

Impact of Competency, Training, Employee Commitment on Performance at the Regional Secretariat of Jember Regency

Galih¹, Audi Ryan Setiawan², Ronald Farid Maruf³, Nurul Qomariah⁴, Nursaid⁵

^{1,2,3,4,5} Universitas Muhammadiyah Jember, Indonesia

nurulqomariah@unmuhjember.ac.id

Abstract

This research aims to analyze the impact of competency, training, commitment on employee performance at the Jember Regency Regional Secretariat. The population in this study were all employees at the Regional Secretariat of Jember Regency, totaling 60 employees and all of them were used as research samples. Descriptive data analysis was used to determine the description of respondents. Validity tests and reliability tests were carried out to test whether the research questionnaire met the requirements for conducting research. Hypothesis testing is carried out to test the influence of the independent variable on the dependent variable. The results of the analysis show that competence, training, commitment to employee performance at the Regional Secretariat of Jember Regency.

Keywords

competency; training;
commitment; performance



I. Introduction

Public services are a series of activities carried out by public bureaucratic institutions to meet the needs of citizens (Rodiyah, Sukmana, and Mursyidah 2021). Meanwhile, referring to Law 25 2009 concerning Public Services, public services are activities or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by the organizer public service. Public service providers in question are every state administration institution, corporation, independent institution formed based on the public activity law, and other legal entities formed solely for public service activities. Furthermore, according to (Pasolong 2019) public service is any activity carried out by the government for a number of people who have every activity that is profitable in a group or unit, and offers satisfaction even though the results are not tied to a physical product. Meanwhile, according to PAN Ministerial Decree Number 25 of 2004, public services are all service activities carried out by public service providers as an effort to fulfill the needs of service recipients, as well as in the context of implementing the provisions of statutory regulations.

The government as an institution providing public services must always provide maximum service. This is because the government is the implementer of the state so that people can receive services from the government. Good service from the government is usually reflected in the performance/achievements of employees in providing services to the community. Employee achievements reflect the extent to which they achieve company goals and standards. It measures their work output and responsibilities. Performance reflects success in tasks and responsibilities in the organization (Azhad, Anwar, and Qomariah 2015). According to (Rivai and Mulyadi 2012) states that performance is real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company. All activities carried out to improve the

company or organization's business are a form of performance (Mu'ah 2002). There are many factors that can improve performance, including: competency, training and employee commitment.

Competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by the work attitudes required by the job (Hutapea 2008). Competency also shows the characteristics of knowledge and skills possessed or needed by each individual that enable them to carry out their duties and responsibilities effectively and improve professional quality standards in their work. Employees who have competence are usually alert in completing all kinds of tasks assigned to employees. Research conducted by (Sukowidodo et al. 2022), (Mustikawati and Qomariah 2020), (Hendrawan and Sanosra 2023), (Y. Setiawan and Qomariah 2022), (Wahyudi, Qomariah, and Sanosra 2022), (Qomariah and Utamy 2023), (A. Setiawan et al. 2023), (Hapsari et al. 2022), (Kurniawan, Qomariah, and Cahyono 2021), (Rahmadani, Qomariah, and Sanosra 2020), (Rusmayanti, Martini, and Qomariah 2022), (Chandra, G, and Qomariah 2020), (Qomariah et al. 2023), (Basriani 2016), (Manik and Wiarah 2014), (Marhayani et al. 2019), (Hasibuan and Afrizal 2019), (Muhammad Arifin 2015), (Iskandar and Juhana 2014), (Abusama et al. 2017), (Renyut et al. 2017), (Kotamena et al. 2020), (Yamin and Ishak 2018), (Nyoto, Purwati, and Suyono 2020), (Adam and Kamase 2019), (Wongso, Gana, and Kerihi 2020), (Mukhtar 2018), (Bahri et al. 2018), (Widyanto and Mersa 2018) state that there is a positive relationship between competency and employee performance. Meanwhile, research (Utomo, Qomariah, and Nursaid 2019) states that there is no positive influence between competency and employee performance.

The next factor that can also increase performance is the training given to employees. One common way companies use to improve performance is through job training. Training will provide an opportunity for employees to develop skills and abilities at work so that what they know and master can help employees understand what they should do and why they should do it, providing an opportunity to increase their knowledge and skills (Sedarmayanti 2017). Training is any effort to improve every employee's performance in a particular job that is their responsibility, or a job that is related to their job (Gomes 2010). Training means the process of helping employees to master special skills or to correct deficiencies in carrying out work (Nawawi 2011). Research conducted by: (Mustikawati and Qomariah 2020), (Gala, Ramadhan, and Rede 2017), (Graha 2005), (Slameto, Sulasmono, and Wardani 2017), (Sulistyo, Minarsih, and Warso 2016), (Sumiaty 2020), (Hendrawan and Sanosra 2023), (Rahmadani, Qomariah, and Sanosra 2020), (H. Wahyudi, Susbiyani, and Qomariah 2021), (Sukowidodo et al. 2022), (Gala, Ramadhan, and Rede 2017), (Julianry, Syarief, and Affandi 2017), (Kahpi, Khurosaini, and Indra 2017), (Baharuddin, Alhabsyi, and Utami 2013), (Wiguna 2015) state that the training received by employees can provide an increase in performance.

Employee commitment is also a determining factor in increasing employee performance. Commitment is a basic attitude that has been embedded in the heart and mind by relying on behavior in accordance with the agreement at the beginning (Dessler 2016). Once an employee has committed, whatever happens, he must be responsible, he must complete his work, carry out his work honestly, keep his promises, and carry out all the obligations entrusted to him. Employees who have a high commitment to their work will usually carry out and carry out assigned tasks in a timely manner. Research conducted by (Sembiring and Winarto 2020), (Nainggolan, Siahaan, and Nainggolan 2020), (Uniati 2014), (Arinaldi, Amri, and Nurdasila 2017), (Mastur 2021), (Parinding 2017) shows that employee commitment has an impact on employee performance. Meanwhile, research

from (Hermawan 2012) states that employee commitment has no impact on employee performance.

Based on the results of previous research related to the themes of employee competency, training and commitment which are linked to employee performance, the aim of this research is to determine and analyze the influence of employee competency, training and commitment on employee performance at the Jember Regency Regional Secretariat. Meanwhile, the conceptual framework and research hypotheses are presented in Figure 1 below.

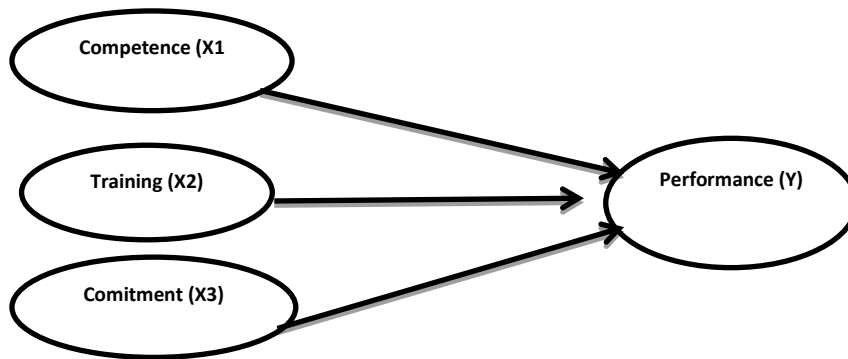


Figure 1. Research Conceptual Framework

Research Hypothesis

H1: Competency has a positive impact on employee performance

H2: Training has a positive impact on employee performance

H3: Employee commitment has a positive impact on employee performance

II. Research Methods

The research carried out is causality research, which was designed to examine the possibility of a cause-and-effect relationship between the independent variables and the dependent variable used in the research (Sugiyono 2017). The population of this research consisted of 60 employees of the Regional Secretariat of Jember Regency, the entire population of which was used as a sample (saturated sampling technique). The independent variable consists of competency (X1), training (X2), and employee commitment (X3), while the independent variable is employee performance (Y). The data analysis method consists of descriptive statistical analysis, data validity and reliability testing, and hypothesis testing.

III. Result and Discussion

3.1 Statistical Analysis Results Description

Characteristics of Respondents based on gender the results of descriptive analysis related to gender, namely men and women at the Jember Regency Regional Secretariat are presented in Table 1.

Table 1. Characteristics of Respondents Based on Gender

Gender	Number of Respondents	Percentage (%)
Man	32	52
Woman	26	48
Total	60	100

3.2 Characteristics of Respondents Based on Age

Based on the age of the respondents at the Regional Secretariat of Jember Regency who were respondents in this study are presented in Table 2.

Table 2. Characteristics of Respondents Based on Age

Age	Respondent	Percentage (%)
Between 30-40 years	30	50
Between 41-50 years	15	25
Between 51-60 years	15	25
Total	60	100

3.3 Characteristics of Respondents Based on Education Level

Based on the level of education at the Regional Secretariat of Jember Regency, the respondents in this study are presented in Table 3.

Table 3. Characteristics of Respondents Based on Education Level

Level of education	Total of Respondent	Percentage (%)
SMP/ Junior High School	1	3
SMA/ Senior High School	20	33
Diploma	5	8
S1	32	53
S2	2	5
Total	60	100

3.4 Data Validity and Reliability Test Results in Research

So that a measuring instrument in the form of a questionnaire can be used in this research, a validity test is needed. The validity test is intended to test whether the construct of a study is in accordance with each indicator. Factor loading is used as an indicator with the recommended cut off value being more than 0.70. The results of the data validity test for this research are presented in Table 4.

Table 4. Data Validity Test Results with Factor Loading Values

Indicator	Value of Loading Factor	Value of p
X1.1	0,767	< 0,001
X1.2	0,881	< 0,001
X1.3	0,882	< 0,001
X2.1	0,890	< 0,001
X2.2	0,897	< 0,001
X2.3	0,883	< 0,001
X3.1	0,868	< 0,001
X3.2	0,891	< 0,001
X3.3	0,893	< 0,001
Y1.1	0,884	< 0,001
Y1.2	0,841	< 0,001
Y1.3	0,812	< 0,001
Y1.4	0,817	< 0,001
Y1.5	0,742	< 0,001
Y1.6	0,895	< 0,001

The calculation of inductive statistical analysis for factor loadings, which is presented in Table 4, shows that the cross-loadings values for all indicators succeeded in having a value of more than 0.7 with a P value below 0.05. Thus it can be concluded that all variables used have indicators that meet the validity test criteria.

Reliability tests need to be carried out with the aim that the research instruments used can provide a consistent measurement of the concept and not cause bias. The results of the analysis of the research reliability test are presented in Table 5

Table 5. Reliability Test Results for Measuring Instruments

Variable	Value Of Composit Reliability	Cronbach Alpha Value	Results
Competence (X1)	0,882	0,797	Very Reliable
Training (X2)	0,920	0,869	Very Reliable
Commitment (X3)	0,915	0,861	Very Reliable
Performance (Y)	0,931	0,911	Very Reliable

The results of the reliability test analysis are displayed in Table 5, it can be concluded that the questionnaire instrument has met the requirements for the reliability test. This is caused by the results all being greater than 0.6.

3.5 Hypothesis Test Results

The results of the analysis that has been carried out using hypothesis testing conclude that there is an influence between the dependent variable and the independent variable. The results of hypothesis testing in this research are displayed in Table 6 below.

Table 6. Hypothesis Test Results

Relationship between Variable	Value of Coefficient	p-Value	Results
Competence → Performance	0,194	0,008	H1 Accepted
Training → Performance	0,136	0,047	H2 Accepted
Commitment → Performance	0,629	0,001	H3 Accepted

Based on Table 6, it can be seen that all the hypotheses tested in this study were accepted or had a significant effect.

3.6 Discussion

a. The Influence of Competency on Performance

The statistical test results show that the competency variable has a coefficient value of 0.194 and a ρ -value of 0.008. ρ -value $< \alpha$ ($0.001 < 0.05$). Thus, the hypothesis which states that competence influences employee performance is accepted (H1 is accepted) and H0 is rejected. This means that competence has a significant effect on the performance of District Regional Secretariat employees. Jember. Thus, there is a need to increase competency in accordance with the fields of all employees so that the performance of District Regional Secretariat employees can improve. Jember is increasing. This research is in accordance with research conducted by (Rina and Perdana 2017), (Saban et al. 2020), (Achmad 2016), (Rantesalu, Mus, and Arifin 2017), (Friolina et al. 2017), (Sundari and Rifai 2020), (Putra 2021), (Setiastuti, Zuhriatusobah, and Rahayu 2022), (Fatmah 2017), (Purwanto and Soliha 2017), (Cesilia, Tewal, and Tulung 2017), (Adam and Kamase 2019), (Rona Gah and Syam 2022), which states that competency can improve employee

performance. Meanwhile, research by (Supiyanto 2015) is not in line with this research, the results of which are that competence has no impact on employee performance.

b. The Effect of Training on Performance

The statistical test results show that the training variable has a coefficient value of 0.136 and a ρ -value of 0.047. ρ -value $< \alpha$ ($0.001 < 0.05$). Thus, the hypothesis which states that training has an effect on employee performance is accepted (H2 is accepted) and H0 is rejected. This means that training has a significant effect on the performance of District Regional Secretariat employees. Jember. Thus, it is necessary to provide training for employees in accordance with the fields of all employees so that the performance of the District Regional Secretariat can be achieved. Jember is increasing. This research is in accordance with research conducted by (Fathurahman and Ahman 2020), (Safitri 2022), (Niati et al. 2021), (Massie, Tewal, and Sendow 2015), which states that training can improve employee performance.

c. The Effect of Employee Commitment on Performance

The statistical test results show that the employee commitment variable has a coefficient value of 0.629 and a ρ -value of 0.001. Because ρ -value $< \alpha$ ($0.001 < 0.05$). Thus, the hypothesis which states that employee commitment influences employee performance is accepted (H3 is accepted) and H0 is rejected. This means that employee commitment has a significant influence on the performance of the District Regional Secretariat. Jember. Thus, it is necessary to strengthen the commitment of employees towards the performance of the District Regional Secretariat employees. Jember is increasing. This research is in accordance with research conducted (Sembiring and Winarto 2020), (Rizqina, Adam, and Chan 2020), (Parinding 2017), (Mastur 2021), (Nainggolan, Siahaan, and Nainggolan 2020), (Uniati 2014), (Arinaldi, Amri, and Nurdasila 2017), (Sembiring and Winarto 2020), which states that employee commitment can improve employee performance. Meanwhile, research by (Hermawan 2012) states that employee commitment cannot improve employee performance

IV. Conclusion

Conclusions that can be conveyed based on the results of statistical analysis are: 1) Employee competency has an impact on the performance of Jember Regency Regional Secretariat employees; 2) The training provided by the Institution has had a positive and significant impact on the performance of Jember Regency Regional Secretariat employees; 3) Employee commitment has a positive and significant impact on the performance of the Jember Regency Regional Secretariat. Based on research results, the suggestions that need to be conveyed are: 1) pay attention as far as possible to competencies that are appropriate to the job when recruiting employees, both through recruitment and transfer and promotion; 2) The research results show that commitment has the greatest influence on performance. For this reason, it is possible to make an in-depth study, then explore factors that can increase employee commitment in order to optimize the performance of District Regional Secretariat employees. Jember; 3) For future research, it would be better to add other variables such as OCB, work environment, work culture; 4) Different objects can also be used as suggestions for this research.

References

- Abusama, Muhammad, Murdifin Haming, Muh. Nasir Hamzah, and Ramlawati. 2017. "Effect of Motivation, Competence and Islamic Leadership on Job Satisfaction and Teacher Performance in Vocational High School Muhammad." *IOSR Journal of Business and Management (IOSR-JBM)* 19(10): 01–12.
- Achmad, Suryana H. 2016. "The Effect Of Competency, Motivation, And Organizational Culture On The Employee Performance At The Jayakarta Hotel, Bandung, Indonesia." *JBHOST* 2(1): 136–46.
<http://doi.wiley.com/10.1002/ceas.12013%0Ahttps://www.researchgate.net/publication/317087330%0Ahttps://repositories.lib.utexas.edu/handle/2152/39127%0Ahttps://cris.brighton.ac.uk/ws/portalfiles/portal/4755978/Julius+Ojebode%27s+Thesis.pdf%0Ausir.salford.a>
- Adam, Fikri, and Jeny Kamase. 2019. "The Effect Competence and Motivation to Satisfaction and Performance." *International Journal of Scientific and Technology Research* 8(3): 132–40.
- Arinaldi, Amri, and Darsono Nurdasila. 2017. "Dampak Penguasaan Informasi, Pembelajaran Organisasi, Dan Komitmen Pegawai Terhadap Kemampuan Kerja Serta Implikasinya Pada Peningkatan Kinerja Pegawai Kantor Pertanahan Provinsi Aceh." *Jurnal Manajemen Dan Inovasi* 8(3): 37–51.
<http://www.jurnal.unsyiah.ac.id/JInoMan/article/view/9341/7642>.
- Azhad, M Naely, Anwar, and Nurul Qomariah. 2015. *Manajemen Sumber Daya Manusia*. Jember: Cahaya Ilmu.
- Baharuddin, Aris, Taher Alhabsyi, and Hamidah Nayati Utami. 2013. "Pengaruh Pelatihan, Kompensasi Dan Disiplin Kerja Terhadap Prestasi Kerja Karyawan (Studi Pada Kantor PT. PLN (Persero) Area Pelayanan Dan Jaringan Malang)." *Jurnal Profit* 6(2): 56–68.
- Bahri, Syamsul, Salim Basalamah, Jeni Kamse, and Jamaluddin Bijang. 2018. "The Effect of Islamic Leadership, Competence and Compensation on Work Dicipline and Teacher Performance of Madrasah Aliyah in Makassar City." *International Journal of Scientific and Technology Research* 7(12): 137–43.
- Basriani, Agustin. 2016. "Pengaruh Kompetensi Dan Komitmen Organisasi Terhadap Kepuasan Kerja Dan Kinerja Dosen (Studi Pada Yayasan Pendidikan Persada Bunda Pekanbaru)." *Tepak Manajemen Bisnis* VIII(1): 21–34.
- Cesilia, Kumendong Aimelia, Bernhard Tewel, and Joy E Tulung. 2017. "Pengaruh Disiplin Kerja, Perencanaan Karir Dan Kompetensi Terhadap Kinerja Karyawan Kantor." *Jurnal EMBA* 5(2): 426–34.
- Chandra, Januar Adie, Ni Nyoman Putu Martini G, and Nurul Qomariah. 2020. "Impact of Organizational Citizenship Behavior, Leadership, Individual Characteristics and Competence on Teacher Performance." *Jurnal Manajemen dan Bisnis Indonesia* 6(2): 244–56.
- Dessler, Gary. 2016. *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Fathurahman, Fikri Muhammad, and Eeng Ahman. 2020. "Pengaruh Pelatihan Sdm Dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan Disiplin Kerja Sebagai Variabel Intervening Pada Attarakha Photography Bandung." *Eksis: Jurnal Riset Ekonomi dan Bisnis* 2(1, September).
<https://dinastirev.org/JEMSI/article/view/324/201>.
- Fatmah, Dinda. 2017. "Pengaruh Karakteristik Pekerjaan Dan Kompetensi Karyawan Terhadap Kinerja Karyawan Pada CV. Percetakan Fajar Mojokerto." *Jurnal Samudra Ekonomi dan Bisnis* 8(2): 124–33.

- Friolina, Delvia Gita, Sudarsih Sudarsih, Tatok Endhiarto, and Didik Pujo Musmedi. 2017. "Do Competence, Communication, And Commitment Affect The Civil Servants Performance ?" *International Journal of Scientific & Technology Research* 6(09): 211–15.
- Gala, Indri Novayanti, H Achmad Ramadhan, and Amran Rede. 2017. "Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Mengajar Guru IPA Di SMP Se-Kota Poso." *Mitra Sains* 5(2): 58–66.
- Gomes, Faustino Cardoso. 2010. *Manajemen Sumber Daya Manusia*. Yogyakarta: ANDI Offset.
- Graha, Andi Nu. 2005. "Pengaruh Pelatihan Terhadap Kemampuan Karyawan Dan Dampaknya Terhadap Kinerja Karyawan (Studi Pada Karyawan PT. Gatra Mapan Malang)." *Modernisasi* 1(2): 75–93.
- Hapsari, Indria Dwii, Nurul Qomariah, Ni Nyoman Putu Martini, and Nursaid Nursaid. 2022. "Recruitment and Competence: It's Influence on Employee Performance through Employee Placement." *Journal of Economics, Finance and Management Studies* 05(11): 3197–3208. <https://ijefm.co.in/v5i11/9.php>.
- Hasibuan, Erni Aprida, and Afrizal. 2019. "Analisis Pengaruh Kompetensi, Lingkungan Kerja, Dan Kompensasi Terhadap Kepuasan Kerja Dan Implikasinya Terhadap Kinerja Aparatur Sipil Negara Erni." *JEM: Jurnal Ekonomi dan Manajemen STIE Pertiba Pangkalpinang* 5(1): 22–41.
- Hendrawan, Bagus, and Abadi Sanosra. 2023. "Pengaruh Kompetensi Dan Pelatihan Terhadap Kinerja Melalui Komitmen Pegawai Sebagai Variabel Intervening Di Satuan Polisi Pamong Praja Kabupaten Jember." 09(01): 57–72.
- Hermawan, Hendy. 2012. "Pengaruh Karakteristik Pekerjaan, Kepuasan Kerja Dan Komitmen Terhadap Kinerja Karyawan PT Sebra Cipta Mandiri Malang." *Jurnal Ekonomi Dan Bisnis* 5(2): 73–89.
- Hutapea, Thoha. 2008. *Kompetensi Plus*. Jakarta: Gramedia Pustaka Utama.
- Iskandar, Sentot, and Enceng Juhana. 2014. "Pengaruh Kompetensi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Serta Implikasinya Pada Kinerja Guru Di SDN Baros Mandiri 5 Kota Cimahi." *Jurnal Ekonomi, Bisnis & Entrepreneurship* 8(2): 86–98. <http://jurnal.stiepas.ac.id/index.php/jebe/article/view/41>.
- Julianry, Anriza, Rizal Syarief, and M. Joko Affandi. 2017. "Pengaruh Pelatihan Dan Motivasi Terhadap Kinerja Karyawan Serta Kinerja Organisasi Kementerian Komunikasi Dan Informatika." *Jurnal Aplikasi Bisnis dan Manajemen* 3(2): 236–45.
- Kahpi, Heri Sapari, Aan Khurosaini, and Suhendra Indra. 2017. "Pengaruh Pelatihan Dan Motivasi Berprestasi Terhadap Kinerja Pegawai Dengan Kompetensi Sebagai Variabel Intervening." *Jurnal Riset Bisnis dan Manajemen Tirtayasa (JRBMT)* 1(1): 1–10.
- Kotamena, Fredson, Pierre Senjaya, Ratna Setyowati Putri, and Carter Bing Andika. 2020. "Competence or Communication: From Hr Professionals To Employee Performance Via Employee Satisfaction." *Jurnal Manajemen dan Kewirausahaan* 22(1): 33–44.
- Kurniawan, Moch Anas, Nurul Qomariah, and Dwi Cahyono. 2021. "The Role of Leadership and Competence in Improving Work Motivation and Performance of Cooperative Employees." *Journal of Economics, Finance and Management Studies* 4(10): 1880–92. <https://ijefm.co.in/current.php>.
- Manik, Ester, and Wiarah. 2014. "Pengaruh Kompetensi Dan Kompensasi Terhadap Kepuasan Kerja Serta Implikasinya Pada Kinerja Paramesia Di Rumah Sakit Cibabat Kota Cimahi." *Jurnal Ekonomi, Bisnis & Entrepreneurship* 8(2): 62–72. <http://jurnal.stiepas.ac.id/index.php/jebe/article/view/39>.
- Marhayani et al. 2019. "Effect of Competence and Employee Commitment To Employee Performance: Job Satisfaction As a Mediator (Study on Watering Office of Aceh Province)." *International Journal of Business Management and Economic Review*

- 2(1): 15–27. http://ijbmer.org/uploads2019/BMER_2_75.pdf.
- Massie, Renaldy, Bernhard Tewel, and Greis Sendow. 2015. “Pengaruh Perencanaan Karir, Pelatihan Dan Pengembangan Karir Terhadap Kinerja Pegawai Pada Museum Negeri Provinsi Sulawesi Utara.” *Jurnal Berkala Ilmiah Efisiensi* 15(05): 635–45.
- Mastur, Mastur. 2021. “Dampak Efektivitas Pelatihan Kompetensi Terhadap Kinerja Pegawai, Komitmen Pegawai Sebagai Variabel Intervening Pada Pondok Pesantren.” *Technomedia Journal* 7(1): 22–36.
- Mu’ah, Mu’ah. 2002. *Manajemen Sumber Daya Manusia*. Jakarta: Grasindo.
- Muhammad Arifin, H. 2015. “The Influence of Competence, Motivation, and Organisational Culture to High School Teacher Job Satisfaction and Performance.” *International Education Studies* 8(1): 38–45.
- Mukhtar, Afiah. 2018. “The Effect of Competence and Organization Culture to Work Satisfaction and Employee Performance of Sharia Banks in Makassar City.” *International Journal of Scientific and Technology Research* 7(10): 1–6.
- Mustikawati, Endang, and Nurul Qomariah. 2020. “The Effect of Education , Training and Competency on Teacher Performance.” *International Journal of Business and Management Invention (IJBMI)* 9(10): 14–20.
- Nainggolan, Nana Triapnita, Rotua Siahaan, and Lora Ekana Nainggolan. 2020. “Dampak Komitmen Guru Terhadap Kinerja Guru Pada SMP Negeri 1 Panei.” *Maker: Jurnal Manajemen* 6(1): 1–12. <https://maker.ac.id/index.php/maker/article/view/144/127>.
- Nawawi, Hadari. 2011. *Manajemen Sumber Daya Manusia: Untuk Bisnis Yang Kompetitif*. Yogyakarta: Gajah Mada University Press.
- Niati, Dewi Rama, Zulkifli Musannip, Efendi Siregar, and Yudi Prayoga. 2021. “The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable.” *Budapest International Research and Critics Intitute Journal (BIRCI)* (May).
- Nyoto, Astri Ayu Purwati, and Suyono. 2020. “A Study on the Influence of Organizational Culture, Leadership, Transformational Leadership, and Compentency on the Commitment of DPRD Members and the Implication to the Performance of the Regency/Municipal DPRD Members in Riau Province.” *International Journal of Scientific and Technology Research* 9(4): 596–605.
- Parinding, Roberto Goga. 2017. “Analisis Pengaruh Komitmen Afektif, Komitmen Berkelanjutan, Dan Komitmen Normatif Terhadap Kinerja Karyawan Pada PT. Pegadaian (Persero) Cabang Ketapang.” *Magistra Jurnal Ilmu Manajemen* 1(2): 88–107. <https://jurnal.narotama.ac.id/index.php/mgs/article/view/477/280>.
- Pasolong, Harbani. 2019. *Teori Administrasi Publik*. Bandung: Alfabeta.
- Purwanto, Bambang Heri, and Euis Soliha. 2017. “Pengaruh Karakteristik Pekerjaan Dan Kompetensi Terhadap Kinerja melalui Komitmen Organisasional.” *Jurnal Manajemen XXI(02)*: 227–40. <http://ecojoin.org/index.php/EJM/article/view/233/227>.
- Putra, Anton Sarni Eka. 2021. “Pengaruh Kompetensi Dan Integritas Terhadap Kinerja Perangkat Desa.” *JESS (Journal of Education on Social Science)* 5(1): 24. <http://jess.ppj.unp.ac.id/index.php/JESS/article/view/314/152>.
- Qomariah, Nurul, and Nuriesty Putri Utamy. 2023. “The Role of Competence, Work Discipline and Work Environment Improving Employee Performance in Cooperatives in Jember Regency.” *Ekspektra* 7(2): 152–67.
- Qomariah, Nurul, Mochamad Rochmadoni, Aviciena iqbal Rush, and Anita Eka Navalina. 2023. “The Impact of Leadership , Employee Competence and Organizational Work Culture on Employee Performance At.” *Budapest International Research and Critics Intitute Journal (BIRCI)* 6(2): 1143–57.

- Qomariah, Nurul. 2020. *Manajemen Sumber Daya Manusia: Teori, Aplikasi Dan Studi Empiris*. 1st ed. Jember: Pustaka Abadi. https://www.researchgate.net/publication/356291163_MANAJEMEN_SUMBER_DAYA_MANUSIA_Teori_Aplikasi_dan_Studi_Empiris.
- Rahmadani, Wildatul Aluf, Nurul Qomariah, and Abadi Sanosra. 2020. "The Role of Competence , Motivation and Training in Increasing Employee Commitment in Insurance Companies." *Budapest International Research and Critics Intitute Journal (BIRCI)* 6(3): 1809–16.
- Rantesalu, Agustina, Abdul Rahman Mus, and Zaenal Arifin. 2017. "The Effect of Competence, Motivation and Organizational Culture on Employee Performance: The Mediating Role of Organizational Commitment." *Quest Journals Journal of Research in Business and Management* 4(9): 8–14.
- Renyt, Bernard, H. Basri Modding, Jobhar Bima, and St Sukmawati. 2017. "The Effect of Organizational Commitment, Competence on Job Satisfaction and Employees Performance in Maluku Governor's Office." *IOSR Journal of Business and Management* 19(11): 18–29.
- Rina, Rina, and Aditya Halim Perdana. 2017. "Pengaruh Kompetensi Budaya Organisasi Dan Motivasi Terhadap Kinerja Dosen Perguruan Tinggi Swasta Di Kota Makassar." *Jurnal Riset* 3(008): 88–100.
- Rivai, Veithzal, and Deddy Mulyadi. 2012. *Kepemimpinan Dan Perilaku Organisasi*. Jakarta: Raja Grafindo Persada.
- Rizqina, Zakiul Amsri, Muhammad Adam, and Syafuddin Chan. 2020. "Pengaruh Budaya Kerja, Kemampuan, Dan Komitmen Kerja Terhadap Kepuasan Kerja Pegawai Serta Dampaknya Terhadap Kinerja Badan Pengusahaan Kawasan Perdagangan Bebas Dan Pelabuhan Bebas Sabang(BPKS)." *Jurnal Magister Manajemen* 1(1): 59–69.
- Rodiyah, I., H. Sukmana, and L. Mursyidah. 2021. *Pengantar Ilmu Administrasi Publik*. Sidoarjo: Umsida Press.
- Rona Gah, Dicky Zulkarnain, and Andi Hendra Syam. 2022. "Pengaruh Kompensasi Dan Kompetensi Terhadap Kinerja Pegawai Kejaksaan Tinggi Sulawesi Selatan." *Economics and Digital Business Review* 3(1): 61–71.
- Rusmayanti, Putu Ayu, Ni Nyoman Putu Martini, and Nurul Qomariah. 2022. "The Effect of Competence and Job Satisfaction on Organizational Citizenship Behavior and Employee Performance." *International Journal of Business and Management Invention (IJBMI)* 11(1): 21–29.
- Saban, Darwis, Salim Basalamah, Achmad Gani, and Zainuddin Rahman. 2020. "Impact Of Islamic Work Ethics, Competencies, Compensation, Work Culture On Job Satisfaction And Employee Performance: The Case Of Four Star Hotels." *European Journal of Business and Management Research* 5(1): 1–8.
- Safitri, Rahayu Eka. 2022. "The Effect of Training , Organizational Culture , Incentives and Work Environment on Employee Performance : Study at PT . Bank Mandiri Micro Business Cluster Jember II." *RDJPBS* 2(1): 17–28.
- Sedarmayanti. 2017. *Pernecanaan Dan Pengembangan SDM Untuk Meningkatkan Kompetensi, Kinerja, Dan Produktivitas Kerja*. Bandung: PT. Refika Aditama.
- Sembiring, Rasmulia, and Winarto Winarto. 2020. "Pengaruh Budaya Kerja Dan Komitmen Terhadap Kinerja Karyawan (Studi Kasus Pada Perawat Di Rumah Sakit Milik Pemerintah)." *Jurnal Ilmiah Methonomi* 6(1): 21–30. <file:///C:/Users/nec/Downloads/artikel-3-21-30-pengaruh-budaya-kerja-dan-komitmen-terhadap-kinerja-karyawan-studi-kasus-pada-perawat-di-rumah-sakit-milik-pemerintah.pdf>.

- Setiastuti, Rina, Juju Zuhriatusobah, and Yulianita Rahayu. 2022. "Pengaruh Kompetensi, Integritas, Dan Pengembangan Karir Terhadap Kinerja Karyawan Departemen Weaving Produksi Pada PT XYZ." *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)* 5(2): 385–402. <http://www.openjournal.unpam.ac.id/index.php/JJSDM/article/view/16516/8636>.
- Setiawan, Agus, Andriyas Kurniawan, Abadi Sanosra, and Nurul Qomariah. 2023. "peran kompetensi dalam meningkatkan kinerja melalui motivasi kerja sebagai variabel intervening." In *Prosiding Nasional 2023, Universitas Abdurachman Saleh Situbondo, Situbondo*, 663–75.
- Setiawan, Yudi, and Nurul Qomariah. 2022. "The Role of Competence, Leadership, Work Environment and Motivation in Improving Employee Performance." *International Journal of Humanities and Social Science Invention (IJHSSI)* 11(2): 47–58.
- Slameto, Bambang S Sulasmono, and Krisma Widi Wardani. 2017. "Peningkatan Kinerja Guru Melalui Pelatihan Beserta Faktor Penentunya." *Jurnal Pendidikan Ilmu Sosial* 27(2): 38–47. <http://journals.ums.ac.id/index.php/jpis/article/view/5718/3708>.
- Sugiyono. 2017. *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: Alfabeta.
- Sukowidodo, Tri, Abadi Sanosra, Arik Susbiyani, and Nurul Qomariah. 2022. "Efforts to Improve Employee Performance Through Training , Competence , Work Environment and Organizational Commitment at Public Health Centers in Banyuwangi." *Quest Journals Journal of Research in Business and Management* 10(7): 109–18.
- Sulistyo, Bambang, Maria Magdalena Minarsih, and M. Mukeri Warso. 2016. "Pengaruh Pendidikan Dan Latihan Profesi Guru (Plpg), Kedisiplinan Guru , Dan Kompetensi Guru Terhadap Kinerja." *journal of Management* 2(2).
- Sumiaty, Raden Yeti. 2020. "Pengaruh Gaya Kepemimpinan, Pelatihan Dan Kompensasi Terhadap Kinerja Guru Sekolah Al Azhar Bumi Serpong Damai Tangerang Selatan." *Jurnal Madani : Ilmu Pengetahuan, Teknologi, dan Humaniora* 3(1): 42–55.
- Sundari, Sri, and Achmad Zaki Rifai. 2020. "Dampak Motivasi , Kompetensi , Dan Pemberian Insentif Terhadap Kinerja Pegawai Kelompok Kerja Pemilihan." *Jurnal Administrasi Kantor* 8(2): 199–208. <http://ejournal-binainsani.ac.id/index.php/JAK/article/view/1456/1246>.
- Supiyanto, Yudi. 2015. "Pengaruh Kompensasi, Kompetensi Dan Komitmen Organisasional Terhadap Kepuasan Kerja Dan Kinerja Karyawan Koperasi." *Prosiding Seminar Nasional* 1(V): 722–37. <http://studensite.gunadarma.ac.id>.
- Uniati, Monica Ida. 2014. "Learning Organization, Komitmen Pada Organisasi, Kepuasan Kerja, Efektivitas Penerapan Sistem Iso Dan Dampaknya Terhadap Kinerja Organisasi (Studi Kasus Staf Administrasi Uk Petra Surabaya)." *Jurnal Manajemen Pemasaran* 8(Vol 8, No 1 (2014): APRIL 2014): 27–38. <http://puslit2.petra.ac.id/ejournal/index.php/mar/article/view/19096>.
- Utomo, Artiantyo Wirjo, Nurul Qomariah, and Nursaid. 2019. "The Impacts of Work Motivation , Work Environment , and Competence on Performance of Administration Staff of Dr . Soebandi Hospital Jember East Java Indonesia." *International Journal of Business and Management Invention (IJBMI)* 8(09): 46–52. [http://www.ijbmi.org/papers/Vol\(8\)9/Series-2/G0809024652.pdf](http://www.ijbmi.org/papers/Vol(8)9/Series-2/G0809024652.pdf).
- Wahyudi, Arif, Nurul Qomariah, and Abadi Sanosra. 2022. "Analysis Of The Effect Of Teacher Competency And Work Environment On Teacher Performance With Motivation As Intervening Variable At Private Vocational School In Bondowoso District." *International Journal of Management Science and Information Technology (IJMSIT)* 2(1): 19–27.

- Wahyudi, Hermawan, Arik Susbiyani, and Nurul Qomariah. 2021. "Pengaruh Diklat Dan Komitmen Organisasi Terhadap Kinerja Dengan Motivasi Sebagai Variabel Intervening Pada Pejabat Struktural Pemerintah Kabupaten" *Jurnal Sains Manajemen dan Bisnis Indonesia* 11(2): 108–23. <http://jurnal.unmuhjember.ac.id/index.php/SMBI/article/view/4270>.
- Widyanto, Eko Adi, and Nyoria Anggraeni Mersa. 2018. "The Influence of Lecturer Competence and Students Quotient on Understanding of Accounting Science (Empirical Study on Students in Accounting Department of State Polytechnic Samarinda)." *International Journal of Scientific and Technology Research* 7(12): 40–49.
- Wiguna, I Dewa Gede Eka Candra. 2015. "Pengaruh Gaya Kepemimpinan, Komunikasi, Pendidikan Dan Pelatihan Terhadap Kinerja Karyawan Pada Pt. Pln (Persero) Distribusi Bali Area Bali Selatan." *E-Jurnal Manajemen Unud* 4(9): 2527–43.
- Wongso, Stefanus Hendra, Frans Gana, and Anthon S.Y. Kerih. 2020. "The Effect Of Entrepreneurship Motivation, Entrepreneurship Competency, And Financial Literation On Msmes In Kupang City." *International Journal of Scientific and Technology Research* 9(2): 5236–41.
- Yamin, Muhammad, and Ishak. 2018. "The Effect of Employees Competency, Application of Performance-Based Budgeting and Functional Supervision on the Performance (LKD) SKPD." *International Journal of Scientific and Technology Research* 7(8): 215–19