

The Influence of Competence and Motivation on Employee Performance at RRI Palembang Public Broadcasting Institution

Arissa Puteri Maharani^{1*}, Benny Usman¹, Totok Sudyanto¹

¹PGRI University Palembang, Indonesia

*) Corresponding Email: arissaptrmhr@gmail.com

ARTICLE INFO

Article History:

Submitted August 19, 2025

Revised November 24, 2025

Accepted March 13, 2026

Keywords:

Competence, Motivation, Employee Performance

Published by the Faculty of Economics and Business, PGRI University of Palembang

ABSTRACT

This research was conducted to examine the influence of competence and motivation on employee performance at the Public Broadcasting Institution RRI Palembang using a quantitative method. The sampling technique used is saturated sampling, making all 86 employees the sample. This study uses a questionnaire with a measurement scale instrument using a Likert scale. The analysis results indicate that both partially and simultaneously, competence and motivation have a positive and significant effect on employee performance. However, among the two, motivation has a greater influence on employee performance. The R² value or coefficient of determination of 47,5% indicates that

nearly half of the variation in employee performance can be explained by the factors of competence and motivation.

A. INTRODUCTION

Everyone who works in a company, whether as employees, managers, or leaders, is included in human resources because they all play an important role in achieving the company's goals. According to Tellma (2021:1), HR management includes a series of steps to address problems that arise related to workers, managers and staff to support the organization's operations in achieving a goal.

Employee performance is one of the main aspects that determine the success of an organization, including the RRI Palembang Public Broadcasting Institution.

Competencies and motivation applied in organizations and companies are components that greatly affect employee performance. According to Maswanto, et al (2022:43), competence is knowledge, ability, or work attitude to complete tasks according to standards and procedures. Muflihin (2024:2) defines work motivation as a state that affects the stimulation, direction, and maintenance of behaviors related to the workplace.

Competency and motivation theory emphasize the importance of both elements in achieving optimal performance. Motivation provides the drive and energy to do something, while competence is the information and abilities needed to carry out a task effectively. The two are complementary and inseparable. Without motivation, competence may not be fully utilized, and without competence, motivation may not be able to translate into effective action.

The RRI Palembang Public Broadcasting Institution plays a big role in presenting information, education, and entertainment for the public. In carrying out its function as a public media, RRI's success is highly dependent on the performance of its employees. Employees who perform well will be able to provide high-quality programs that meet expectations. needed by the community. The Public Broadcasting Institute RRI Palembang also pays attention to important factors such as competence and motivation in order to obtain maximum employee work results.



At the RRI Palembang Public Broadcasting Institution, competencies can be in the form of mastery of radio technology, skills in using broadcasting software, the ability to speak well and clearly (public speaking) and the ability to make decisions in emergency or sensitive situations. As for motivation, it can be in the form of a supportive and professional work environment, recognition of work achievements (rewards and appreciation) and dedication to public service tasks.

From the results of research at the Public Broadcasting Institute RRI Palembang, there are problems related to competence and motivation. In the competence of some employees are positioned in fields that are not in accordance with their skills and experience history, this can result in a decrease in performance and work motivation. And the problem with motivation is that the motivation of employees of the RRI Palembang Public Broadcasting Institution is still lacking because there is still a lack of appreciation for employees who have tried their best. This can affect employee performance and quality.

Previous research conducted by Hastuti Mulang (2023) with the title Research on the Influence of Competency and Motivation on Employee Performance at the Regional Development Planning Agency of South Sulawesi Province proved to be very significant. Based on the results of the study, it was found that either simultaneously or partially, competence and motivation play an important role in encouraging employee performance improvement.

B. THEORETICAL STUDY

Competencies

According to Rahadi, et al (2021:9), the key for employees to achieve results that are in line with the organization's business strategy is competence, which is defined as the knowledge, skills, abilities, and behaviors that employees develop while performing their duties.

According to Mahmudah Enny (2019:30), competence is a collection of knowledge, abilities, and other internal components that a person possesses that allows them to carry out tasks based on these abilities and information.

According to Ahmad Fauzi and Gilang Nugroho (2024), competence refers to characteristics that form the basis of behavior that reflect motivation, personal traits, self-concept, and knowledge or skill values possessed by high-achieving individuals in the workplace.

As described above, competence is an important part of a person's skills, including talents, knowledge, experience, and other elements needed to carry out the job as effectively as possible.

Surianto (2021:106) mentioned a number of indicators to assess competence, including:

- a. Knowledge, which is information or insight that employees have to carry out their duties and responsibilities in their work.
- b. Skills, which are the ability of employees to complete tasks and responsibilities given by the organization as optimally as possible.
- c. Behavioral attitude, which is the way employees act or behave when carrying out their duties and responsibilities in accordance with applicable provisions.

Maswanto dkk. (2022:44) membedakan berbagai jenis kompetensi, antara lain :

- a. Motivation, which is the regularity of a person in thinking about what he wants or aspires to and which leads to an event.
- b. Traits, include physical attributes and reliable reactions to certain facts or circumstances.
- c. A person's attitude, values, or imagination shape his or her self-concept.
- d. Knowledge, which is the understanding of individuals in a certain field.
- e. Skills, capacity to perform certain mental or physical tasks.

Motivation

Mujanah (2019:165) defines motivation as the process of persuading or influencing a person to achieve their goals, both positively and negatively.

Muflihin (2024:2) defines work motivation as a condition that affects the motivation, direction, and sustainability of behavior related to the work environment. Motivation is a state that drives them to achieve the company's goals.

Tsuraya and John Fernos (2023) define motivation as the capacity to meet the demands of several people while being willing to make an effort to meet the needs of the organization.

Based on the knowledge that has been explained above, motivation is an internal and external drive that influences a person to act or not act in the work environment. This impulse arises from the attitudes, beliefs, individual needs and goals of the organization that overall affect employee behavior and performance.

Tsuraya and John Fernos (2023) define motivation as the capacity to meet the demands of several people while being willing to make an effort to meet the needs of the organization.

According to Sutrisno (2020:110), there are a number of factors that can affect the level of motivation, including:

1. Internal Factors
 - a. Motivation to maintain survival.
 - b. Motivation to have something.
 - c. Motivation to achieve certain conditions.
 - d. Motivation to gain recognition.
 - e. Motivation to have power.
2. External Factors
 - a. Work environment situation or conditions.
 - b. Availability of appropriate competencies.
 - c. Effective supervision or supervision.
 - d. Job certainty or security.
 - e. Position and responsibilities.
 - f. Flexible work rules

According to Soelistya, et al. (2021:83), motivation includes three main indicators, namely:

1. The need for achievement, includes:
 - a. Encouragement to hone and develop creativity.
 - b. Encouragement to optimize their capabilities.
 - c. Encouragement to work effectively and efficiently.
2. The need to establish personal relationships, including :
 - a. Encouragement to gain acceptance from others.
 - b. Encouragement to build good relationships between fellow employees.
 - c. Encouragement to participate and establish cooperation.
3. The need for power and influence over others, includes:
 - a. Encouragement to exert influence and set rules in the work environment.
 - b. Encouragement to expand power and responsibility.
 - c. Encouragement to lead and compete.

Sinambela (2019:583) identifies four categories of motivation, namely :

- a. Encouragement, a person who receives good encouragement to carry out his duties and obligations effectively in order to obtain satisfactory results.
- b. Negative Motivation, this type of motivation involves the threat of punishment for failing to achieve a predetermined job goal.
- c. Motivation from within, a strong internal motivation that drives workers to achieve their goals.



- d. Motivation from External Sources
- e. A strong desire to perform the tasks that have been assigned to them as a result of external cues.

Performance

Khaeruman (2021:7) emphasized that performance is one of the important elements in realizing company goals. A company or agency will be able to achieve its goals if its employees work well. This is because the success and sustainability of a company is highly determined by its performance. People are one of the most important elements that make every company function.

According to Rumawas (2021:1), performance is the achievement of goals and work results, both individuals, groups, and organizations, that work together to connect a number of organizational or business activities in implementing strategies to create a feedback system with various performance capabilities that have been designed beforehand.

According to Yuningsih and Ardianti (2019), performance is defined as actions taken by organizational personnel to meet predetermined standards in order to achieve predetermined goals.

Based on the description above, performance is an important and inevitable component in determining the success of a company or agency. The achievement of organizational goals will be driven by strong performance, regardless of individual or group performance levels.

According to Armstrong and Baron (Rumawas, 2021:62) performance factors include:

- a. Individual characteristics, which are indicated by a person's level of talent, competence, drive and dedication.
- b. Leadership factor, which is based on how well managers and team leaders support, guide, and motivate their employees.
- c. The team factor, which can be seen from the quality of assistance provided by colleagues.
- d. Factors related to the system, namely the work mechanism and the means provided by the organization.
- e. Situational factors, which can be seen from the high level of pressure (stress) and the dynamics of the internal and external environment.

According to Silaen, et al (2021:6), there are five performance indicators which include:

- a. Quality of Work, measured by how well tasks are completed with respect to employees' skills and abilities, as well as how well employees believe that their work has been created.
- b. The quantity of Jobs, which is generated is represented by the number of units and cycles of activities completed.
- c. Punctuality, completing tasks on schedule and utilizing free time for other activities.
- d. Efficiency, optimizing the current level of organizational resource utilization (labor, funds, raw materials) to increase each unit's output in resource utilization.
- e. Dedication, is the extent to which a person can fulfill his duties and obligations towards an organization or company.

According to Suwindia and Wati (2021:48), performance measurement and appraisal are techniques used to evaluate the results of work from a task that has been completed. The purpose of measuring and evaluating the performance of an individual or organization is to collect data that will help evaluate the level of satisfaction of that individual or organization with the task assigned and the results that have been achieved.

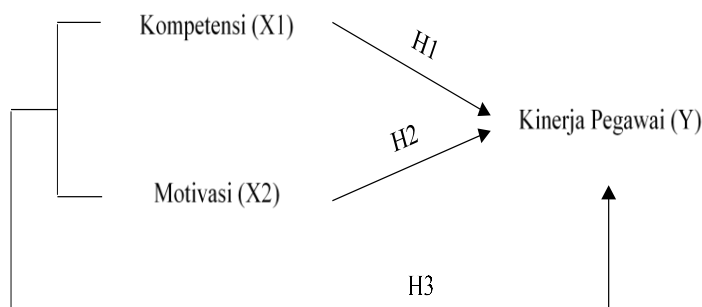
According to Mahmudah Enny (2019:32), there are several factors that can affect competence, including:

- a. Beliefs and Values, i.e. a person's view of themselves and others have a great influence on the actions they take. If someone believes that they lack creativity and innovation,

then they are unlikely to make an effort to find new or alternative ways of completing a task.

- b. Skills, i.e. the improvement of individual abilities play a role in improving proficiency in competence, because a deep understanding and quick response from a human resource reflect high quality.
- c. Experience, to master various competencies, requires appropriate experience. This experience includes the ability to manage individuals, communicate in front of a group, and solve problems, and so on.

Frame of Mind



Research Hypothesis

H1 : It is suspected that competence affects the performance of employees at the RRI Palembang Public Broadcasting Institution.

H2 : It is suspected that motivation affects the performance of employees at the RRI Palembang Public Broadcasting Institution.

H3 : It is suspected that competence and motivation affect the performance of employees at the Public Broadcasting Institution RRI Palembang.

C. RESEARCH METHODS

This research was conducted at the RRI Palembang Public Broadcasting Institute located on Jalan Radio No. 2 Km 4 Kel. 20 Ilir, East Ilir I District, Palembang City, South Sumatra, 30128.

Sugiyono (2023:2), said that research methods are understood as a scientific method used to obtain data in accordance with the goals that have been set. Sugiyono (2023:16) quantitative research is an approach based on the positivism paradigm and is used in analyzing certain populations and groups. Quantitative and statistical research tools are used in data collection to test established hypotheses.

The variables used in this study consist of independent (free) and dependent (bound) variables, namely:

- a. An independent variable (X) is a variable that influences, produces, or leads to the development of a bound variable or an independent variable. The independent variables in this study are Competency (X1) and Motivation (X2)
- b. A dependent variable (Y), is a variable whose existence is influenced by an independent variable. In this study, Employee Performance (Y) was determined as a dependent variable.

Sugiyono (2023:126), said that population is a generalized category that includes a set of items or individuals with a certain number and characteristics that the researcher chooses to analyze, then produces conclusions. The research population consisted of 86 employees who worked at the Public Broadcasting Institute of RRI Palembang.

Sugiyono (2023:133), said that saturated samples are a type of sample that, although the number is increased, will not increase the level of representation and does not affect the



value of the information that has been obtained. Thus, this study involves the entire population as a sample with a total of 86 employees.

The data collection technique used in this study is the questionnaire method.

D. RESULTS AND DISCUSSION

RESULTS

Validity Test

Competency Validity Test Results (X1)

Statement Item	Nilai Sig	$\alpha < 0,05$	Remarks
X1.1	0,000	0,05	Valid
X1.2	0,000	0,05	Valid
X1.3	0,000	0,05	Valid
X1.4	0,000	0,05	Valid
X1.5	0,000	0,05	Valid
X1.6	0,000	0,05	Valid
X1.7	0,000	0,05	Valid
X1.8	0,000	0,05	Valid
X1.9	0,000	0,05	Valid
X1.10	0,000	0,05	Valid

Source : Primary Data processed (2025)

Motivation Validity Test Results (X2)

Statement Item	Nilai Sig	$\alpha < 0,05$	Remarks
X2.1	0,000	0,05	Valid
X2.2	0,000	0,05	Valid
X2.3	0,000	0,05	Valid
X2.4	0,000	0,05	Valid
X2.5	0,000	0,05	Valid
X2.6	0,000	0,05	Valid
X2.7	0,000	0,05	Valid
X2.8	0,000	0,05	Valid
X2.9	0,000	0,05	Valid
X2.10	0,000	0,05	Valid

Source : Primary Data processed (2025)

Hasil Uji Validitas Kinerja (Y)

Statement Item	Nilai Sig	$\alpha < 0,05$	Remarks
Y1	0,000	0,05	Valid
Y2	0,000	0,05	Valid
Y3	0,000	0,05	Valid
Y4	0,000	0,05	Valid
Y5	0,000	0,05	Valid
Y6	0,000	0,05	Valid
Y7	0,000	0,05	Valid
Y8	0,000	0,05	Valid
Y9	0,000	0,05	Valid
Y10	0,000	0,05	Valid

Source : Primary Data processed (2025)

From the table above, it is concluded that all statements in the three variables show a significance value of 0.000 which is below the number 0.05. Therefore, all statements are declared valid and can be used in this study.

Reliability Test

Reliability Test Results

Variabel	Cronbach's Alpha	Sig	Remarks
Competencies (X1)	0.829	0,6	Reliabel
Motivation (X2)	0.861	0,6	Reliabel
Performance (Y)	0.832	0,6	Reliabel

Source : Primary Data processed 2025

Based on the table, Cronbach's alpha value for the competency variable was 0.829, motivation 0.861 and performance was 0.832. All variables show Cronbach's alpha value which is above 0.60 as the limit of reliable sig. Therefore, all variables are declared reliable, meaning that all items in each variable show high internal consistency in measuring the construct in question.

Classic Assumption Test Normality Test

Normality Test Results

Variabel	Sig	$\alpha > 0,05$	Remarks
Competencies (X1)	.074	,05	Normal
Motivation (X2)	.063	,05	Normal
Performance (Y)	.071	,05	Normal

Source : Primary Data processed (2025)

The table indicates that the three variables have significance values that exceed 0.05. In conclusion, the residual is distributed normally.

Multicollinearity Test

Multicollinearity Test Results

Variabel	Tolerance	VIF	Remarks
Competencies (X ₁)	,700	1,428	Multicollinearity-free
Motivation (X ₂)	,700	1,428	Multicollinearity-free

The two independent variables had a VIF value of $1.428 < 10$ and a tolerance value of $0.700 > 0.10$. So the two variables are declared to be free of multicollinearity.

Heteroscedasity Test

Heteroscedasity Test Results

Variabel	Sig	$\alpha > 0,05$	Keterangan
Competencies (X ₁)	,808	,05	Heterokedasticity-Free
Motivation (X ₂)	,544	,05	Heterokedasticity-Free

Dari tabel diatas, kedua variabel mempunyai nilai signifikansi di atas 0,05, yaitu 0,808 untuk Kompetensi (X₁) dan 0,544 untuk Motivasi (X₂). Dari analisis yang dilakukan, disimpulkan bahwa kedua variabel bebas heterokedastisitas.



Multiple Linear Regression Analysis

Multiple Linear Regression Analysis Results

Variabel	B	Std. Error	Beta
Constant	7,322	4,044	
Competencies (X ₁)	,230	,099	,221
Motivation (X ₂)	,558	,098	,543

Source : Primary Data processed (2025)

From the table above, the multiple linear regression equation is obtained as follows:

$$Y = \alpha + b_1 X_1 + b_2 X_2$$

$$Y = 7.322 + 0.230 X_1 + 0.558 X_2$$

Based on the equation of the formula above, a constant of 7.322 is obtained, which means that if Competency (X₁) and Motivation (X₂) are considered constant (zero value), then the basic value of Employee Performance (Y) is at 7.322. A Competency regression coefficient (X₁) of 0.230 indicates that an increase of one unit in Competency will increase Employee Performance (Y) by 0.230 units, assuming that other variables remain constant. The regression coefficient for the Motivation variable (X₂) valued at 0.558 indicates that every one unit increase in Motivation will contribute to an increase in Performance (Y) by 0.558 units provided that the other variables remain unchanged.

Furthermore, analysis of the beta coefficient value showed that Motivation (0.543) had a more significant influence on Performance compared to Competency (0.221). This shows that in the context of LPP RRI Palembang, increasing employee work motivation tends to have a greater impact on performance than just improving competence.

Correlation Coefficient Analysis

Results of Correlation Coefficient Analysis

Variabel	R	Remarks
Competencies (X ₁) and Motivation (X ₂)	,690	Strong Correlation

Source : Primary Data processed (2025)

Based on the table presented, the competency and motivation variables showed a significant and positive relationship with the performance variable, which was reflected in the correlation coefficient value of 0.690. Thus, it can be concluded that increasing motivation (X₂) and competence (X₁) simultaneously tends to contribute to improving employee performance (Y).

Coefficient Determination Analysis

Results of Determination Coefficient Analysis

Variabel	R	R Square	Adjusted R Square	Std. Error of the Estimate
Competencies (X ₁) Motivation (X ₂)	,690	,475	,463	3,147

Source: Primary Data processed 2025

From the table above, the R Square value is 0.475, which means that the variables Competency (X₁) and Motivation (X₂) are able to contribute 47.5% to the variable Employee

Performance (Y) simultaneously, while the remaining 52.5% is influenced by other factors that are not included in this study, such as work environment, job satisfaction, reward system, and others. Meanwhile, the number of variables in the model is taken into account by the adjusted R Square value of 0.463, which corrects for the R Square value. and sample size. This value still indicates that the model used can still explain the variable strongly.

T-test (partially)

t-test results (partially)

Variabel	t	Sig	Remarks
Competencies (X ₁)	2,326	,022	Significant Impact
Motivation (X ₂)	5,718	,000	Significant Impact

From the table above, the competency variable obtained a calculated t-value of 2.326 with a significance level of 0.022 which is smaller than the significance limit of 0.05. These results show that there is a positive and significant influence between competence on employee performance partially. Therefore, the first hypothesis (H1) is declared proven or accepted.

The Motivation variable (X2) shows a calculated t value of 5.718 and a sig value of 0.000 which is also smaller than 0.05. These results show that employee performance is significantly influenced by motivation to some degree. Thus, the second hypothesis (H2) is also acceptable.

F test (simultaneously)

Results of Test F (simultaneously)

Variabel	Sig.	a < 0.05	Remarks
Competencies (X ₁) Motivation (X ₂)	,000	,05	Significant Impact

Source : Primary Data processed (2025)

A significance value of 0.000 was obtained which was smaller than 0.05. These findings indicate that the variables of Competency (X1) and Motivation (X2) simultaneously have a significant influence on Employee Performance (Y). Thus, the third hypothesis (H3) which states that there is a simultaneous influence between competence and motivation on performance is acceptable.

DISCUSSION

The Effect of Competency (X1) on Employee Performance (Y)

The t-test found that competency variables had a positive and significant effect on employee performance. This can be seen from the significance value of 0.022 which is smaller than 0.05, with a t-value calculated as 2.326. These findings indicate that the higher the level of competence that employees have, the better the performance that can be achieved.

This finding is consistent with previous research by Dian Kasih Bago (2022), which found that the performance of employees at the Office of the Regional Finance, Revenue and Asset Management Agency of South Nias Regency is greatly influenced by the level of competence possessed. The results of Werni Sarumaha's research (2022) also prove that organizational culture and competence have a positive and significant effect on employee performance at the Telukdalam District Office, South Nias Regency. Therefore, the results of



the study are related and in line with previous findings on the importance of improving competence in improving employee performance.

The Effect of Motivation (X2) on Employee Performance (Y)

The results of the t-test analysis showed that the motivation variable had a stronger and dominant influence on employee performance compared to competence. This is evidenced by a t-value of 5.718 and a significance level of 0.000 which is below the limit of 0.05. Thus, increased motivation motivates employees to try harder, be more active, be more productive and be more responsible in completing their tasks. Employees who have an intrinsic drive to develop, contribute and achieve achievements tend to show superior performance.

Research by Siti Nurhalizah and Nurvi Oktiani (2024) which found that motivation has a positive and significant partial influence on performance, supports this finding. In addition, research by Ricky Valiant Kusuma and Evi Selvi (2024) also shows that competence affects performance significantly in the Sirnabaya Village Office. Therefore, this study supports and aligns with a number of previous research findings that show employee performance is significantly influenced by motivation. in a company/agency.

The Influence of Competence and Motivation on Employee Performance

The results of the F test show that competence and motivation simultaneously have a significant effect on employee performance. Furthermore, the value of the determination coefficient of 0.475 indicates that the combination of these two variables contributes 47.5% to employee performance, while the rest is influenced by other factors outside of this study.

Research by Ricky Valiant Kusuma and Evi Selvi (2024) also corroborates these results with the finding that competence and motivation together affect employee performance at the village level. Thus, it is proven that efforts to improve employee performance are carried out with an integrated approach, namely through competency development and simultaneous increase in work motivation.

E. CONCLUSION AND SUGGESTIONS

Conclusion

- 1) The F test shows that the value of competency significance of 0.000 is smaller than 0.05. This shows that competency and motivation variables simultaneously have a significant effect on employee performance.
- 2) The determination coefficient value (R²) of 0.475 indicates that the combination of competence and motivation is able to explain 47.5% of the variation in employee performance, while the remaining 52.5% is influenced by other factors outside of this study.
- 3) The results of the simultaneous test showed that the combination of competence and motivation could explain 47.5% of the variation that occurred in employee performance at the RRI Palembang Public Broadcasting Institution.

Suggestion

Some suggestions that can be submitted to improve employee performance are as follows:

- 1) Technical, seminars, workshops, and soft skill development are needed that are relevant to the work needs of LPP RRI Palembang. This is because of proven competence
- 2) It is necessary to create a work environment that can increase employee motivation, because this is proven through awarding work achievements, providing clear career paths, effective two-way communication, and creating a supportive and appreciative work atmosphere.
- 3) It is not enough to improve performance just by improving one aspect, but it requires an integrated effort between improving competence and strengthening motivation. This is because.

- 4) For researchers, it has the potential to affect employee performance levels such as work stress, work-life balance, and so on to expand the scope of research and provide a more detailed picture of the subject.

BIBLIOGRAPHY

- Azisa, W., Kurniawan, A. W., & Burhanuddin, B. . (2025). The Effect of Competence and Work Motivation on Employee Performance at the Enrekang Regency Library and Archives Office. *Journal Of Management And Business Economics*, 3(1), 10-27.
- Bago, D.K. (2022). The Effect of Competence and Work Motivation on Employee Performance at the Office of the Regional Finance, Revenue, and Asset Management Agency of South Nias Regency. *Scientific Journal of South Nias Students*, 5(1), 10-14.
- Fauzi, A & Nugrogo, G. (2024). The Effect of Competency on Employee Performance with Work Motivation as an Intervening Variable. *Al Qalam: Scientific Journal of Religion and Society*, 18(1), 558-580.
- Khaeruman. (2021). *Performance Management Human Resource Management Concept & Case Study*. Attack: CV. AA. Rizky.
- Mahmudah Enny. (2019). *Human Resource Management*. Surabaya: UBHARA Management Press.
- Maswanto, et al. (2022). *Human Resource Management*. Jakarta: UM Jakarta Press.
- Muflihin, H. (2024). *Performance Motivation*. Pros: A blessing in disguise.
- Mujanah, S. (2019). *Compensation Management*. Surabaya: CV. Putra Media Nusantara.
- Teaching, H. (2023). The Effect of Competence and Motivation on Performance in Employees of the Regional Development Planning Agency (BAPPEDA) of South Sulawesi Province. *Jesya (Journal of Sharia Economics and Economics)*, 6(1), 38-51.
- Nurhalizah, S., & Oktiani, N. (2024). The Influence of Motivation and Work Discipline on Employee Performance at PT Samugara Artajaya. *JIBEMA: Journal of Business, Economics, Management, and Accounting*, 1(3), 197–207.
- Priyatno, D. (2024). *Basic techniques for data analysis using SPSS*. CV. Andi Offset.
- Rahadi, R., Susilowati, E., Farid, M. (2021). *Human Resource Competence*. Tasikmalaya: Lantern of Madani Science.
- Rumawas, W. (2021). *Manajemen Kinerja*. Manado: Universitas Sam Ratulangi (Unsrat Press) .
- Salvano, D.P., & Hara, T.M. (2023). The Influence of Competence and Motivation on Employee Performance at the Bri Branch Office in Bekasi City. *Journal of Social and Science* , 3(2), 185-198.
- Silaen., et al. (2021). *Employee Performance*. Bandung: Widina Bhakti Persada Bandung.
- Sinambela, L.P. (2021). *Performance Management: Management, Measurement and Performance Implications*. Depok: Rajawali Press.
- Soelistya., D, Desemrianita., E, Tafrihi., W. (2021). *Employee Performance Strong Points: Key Motivation for Compensation Implementation and Work Environment*. Sidoarjo: Nizamia Learning Center.
- Sugiyono. (2022). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: ALFABETA.



- Sugiyono. (2023). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: ALFABETA.
- Surianto. (2021). *Motivation, Competence, Organizational Culture*. Surabaya: Global Aksara Pres.
- Sutrisno. (2020). *Human Resource Management*. Jakarta: Kencana Prenada Media Group.
- Suwindia, I.G. & Wati, N.K. (2021). *Employee Performance Reviewed from Modern Leadership Factors Based on Tri Kaya Parishuda, Social Attitude, and Cooperative Ability*. Bali: MPU Kuturan Press.
- Tellma, M. (2022). *Human Resource Management Reference Book*. Central Java: Lakeisha.
- Team. (2024). *Guidelines for Thesis Writing*. Palembang: University of PGRI Palembang, Faculty of Economics and Business.
- Tsuraya, A. F., & Fernos, J. (2023). The Effect of Work Motivation and Work Discipline on Employee Performance at the Padang City Population and Civil Registration Office. *Management Science Publications*, 2(2), 259-278.
- Yuningsih, E. (2019). The influence of competence and motivation on employee performance at PT XXX. *Visionida Journal*, 5(1), 32-45.