is less than 0.05, indicating that hypothesis H1 is accepted. Based on these results, it can be concluded that competence has a significant and positive effect on motivation. Similarly, Wibowo (2010) explains that competence is the ability to perform or carry out a job or task based on skills and knowledge, supported by the work attitudes required by the job. High competence will, in turn, lead to high motivation to achieve performance goals.

The influence of competence on motivation arises because each employee must possess knowledge relevant to their assigned duties, have skills related to their respective job fields, and hold expertise aligned with their responsibilities. Employees must be able to handle work-related problems thoroughly and effectively, demonstrate the ability to solve problems quickly and efficiently, and uphold organizational ethics to perform their work correctly. Furthermore, employees should maintain a positive attitude being friendly and polite in their efforts to improve services provided to the public at the Jambi Provincial Civil Service Agency.

### **The Influence of Competence on Employee Performance**

The research findings indicate that the competence variable has a positive and significant effect on employee performance. This result aligns with the study conducted by Sarumaha (2022), which found that the calculated t-value (3.354) was greater than the critical t-value (1.694) and the significance level of 0.002 was less than 0.05. Therefore, it can be concluded that competence has a positive and significant effect on employee performance. Similarly, as stated by Edison et al. (2016), competence refers to the underlying characteristics of an individual that are causally related to effective and/or superior job performance.

The influence of competence on employee performance exists because every employee must possess knowledge relevant to their area of responsibility, have skills related to their respective job fields, and hold expertise aligned with their assigned duties. Each employee should be capable of handling work-related problems in a detailed and effective manner and be able to solve problems quickly and efficiently. Employees are also expected to uphold organizational ethics to ensure that work is carried out correctly. In addition, each employee should maintain a positive attitude (friendly and polite) in efforts to improve services provided to the public at the Regional Civil Service Agency of Jambi Province.

### **The Influence of Motivation on Employee Performance**

The results of the study show that the motivation variable has a positive and significant effect on employee performance. This finding is consistent with the research conducted by Saputra et al. (2024), which states that the bootstrapping output for the relationship between work motivation and employee performance shows a path coefficient of 0.661, a t-statistic value of  $5.153 > 1.96$ , and a p-value of  $0.000 < 0.05$ . This means that hypothesis H1 is accepted. Based on these results, it can be concluded that work motivation has a positive and significant effect on employee performance. According to Qomariah (2020), motivation is a factor that drives an individual to carry out certain activities and is often interpreted as the driving force behind a person's behavior. Essentially, motivation is an internal drive that moves a person to engage in positive actions, which in turn can improve performance.

The influence of motivation on employee performance is due to several factors: employees receive promotions for performing exceptionally well; some are promoted because of their long tenure in the organization; employees successfully complete tasks entrusted to them; high-performing employees receive incentives as rewards; employees strive to obtain career development opportunities from their superiors; employees work in line with their areas of expertise; they are motivated to meet targets in order to earn bonuses; the value of the bonuses provided strongly motivates employees to work harder; employees take responsibility for completing their tasks properly; every employee is expected to carry out their responsibilities in finishing their work; employees wish to be assigned to units that match their expertise; supervisors give praise for the abilities employees possess; employees successfully accomplish their assigned tasks; and the quality of employees' work is highly satisfactory at the Regional Civil Service Agency of Jambi Province.

### **The Influence of Job Placement on Employee Performance Through Motivation**

The results of the study show that job placement has a significant and positive effect on employee performance through motivation. This finding is consistent with research conducted by Adinia (2024), which found that the variable of job placement on performance through motivation had a coefficient value of 0.203, a t-statistic value of  $2.184 > t$ -table value of 1.96, and a p-value of 0.029, which is less than 0.05. Furthermore, according to Suswati (2022), placing employees in positions that match their capabilities, skills, and knowledge will lead to better performance. Assigning employees to roles aligned with their competencies will naturally motivate them to achieve optimal performance, making it easier to meet established performance targets.

The effect of job placement on employee performance through motivation is due to the fact that every employee must possess knowledge relevant to their assigned duties, have skills related to their respective fields of work, and possess expertise aligned with their job responsibilities. Each employee should be capable of handling work-related issues thoroughly and effectively, have the ability to resolve problems quickly and efficiently, uphold organizational ethics to ensure tasks are performed correctly, and maintain a positive attitude (friendly and polite) in efforts to improve services provided to the public at the Regional Civil Service Agency of Jambi Province.

### **The Influence of Competence on Employee Performance Through Motivation**

The research results indicate that competence has a significant and positive effect on employee performance through motivation. These findings are consistent with the study conducted by Fauzi & Nugroho (2024), which reported a t-value of  $2.278 > 2.003$  with a p-value of 0.023, which is less than 0.05. Furthermore, according to Dessler (2017), competence is a personal characteristic that can be demonstrated, such as knowledge, skills, and personal behaviors like leadership.

The influence of competence on employee performance is due to the fact that every employee must possess knowledge relevant to their field of duty, have skills related to their respective job roles, and possess expertise aligned with their area of responsibility. Employees must be able to handle work-related problems in a detailed and proper manner, as well as have the ability to resolve issues quickly and efficiently. They are expected to uphold ethics within the organization to ensure tasks are carried out correctly and to maintain a positive attitude (friendly and polite) in efforts to improve services provided to the public at the Regional Civil Service Agency of Jambi Province.

### **CONCLUSION**

Based on the results of data analysis and discussion, it can be concluded that employee placement has a positive and significant effect on work motivation within the Regional Civil Service Agency of Jambi Province. Placement that aligns with employees' competencies, educational background, and skills has been proven to enhance their enthusiasm and intrinsic drive to perform better. This indicates that applying the principle of "the right man in the right place" is an important strategy in human resource management to encourage optimal performance.

Employee competence has also been proven to have a positive and significant effect on work motivation. Employees who possess strong knowledge, skills, and work attitudes tend to feel more confident in carrying out their duties, thereby increasing intrinsic motivation. Therefore, developing competence through training, education, and coaching becomes a key factor in creating a motivated workforce.

In addition, work motivation has a positive effect on employee performance. Motivated employees demonstrate high levels of dedication, consistency, and work ethic, enabling them to deliver more optimal results. These findings reinforce the notion that motivation serves as a mediating factor that strengthens the influence of job placement and competence on performance.

Simultaneously, employee placement and competence have a positive and significant effect on performance through work motivation as a mediating variable. This indicates that efforts to improve employee performance should not only focus on enhancing placement systems and increasing competence, but also require strategies that directly foster employee motivation. Therefore, the Regional Civil Service Agency of Jambi Province needs to implement job placement policies based on job analysis, sustainable competency development programs, and reward systems that can stimulate employee motivation.

**REFERENCE**

- Amalia, R. (2017). *Penempatan dan Pengembangan Pegawai*, Edisi 1, Sumedang: IPDN Amalia (2017)
- Darodjat, T. A. (2015). *Konsep-konsep Dasar Manajemen Personalia Masa Kini*. Bandung: PT Refika Aditama
- Dessler, G., & Chhinzer, N. (2017). *Human Resources Management in Canada*. Canada: Pearson Canada Inc.
- Edison, E., Anwar, Y., & Komariyah, I. (2016). *Manajemen Sumber Daya Manusia Strategi dan Perubahan Dalam Rangka Meningkatkan Kinerja Pegawai dan Organisasi*. Bandung: Alfabeta.
- Fauzi, A & Nugroho, G. (2024). Pengaruh Kompetensi Terhadap Kinerja Pegawai Dengan Motivasi Kerja Sebagai Variabel Intervening.” *Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan* 18(1):558. doi:10.35931/aq.v18i1.3016 .
- Ghozali, I., & Latan, H. (2015). *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0*. Badan Penerbit, Universitas Diponegoro Semarang.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M. Danks, N.P., & Ray, S. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM). Using R*. Cham: Springer
- Julia Anita, Nasir Aziz, and Mukhlis Yunus. (2013). Pengaruh Penempatan dan Beban Kerja Terhadap Motivasi Kerja dan Dampaknya Pada Prestasi Kerja Pegawai Dinas Tenaga Kerja dan Mobilitas Penduduk Aceh. *Pascasarjana Universitas Syiah Kuala* 11(1):67.
- M. Kadarisman. (2012). *Manajemen Pengembangan Sumber Daya Manusia*. Jakarta: Raja Grafindo Persada
- Qomariah, Nurul. (2020). *Manajemen Sumber Daya Manusia (Teori, Aplikasi dan Studi Empiris)*, Edisi 1. Jember: Pustaka Abadi
- Razak, Nurlaely, Ramdhan Manajemen, and Stiem Bongaya Makassar. n.d. (2021). *Penempatan, Pengawasan Dan Kepuasan Kerja Dn Pengaruhnya Terhadap Kinerja Pegawai*. Vol. 2021
- Rivai, V & Sagala, E.J. (2011). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Jakarta: PT. Raja Grafindo Persada.
- Sabrina. (2021). *Manajemen Sumber Daya Manusia*. Medan: UMSU Press.
- Sarumaha, W. (2022). Pengaruh Budaya Organisasi Dan Kompetensi Terhadap Kinerja Pegawai. *Jurnal Akuntansi, Manajemen Dan Ekonomi*, 1(1):28–36. doi:10.56248/jamane.v1i1.10.
- Sedarmayanti. (2012). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi Manajemen Pegawai Negeri Sipil*. Bandung : Rafika Aditama
- Sinambela, L.P. (2016). *Manajemen Sumber Daya Manusia: membangun tim kerja yang solid untuk meningkatkan kinerja*. Jakarta: Bumi Aksara.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Suswati, E. (2022). *Motivasi Kerja*. Media Nusa Creative (MNC Publishing)
- Suwatno. (2011). *Manajemen SDM dalam Organisasi Publik dan Bisnis*. Bandung: ALFABETA
- Wibowo. (2010). *Manajemen Kinerja*. Jakarta: Rajawali Pers.
- Winardi. (2004). *Motivasi dan Pemasalahan Manajemen*. Jakarta: PT. Raja Grafinda Persada. Universitas Muhammadiyah Surakarta.