

## Work Motivation as a Mediator of Career Development and Competency for Employee Performance at the Mojokerto City Regional Secretariat Office

Tutik Ning Rahayu Surya Dewi<sup>1\*</sup>, M. Jamal Abdul Nasir<sup>2</sup>, Djuni Farhan<sup>3</sup>

<sup>1\*,2,3</sup> Universitas Gajayana Malang, Indonesia

\*Email: tutikningrahayu.sd@gmail.com, jamal@unigamalang.ac.id, djunifarhan@gmail.com

ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> <i>career development, competence, work motivation, employee performance.</i></p>	<p>This study aims to test and analyze the influence of: 1) career development on work motivation, 2) competence on work motivation, 3) career development on employee performance, 4) competence on employee performance, 5) work motivation on employee performance, 6) the influence of career development on employee performance through motivation, 7) motivation mediates the influence of competence on employee performance through motivation. Using an explanatory research approach, this research was conducted at the Mojokerto City Regional Secretariat Office in June-August 2023. The population is 109 civil servants in the Office. The sample was determined by saturated sample technique, as many as 108 such people (excluding the author). Primary data related to research variables were obtained by giving questionnaires directly to respondents. Once the data is collected, it is analyzed using path analysis. However, previously tests were carried out on validity, reliability and classical assumptions. To test the hypothesis used t-test and to determine motivation as a mediator used Sobel's test. The results proved that: 1) career development has a significant positive effect on work motivation, 2) competence has a significant positive effect on work motivation, 3) career development has a significant positive effect on employee performance, 4) competence has a significant positive effect on employee performance, 5) work motivation has a significant positive effect on employee performance, 6) work motivation is able to mediate/increase the influence of development career on employee performance, 7) work motivation is able to mediate/increase the influence of competence on employee performance.</p>

### INTRODUCTION

In article 1 paragraph 10 of PP No. 30 of 2019 concerning the performance assessment of Civil Servants (PNS), it is stated that the performance of civil servants is the result of work achieved by each civil servant in the organization/unit in accordance with SKP and work behavior. Many variables affect employee performance, including career development and competence. Career development is an effort made by organizations in planning the careers of their employees, which is referred to as career management, among others, planning, implementing and supervising careers (Sinambela & Sinambela, 2019). While competence is a basic characteristic of a person that allows him to provide superior performance in a particular job, role or situation. Competence is also defined as basic knowledge, skills, and values that are reflected in the habits of thinking and acting (Sutrisno et al., 2010).

Career development and competence when related to employee performance have been proven by their research, Dermawan et al. (2022) concluded that career development has a significant positive effect on employee performance and their research (Ariwibowo et al., 2022) concluded that competence has a significant positive effect on work motivation. Both researchers did not pay attention to the variable of work motivation as a mediating variable that strengthens the influence of career development and competence on employee performance. This study includes it, considering that work motivation is a stimulus or stimulus for each employee

to work in carrying out their duties. With good motivation, employees will feel happy and excited at work so that it has a significant impact on employee performance which will ultimately have an impact on the development and growth of the organization. In addition, motivation is an encouragement both from others and from oneself to do a job consciously and enthusiastically to achieve certain targets (Tumalun & Pangerapan, 2019). Research (Manu et al., 2022), (Lianasari & Ahmadi, 2022) Proving that work motivation has a significant positive effect on employee performance.

Based on the explanation above, the novelty of this study is the existence of work motivation variables as mediating the influence of career development and competence on the performance of employees with the data analysis tool is path analysis. Thus, the purpose of this study is to test and analyze the influence of: 1) career development on work motivation, 2) competence on work motivation, 3) career development on employee performance, 4) competence on employee performance, 5) work motivation on employee performance, 6) career development on employee performance through work motivation, 7) competence on employee performance through work motivation.

Career development is a series of activities throughout life that contribute to the exploration, solidification, success and fulfillment of one's career (Wijiastuti et al., 2021). The objectives of career development include: 1) analyzing their abilities and interests, so that they can be adjusted to the needs of the organization, 2) developing themselves in an effort to improve the abilities that need to be matched with the abilities needed by profit and non-profit organizations where they work, 3) providing opportunities for employees to fill important positions contained in the organizational structure (Bangun, 2012). As for the forms of career development according to (Nitisemito, 1996) are: 1) coaching from the leadership. Leaders are people who have the task of directing and guiding subordinates and are able to get subordinate support so as to move them to achieve company goals. 2) education and training. Education and training is an effort to develop human resources, especially to develop human intellectual abilities and personality. 3) promotion. Promotion in human resource management can be interpreted as the progress of an employee on a better task, viewed in terms of heavier responsibility, higher dignity or status, better skills and especially additional payment of wages or salaries. 4) Mutation. Mutation or transfer is an activity to move employees from one job to another job that is considered to be at the same level or equal.

Competence is knowledge, skills, and abilities mastered by a person who has become part of himself, so that he can perform cognitive, affective, and psychomotor behaviors as well as possible. If competence is interpreted as the same as ability, it can be interpreted as knowledge of understanding the purpose of work, knowledge in carrying out precise tips in carrying out the right and good work, and understanding how important discipline is in the organization so that all rules can run well (Sutrisno, 2018). Every job demands different things from each individual and each individual has a different level of competence. Thus, employee performance will increase if there is a job adjustment owned by employees. An employee's competence that far exceeds what is needed to do a job can reduce satisfaction, especially when the employee's desire to use the competency is due to job limitations, otherwise if the employee does not have adequate competence as needed, it is likely to fail in carrying out a job (Robbin, 2018).

Work motivation is the provision of driving force that creates a person's work excitement, so that they want to work together, work effectively and integrated with all their power and efforts to achieve satisfaction (Sakban et al., 2019). As for the basics of motivation according to (Sakban et al., 2019) are: 1) the principle of participation, meaning inviting subordinates to participate and providing opportunities for them to submit opinions, recommendations in the decision-making process. 2) the principle of communication, meaning to inform clearly about the goals to be achieved, ways to do them, and the obstacles faced. 3) The principle of recognition, meaning giving appropriate and reasonable rewards, praise and recognition to subordinates for their work achievements. 4) The principle of delegated authority, meaning giving authority and confidence to subordinates, that with their ability and creativity they are able to do these tasks well. 5) the principle of fairness and fairness, meaning that the tools and types of motivation that provide must be based on the principles of fairness and worthiness of all employees. For example, the provision of rewards or punishments to all employees must be fair and appropriate if the problem is the same. 6) The principle of reciprocal attention, meaning that subordinates who succeed in achieving goals well must be willing to provide tools and types of motivation. Strictly speaking, mutually beneficial cooperation between both parties.

Performance is the result of work and behavior that has been achieved in completing tasks and responsibilities given in a certain period (Polapa, 2021). Government Regulation of the Republic of Indonesia number 30 of 2019 concerning performance appraisal of Civil Servants (PNS) article 1 paragraph 2 states that

civil servants are Indonesian citizens who meet certain requirements, appointed as State Civil Apparatus (ASN) on a permanent basis by civil service guidance officials to occupy government positions. While article 2 states that the performance appraisal of civil servants aims to ensure the objectivity of civil servant development based on the achievement system and career system. Article 4 states that the performance appraisal of civil servants is carried out based on the following principles: 1) objective; 2) scalable; 3) accountable; 4) participatory; and 5) transparent. The factors that affect performance according to Kasmir (2019) are as follows: 1) the ability and expertise that a person has in a job. The more you have the ability and expertise, you will be able to complete the work correctly, as set. 2) Knowledge, a person who has good knowledge of work will give good 'work' results, and vice versa. 3) Work Plan is a work plan that will make it easier for employees to achieve their goals. This means that if a job has a good design, it will make it easier to carry out the job precisely and correctly. 4) a person's personality or someone's character. Everyone has a personality or character that is different from each other. Someone who has a good personality or character, will be able to do work sincerely full of responsibility so that the results of his work are also good. 5) Work motivation, is the drive for someone to do work. If you have a strong drive from within him or a strong push from outside him, then the employee will be aroused or driven to do something well. 6) Leadership is the behavior of a leader in organizing, managing and commanding his subordinates to perform a task and responsibility given. 7) Leadership style is the style or attitude of a leader in facing or ordering his subordinates.

Hypothesis 1: career development has a significant positive effect on work motivation. This hypothesis was built from his research (Manu et al., 2022), Dermawan (2022), (Putri & Frianto, 2019) concluded that career development has a significant positive effect on work motivation, so it can be described as follows:  $X1 = > Y$ . Hypothesis 2: competence has a significant positive effect on work motivation. This hypothesis was built from his research (Ariwibowo et al., 2022), (Lianasari & Ahmadi, 2022), Dermawan (2022) concluded that competence has a significant positive effect on work motivation, so it can be described as follows:  $X2 = > Y$ . Hypothesis 3: career development has a significant positive effect on employee performance. This hypothesis is built from his research Dermawan (2022), (Wahyudi, 2021) concluded that career development has a significant positive effect on employee performance, so it can be described as follows:  $X1 = > Z$ . Hypothesis 4: competence has a significant positive effect on employee performance. This hypothesis is built from his research Dermawan (2022), (Pariesti & Christa, 2022), concluded that competence has a significant positive effect on employee performance, so it can be described as follows:  $X2 = > Z$ . Hypothesis 5: work motivation has a significant positive effect on employee performance. This hypothesis was built from his research (Manu et al., 2022), Ariwibowo, dkk (2022), Lianasari & Ahmadi (2022), Dermawan (2022), (Wahyudi, 2021) concluded that work motivation has a significant positive effect on employee performance, so it can be described as follows:  $X3 = > Z$ . Hypothesis 6: work motivation mediates/strengthens the influence of career development on employee performance. This hypothesis is built from his research research Manu, et al (2022), Dermawan (2022) (Putri & Frianto, 2019), concluded that career development has a significant positive effect on work motivation. Furthermore, this hypothesis is also built from his research Manu, et al (2022), Ariwibowo, et al (2022), Lianasari & Ahmadi (2022), Dermawan (2022), (Pariesti & Christa, 2022), Putri & Frianto (2019), (Wahyudi, 2021) concluded that work motivation has a significant positive effect on employee performance. Thus it can be described as follows:  $X1 = > Y = > Z$ . Hypothesis 7: competence has a significant positive effect on work motivation. This hypothesis is built from his research Ariwibowo, et al (2022), Lianasari & Ahmadi (2022), Dermawan (2022) concluded that competence has a significant positive effect on work motivation. Furthermore, this hypothesis is also built from his research Pariesti et al (2021), Manu, et al (2022), Ariwibowo, et al (2022), Lianasari & Ahmadi (2022), Dermawan (2022), (Wahyudi, 2021), Putri & Frianto (2019) concluded that work motivation has a significant positive effect on employee performance. Thus it can be described as follows:  $X2 => Y = > Z$ .

## METHOD

This research uses an explanatory research approach, conducted at the Mojokerto City Regional Secretariat Office in June-August 2023. The population is 109 civil servants in the Office. The sample was determined by saturated sample technique obtained by 108 such people (excluding the author). Primary data related to research variables were obtained by giving questionnaires directly to respondents. Once the data is collected, it is analyzed using path analysis. However, previously tests were carried out on validity, reliability and classical assumptions. To test the hypothesis used t-test and to determine motivation as a mediator used Sobel's test. Career development (X1) measured by 5 indicators refers to (Rivai & Basri, 2005). Competency (X2) is measured by 6

indicators referring to Sutrisno (2019). Work motivation (Y) is measured by 5 indicators referring to (Afandi, 2018). Employee performance (Z) is measured by 5 indicators referring to: (Sinambela & Sinambela, 2019).

**RESULTS AND DISCUSSION**

The results of validity and reliability tests as well as classical assumption tests include: multicollinearity, heteroscedasticity, and normality are all non-infringing and summarized in the following Table 1:

Table 1. Summary of Test Results: Validity, Reliability and Classical Assumptions

Test	Test Equipment	Result	Knot
Validitas	Pearson Model Correlation	Nilai itself. < 5%	Valid
Reliability	Alpha Cronbach	The score > 0.6	Reliable
Asumy classic:			
Multicollinearity	VIF	Nilai < 10	Not happening
Heteroscedasticity	Scatter Plot	Irregular drawing	Not happening
Normalitas	Kolmogorof-Smirnov	Nilai itself. > 5%	Usual

Source: primary data processed by researchers in 2023

In Table 1 above it appears that the test results: validity, reliability, and classical assumptions show that nothing has been violated, so the use of path analysis can be used as an analytical tool in this study Furthermore, the results of the path analysis and Sobel test are summarized in Table 2 below:

Table 2. Summary of Path Analysis Results

Information	koefs. standardized path	<i>p-value</i> ( <i>Sig value</i> )	Knot Hipotesis
H1: X1 => Y (direct influence)	0.246	0.000	Accepted
H2: X2 => Y (direct influence)	0.262	0.000	Accepted
H3: X1 => Z (direct influence)	0.214	0.000	Accepted
H4: X2 => Z ((direct influence)	0.218	0.000	Accepted
H5: Y = > Z (direct influence)	0.348	0.000	Accepted
H6: X1 => Y => Z (indirect influence)	uji Sobel <i>p-value</i> 0.000 < 5%		Accepted
H7: X2 => Y => Z (indirect influence)	uji Sobel <i>p-value</i> 0.000 < 5%		Accepted

Source: primary data processed by researchers in 2023

To determine whether work motivation as a mediator is used the Sobel test. In Table 2 above, it appears that the indirect influence of both X1 => Y => Z and X2 => Y => Z p-value of the Sobel test results < 5% This shows that work motivation is able to mediate/increase the influence of career development and competence on employee performance.

**Discussion**

The results of this study prove that career development has a significant positive effect on work motivation and employee performance, meaning that the better the career development, the better the work motivation and employee performance. Therefore, according to (Maatisya & Santoso, 2022) The existence of career development needs to be improved by carrying out the following: 1) Work better with colleagues. Careers will develop faster when they can work well with colleagues. The better the relationship with colleagues, the easier it will be to develop a career. Because you will get good support and always want to learn and work together in solving work problems that arise. 2) Establish relationships with important people in the organization. Good relationships with important people in the organization or people who are considered important in a decision. These important people will lead to better career positions. It may even be recommended to fill important positions. 3) provide feedback to the Company. The organization will look at good performance at work. Then experience and career development will be faster than just working roughly. Providing feedback to the organization will also gain important trust and will be considered employees who have important dedication in work. So, the career will be fast at the desired peak. 4) Able to set priorities well. Faced with priorities that make having to choose which one of the interests is more important. It is also a challenge to determine which one is more prioritized in work. So that the career is not disturbed by affairs that are not profitable at all. When you know what needs to be prioritized, you can develop your career well. It could be that the career is faster than other colleagues.

The results of this study prove that competence has a significant positive effect on work motivation and employee performance, the better the work competence, the better the work motivation and employee performance. Therefore, according to (Luturmas et al., 2022) The existence of competence needs to be improved by carrying out the following: 1) conducting training, Training is a general program to improve the competence of the workforce. The form can be in the form of training inside the company (internal training) or outside the company (external training). Internal training, which is also commonly called in-house training, can use trainers or instructions from the company itself or outside the company. While external training is carried out by sending employees to certain institutions or training institutions, both government and private. 2) carry out job rotation. Job rotation is the transfer of employees to other places that have uniform tasks but have some differences that can make employees more challenged in doing their jobs.

This activity needs to be tried because monotonous work has the potential to make employees bored and over time will reduce company productivity. 3) Implement educational programs. This is intended for the best employees who are considered to need to develop their education because previous learning is not enough. For example, an employee who graduated from D3 gets an S1 course assignment so that his knowledge and skills increase. Where is the lecture? Depending on company policy. 4) Job Enrichment. There is job enrichment, which is the provision of job desks and greater responsibility to employees. Companies generally provide an accumulation of system complexity as well as the quantity of the job desk itself. Thus, employees who are given new tasks and responsibilities will feel the challenge to carry them out so that their level of competence increases. 5) promotion (promotion). A promotion can boost employee morale substantially. Of course, by getting a promotion, employees will get more jobs and responsibilities than before. However, instead of being a burden, because employee morale increases, so usually he will continue to be motivated to work better. 6) Build teamwork. By building teamwork will facilitate and accelerate the realization of industry goals. Of course, a company has employees with various people and different backgrounds. From this, a team consisting of various thoughts but with good cooperation will give birth to new and creative solutions in implementing company problem solving so that individual competence can also increase.

The results of this study prove that work motivation has a significant positive effect on employee performance, meaning that the better the work motivation, the better the employee performance. Therefore, according to (Monalisa et al., 2023) The existence of work motivation needs to be improved by carrying out the following: 1) Creating a positive work environment. The atmosphere of the workplace is very important for employees. So, create a comfortable workspace, filled with enthusiasm and positive energy. You can also give freedom to each employee to arrange the desk with the ornaments they want as long as it is not excessive. In addition, creating a positive work climate can be by applying a respected leadership style, not being an arrogant leader, and applying servant leadership. Create a good relationship with each employee so that the work environment is always harmonious. 2) Appreciate achievements, Appreciate employee performance will strengthen their involvement in achieving the company's targeted goals. Give appreciation for what has been done to show that employees are proud of their achievements. Appreciation doesn't always have to be with rewards or rewards. Employees can express directly or verbally, your gratitude to the employee or team who contributed. Give sincere praise from the heart and tell the rest of the team that they have done an excellent job. This appreciation is very useful for recognizing effort, building loyalty, and increasing employee motivation. 3) Pay attention to employee welfare. Employee welfare is not only about bonuses, benefits or work-life balance. Employee welfare can also be achieved by not giving a target burden beyond the employee's ability. When setting goals, try to measure employee ability. If you give a lot of burden, employees will be stressed and have an impact on decreasing work motivation. In this case, it should really know, the signs of declining performance of the team and as soon as possible make improvements. 4) Provide trust and respect. Giving trust and treating workers with respect is one way to increase employee motivation. Give employees a little freedom to manage their own workload and determine the work cycle that makes them comfortable and work more productively. Give employees the responsibility to complete new tasks so that they feel calculated and given the opportunity to grow. This research proves that work motivation is able to mediate/increase the influence of career development and competence on employee performance. Therefore, according to (Febriani et al., 2022) The existence of work motivation needs to be improved by carrying out the following: 1). Appreciate good work. Recognition becomes an important factor. Employees will increase their motivation and morale massively with increased recognition from superiors. Recognition of employee achievements should not only be in the form of year-end bonuses. The boss must also say it directly. 2). Set small, measurable targets. Getting stuck in a routine can be demoralizing. Therefore, it is necessary to make small targets to make work progress feel very enjoyable. Setting goals that are

clear and achievable, provides a real motivational boost every time employees conquer them. Bosses can magnify this effect by taking the next step and celebrating the achievement. 3) Celebrate good results. This is important, especially if the work team is successfully working on a project. This does not mean that you have to give a round of applause to every employee who manages to work on time. But it's important to let everyone know how much they contribute to moving the organization forward. 4) encourage teamwork. Teamwork is one way to increase employee motivation. Knowing that there are colleagues who support each other, is a great feeling. When an employee's motivation decreases, there are teammates who encourage him to finish the next job. 5) Be transparent. Employment relationships should be built on the principle of trust. As a good leader, we must cultivate a culture of transparency. Show that there is no other purpose in each action than achieving the targets that have been set together. Transparency also helps ensure that everyone is working with the same information. 6) Communicate effectively. Employers need to set aside time to actually talk to employees, both in person and through phone calls. Let them know that your boss sees them as a person. In addition, encourage them to speak their minds, ask about conditions and what can be done to support their work. Of course, good communication should go both ways. Employees are also encouraged to be actively involved in shaping organizational decisions and culture. 7) Prioritize employee welfare. Prioritizing welfare is a way to increase the best employee motivation. Happy and healthy employees are certainly more motivated. This is a basic thing that is often overlooked. Make sure employees have enough time to take a break from work routines. 8) Lead with trust and respect. Employees want to have independence at work. They are certainly happy if they can master their area of expertise and are rewarded for making their own work plans. So, the most important thing that can be done as a good leader is to really trust employees and never micromanage. 9) Don't micromanage. Speaking of micromanage, avoiding it is the simplest way to increase employee motivation. According to Sling, if you don't interfere too much with small things, employees are more motivated because they have freedom in doing their jobs.

For some people, weekday mornings may be the most productive time. However, for others it may be closer to night. When employees are allowed to decide when and how they will work, it is necessary to establish a framework to improve efficiency. 10). Create a modern work environment. Improving the work environment is one way to increase employee motivation. Modern offices foster more success than old buildings with peeling paint and poor decoration. The office should be pleasant to work in, full of natural light, and a comfortable temperature. Employees will be more comfortable if there is space to relax, lunch, play games, and chat. 11) Encourage innovation and creativity Boredom can destroy motivation. Allow employees to express their creative side and bring fresh ideas to the project. Just because someone works in finance or general doesn't mean they don't have an innovative idea. Encourage employee engagement by inviting them to contribute ideas for new products, brands, or logos. Offer prizes to winners as well. 12) Offer flexible working options. Allowing employees to work remotely is a way to increase good employee motivation. This offers them the possibility to travel less and achieve a better work-life balance. Plus, having remote work options is a great employee retention tactic.

## CONCLUSION

The results of the study concluded that: first, career development has a significant positive effect on work motivation, second competence has a significant positive effect on work motivation, third career development has a significant positive effect on employee performance, four competencies have a significant positive effect on employee performance, fifth work motivation has a significant positive effect on employee performance, sixth work motivation is able to mediate / increase influence Career development on employee performance, the seven work motivations are able to mediate / increase the influence of competence on employee performance.

For the Mojokerto City Regional Secretariat Office, in an effort to improve employee performance, it is recommended to focus on work motivation and the variables that influence it, namely the development of charities and competencies. Because, work motivation is able to mediate / increase the influence of career development and competence on employee performance. Work motivation needs to be improved by carrying out the following: rewarding good work, setting small measurable targets, celebrating good results, encouraging teamwork, being transparent, communicating effectively, prioritizing employee welfare, leading with trust and respect, not micromanaging, creating a modern work environment, encouraging innovation and creativity, offering flexible work options. For further researchers, it is recommended to replace or add variables that affect work motivation, so that the results can broaden the horizons of science, especially work motivation associated with employee performance.

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