

EFFECT OF CAREER DEVELOPMENT, WORK MOTIVATION AND COMPETENCE OF EMPLOYEE PERFORMANCE OFFICE PT. ADZKIA MASA DEPAN MEDAN

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Abstract. In a company, the primary resource is its human resources, often referred to as employees. Human resources play a crucial role at all levels, from lower management to top management, in ensuring that the company achieves its objectives. For this reason, employees are required to demonstrate strong performance, which is influenced by several key factors, including career development, motivation, and competence. These factors not only shape how employees contribute to organizational success but also determine their individual growth and satisfaction. This study investigates the impact of career development, work motivation, and competence on employee performance. A quantitative research approach was employed, with data collected through the distribution of questionnaires and library research. The study sample consisted of 32 employees at PT. Adzkie Masa Depan Medan, selected using the Saturated Sample method. This method ensures that all members of the population are included in the study, allowing for comprehensive data collection. Data analysis was conducted using multiple linear regression analysis in SPSS 20 software. This technique enables researchers to assess the relationship and impact of career development, work motivation, and competence on employee performance. Furthermore, hypothesis testing was conducted to determine the significance of these variables on performance outcomes. The findings of this study provide valuable insights into the critical factors that influence employee productivity and effectiveness, highlighting the importance of fostering career growth opportunities, maintaining high levels of motivation, and enhancing employee competencies. These insights are expected to contribute to improved HR practices and strategic decision-making in organizational contexts.

Keywords: career development; work motivation; employee competency; performance

I. INTRODUCTION

A Companies, both non-profit and non-profit, are required to consistently display their best performance. in order to achieve the company's goals . One of the important factors that determine the achievement of company performance and company goals is the performance of its human resources in this case called employees. Employees are the main resource in a company that is required to work effectively and efficiently in order to achieve the goals of a company. The strength of each company lies in human resources, so that the company's achievements cannot be separated from the achievements of each individual involved in it, and the final achievement is known as *performance* . Human resource management is one of the key factors in getting the best performance, because in addition to handling skills and expertise issues, human resource management is also obliged to build conducive individual behavior to get the best performance.

If the performance of each individual or good employees, then it is expected that the company's performance will also be good. According to (Mangkunegara, 2017), there are various employee performance factors, including: a. Ability

Factor. b. Motivation factor . In addition, employee performance indicators according to (Wibowo, 2017) :

a) Purpose is a better condition that is desired to be achieved in the future . b) Standards are a measure of whether the desired goal can be achieved. Without standards, it is not known when a goal is achieved. c) Feedback reports progress, both in quality and quantity, in achieving the goals defined by the standards. d) Tools and means are resources that can be used to help complete goals successfully. e) Competence is the ability of a person to carry out a job given to him well. f) Motives are reasons or drives for someone to do something. g) Opportunities workers need to get the opportunity to show their achievements.

Research related to employee performance has been widely conducted by previous researchers. Based on various previous studies, there are several factors that influence employee performance. In the *management and business journal* of the Pasuruan Financial Agency study, employee performance is influenced by career development and motivation by R Fuad, W Waluyo (2020) . In another study, employee performance is influenced by motivation, competence and career development by Pramukti, Andika (2019).

Based on empirical studies, researchers can state that one of the variables that affects employee performance is career development. According to Megita (2014: 32) career development is personal improvements that are carried out by someone to achieve a career plan. Thus, career development is an employee's action to achieve his career plan, which is supported by the human resources department, manager or other parties. In addition, it is a series of activities to improve the work ability of individual employees to plan their careers in the present and the future. This also needs to be supported by a leadership attitude that can influence others to work well together to achieve certain desired goals. Career development affects employee performance in a company.

In addition to looking at career development given to employees, another factor that must be considered is work motivation. Work motivation according to Donni (2014:171) states that motivation comes from the Latin word (movere) which means encouragement, driving force or strength that causes an action or deed. Motivating subordinates to work productively in achieving and realizing predetermined goals. The motivation that exists in a person is the strength that will realize good behavior in achieving their abilities and leading positively to approaching the object that is the goal. Motivation is a condition that encourages a person to do, behave and behave to achieve the desired goal.

Motivation will be positive if someone feels happy and interested in the job, but motivation becomes negative if someone feels bored and stressed. Motivation is a driver for someone to carry out an activity in order to get the best results as expected. Therefore, it is not surprising that employees who have very high work motivation usually have high performance too. For that, employees need to raise work motivation in order to produce good performance as expected.

Another thing to consider besides career development and work motivation, the most important thing to consider is competence. Competence is the ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job (Yasin, 2020). To be able to complete work in a particular field of work, adequate competence is required. The competence possessed by the employee must be able to support the implementation of organizational strategies and be able to support any changes made by the leadership to deal with environmental changes that occurs. Competence can affect the increase in employee performance if employees have good competence in the form of a professional attitude such as establishing a cooperative relationship with colleagues in completing a job so as to get maximum results and be able to become a reliable employee.

PT. Adzkie Future A company engaged in educational services and tutoring specifically for civil service and CPNS also continues to improve employee performance. Established since 2003, employee issues are still a problem faced by the company, including the low opportunity for employees to develop their abilities or slow career paths, there are still employees who come late to the office, there are still employees who go home before work hours, there are still employees who are not absent from the office and the budget is still limited which is used to improve employee competence.

Employee attendance and employee discipline in attendance from January to December 2022 can be seen in the graph below:



Figure 1 Attendance Record Chart (total employee shifts in a day * number of working days in a month)

Source: HRD Application, 2022

Information :

- Mandays ⓘ
- On Time
- Late in
- Absent
- Time off
- No check in

From Figure 1.1 above, it can be seen that employee discipline is still fluctuating and even tends to decline from month to month during 2022. Every month there are always employees who are absent, either due to illness, permission or without explanation.

The performance of these employees also influences the company's achievements, which is called company turnover.

Table 1 Turnover of PT. Adzkie Masa Depan in 2022

MONTH	TURNOVER
January	1,346,784,005.36
February	619,359,213.00
March	403,285,517.00
April	427,175,246.00
May	435,822,136.00
June	303,317,226.00
July	170,203,451.00
August	1,955,525,751.00
September	988,700,476.00
October	853,214,237.00
November	829,314,253.00
December	1,190,818,496.95

Source: Data processed by the author, 2022

From table 1.1 above, it can be seen the turnover of PT. Adzkie Masa Depan for the period January to December 2022. In January to July, the turnover experienced a significant decline. Namely, the highest turnover during 2022 was obtained in January of Rp. 1,346,784,005.23. And the lowest

turnover during 2022 was obtained in July 2022. It can be seen from the graph below:

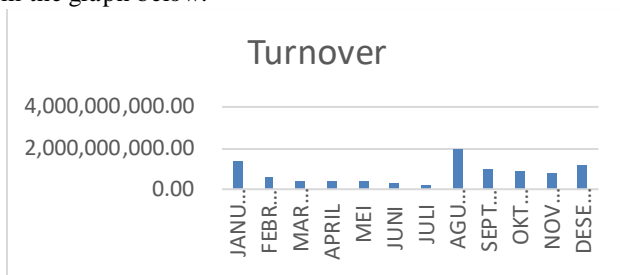


Figure 2 of PT. Adzki Future in 2022

Source: Data processed by the author, 2022

Based on the description above, the researcher can conclude that employee performance is an important variable in a company to achieve company goals, including employees of PT. Adzki Masa Depan Medan Office. Therefore, the researcher discusses this in the form of scientific research with the title: The Influence of Career Development, Work Motivation and Competence on the Performance of Employees of PT. Adzki Masa Depan Medan Office .

II. RESEARCH METHOD

This research was conducted at the Office of PT. Adzki Masa Depan Medan, located at Jalan Kangkung No. 24 AB, Petisah, Medan Baru, North Sumatra, during the period from November 2022 to December 2023. This study aims to analyze the effect of independent variables, namely career development (X1), work motivation (X2), and competence (X3), on the dependent variable in the form of employee performance (Y). The study population was 30 employees with details consisting of various divisions, such as academic, ILTC, finance, general affairs, marketing, HRD, regional development, and operations. Based on the total sampling method, the entire population is used as a research sample, considering that the number is less than 100, so this research is a population research.

Data collection in this study was conducted through two main techniques, namely direct observation to the research location to obtain an overview of the workplace atmosphere and work processes, and administering questionnaires to 30 employees of PT. Adzki Masa Depan Medan. The research variables were defined operationally using a Likert scale, including employee performance measured through accuracy, precision, skills, and work relationships; career development that includes education levels, training, and work experience; work motivation that includes intrinsic and extrinsic factors such as rewards and working conditions; and competencies that involve adaptability, decision making, and cooperation. The collected data were analyzed descriptively to see the distribution of respondents' answers, with tendencies measured using the three-box method. Quantitative data analysis techniques were conducted through multiple linear regression using the SPSS program version 25.00, to test the influence of independent variables (career development, work motivation, and competence) on the dependent variable (employee performance). The analysis process includes

scoring, data grouping, and statistical calculations to understand the relationship between variables in detail.

Data quality testing in this study involves two main tests, namely validity testing and reliability testing. Validity testing aims to ensure that the questionnaire used can measure what is intended to be measured. Validity testing is carried out by correlating the score of each indicator with the total score of the construct using the bivariate correlation method. If the calculated *r* value is greater than the table *r*, then the instrument is declared valid, conversely if the calculated *r* is smaller than the table *r*, the instrument is considered invalid. Meanwhile, the reliability test aims to ensure the consistency of respondents' answers to the statements submitted, either through repeated measures or one-shot measurements. In this study, the reliability test was conducted using the one-shot method with measurements using Cronbach Alpha statistics, which indicates reliability if the Cronbach Alpha value is greater than 0.60 .

Next, the classical assumption test is conducted to meet the requirements of multiple linear regression analysis used in this study. The classical assumption test aims to ensure that the regression model is free from symptoms of heteroscedasticity, multicollinearity, autocorrelation, and is normally distributed. The multicollinearity test is conducted to identify whether there is a correlation between independent variables using the tolerance value and Variance Inflation Factor (VIF). Meanwhile, the normality test is carried out using the normal probability plot and the Kolmogorov-Smirnov test, which checks whether the data is normally distributed. For the heteroscedasticity test, the analysis was carried out using a scatterplot graph to identify whether there is a pattern that indicates inequality of variance between residuals.

After testing the classical assumptions, a hypothesis test is conducted to see the effect of the independent variables on the dependent variables. In this study, multiple linear regression analysis was used to test the relationship between career development, work motivation, and competence with employee performance. The individual parameter significance test (t-test) is conducted to determine the effect of each independent variable on the dependent variable partially. If the calculated *t* value is greater than the *t* table and the significant value is less than 0.05 , then the independent variable has a significant effect on the dependent variable. Conversely, if the calculated *t* is smaller than the *t* table and the significant value is greater than 0.05 , then the independent variable does not have a significant effect.

In addition, to test the simultaneous influence of independent variables on dependent variables, the F test is used. This test compares the calculated F value with the F table to see whether the independent variables simultaneously have a significant effect on the dependent variable. If the calculated F is greater than the F table and the significant value is less than 0.05 , then the independent variables have a significant effect simultaneously on the dependent variable. The coefficient of determination (R²) is also used to measure how much the independent variables are able to explain the variation of the dependent variable. An R² value close to 1

indicates that the independent variable can explain the variation in the dependent variable well, while a small value indicates a limited influence. In evaluating the best regression model, researchers often use the Adjusted R² value which is more appropriate for cross-sectional data.

III. RESULT AND DISCUSSION

The Influence of Career Development on Employee Performance

In this study, it was found that results of analysis using the method Multiple linear regression for the influence of career development variables on employee performance. It is known that the results of the t-test analysis are rejecting H₀ or accepting H₁ because it has a calculated $t\ value = 2.375 > t\ table = 2.051$ and the Sig. value. = $0.025 < 0.05$. The results of this study are in line with research conducted by Damayanti *et al.*, (2022) where in their research it was found that career development partially has a significant effect on employee performance ($p\ -value = 0.010 < 0.05$).

Human Resources is a vital component in an organization. Pioneers must understand that the results in further development in implementation and efficiency must include workers, not only becoming a force for change, but also becoming more effective in managing this change. Representative execution can influence the progress of an organization. Employee performance can affect the success of a company. Company growth depends on performance results. Career advancement can affect performance, which is carried out by organizations to ensure that their workers have the skills, capacity and experience when needed (Damayanti *et al.*, 2022).

Calculated $t\ value$ is positive and the coefficient value is 0.485. shows a directional influence, namely if career development increases, employee performance at the PT Adzki Masa Depan Office will also increase. This is also supported by the results of cross-tabulation which show that the majority of respondents with high career development also have high performance (12 people or 40%). Therefore, it is concluded that career development has a positive and significant effect on employee performance.

Career development is one of the stimuli offered by companies or organizations to attract external talent, as well as retain the best talent or employees they have. Career development is also part of compensation. The compensation referred to here, of course, is non-financial compensation. Non-financial compensation is job satisfaction obtained by a person from the job itself or from the psychological environment in which the person works. In other words, compensation is a reward other than money (financial). Therefore, the type of non-financial compensation includes satisfaction obtained from carrying out significant tasks related to employee performance. Challenging and interesting work and career development offered by companies and organizations will of course increase the commitment and work motivation of the employees themselves, thereby having an impact on improving employee performance (Rialmi & Patoni, 2020).

Employee career development is included in the high category, while the performance experienced is included in the high category. Thus, employees have good performance because the career development received by employees has been provided well by the company. Employee performance is greatly influenced by career development. Employees will feel motivated or encouraged to improve their performance if they are given career development such as job promotion, meaning that the increase in career development obtained by employees can encourage increased performance. Companies must be able to provide training programs and career planning to their employees as a form of implementing career development programs. Employees who have obtained the suitability of their desires in career development, then employees will feel happy and satisfied because they have succeeded in getting a promotion. Employees who have received career development will feel very satisfied emotionally (Sari & Rahyuda, 2022).

The Influence of Work Motivation on Employee Performance

In this study, it was found that The results of the analysis using the multiple linear regression method for the influence of work motivation variables on employee performance. It is known that the results of the t-test analysis are rejecting H₀ or accepting H₂ because it has a calculated $t\ value = 4.569 > t\ table = 2.051$ and Sig. value = $0.000 < 0.05$. The results of this study are in line with the research conducted by Jintar (2023) where in his research it was found that work motivation partially had a significant effect on employee performance ($p\ -value = 0.000 < 0.05$).

Employees with work motivation height is very important for the company because help increase productivity. Motivation is given with the aim of providing enthusiasm and passion for employees to complete tasks. Factors that can motivate employees include the work environment, equipment, environmental conditions, support, compensation, awards, attention, and communication. Motivation comes from within and outside oneself, and has a significant impact on both individuals and organizations. Regardless of the source, when employees feel their needs are met and are able to improve their own lives, it can lead to better performance on the job (Jintar, 2023).

Calculated $t\ value$ is positive and the coefficient value is 0.563. shows a unidirectional influence, namely if work motivation increases, employee performance at the PT Adzki Masa Depan Office will also increase. This is also supported by the results of cross-tabulation which show that the majority of respondents with high work motivation also have high performance (18 people or 60%). Therefore, it is concluded that work motivation has a positive and significant effect on employee performance.

Motivation (material and non-material) needs to be given directly to each individual employee to meet their needs and satisfaction. So, its nature is specifically to provide praise, awards, bonuses, certificates, and so on. The motivation given can be in the form of facilities that support and support work enthusiasm/smoothness of tasks, so that employee performance is improved in doing work. Motivational factors that can also affect employees are motivations that come from

the work environment such as employee relations with the company. Employee workplace relations will also indirectly affect employee performance because their relationship with a comfortable work organization and a harmonious relationship between one employee and another will create employee work enthusiasm which will ultimately affect employee performance (Yayu *et al.*, 2024).

Similar things are also supported by research by Rahwati & Sultoni (2024) which states that motivation has a very positive impact on the process of achieving employee performance. Specifically, increased motivation can result in increased employee performance. This motivation functions as an internal control that encourages employees in the company to achieve the desired goals. One form of motivation that can encourage employee performance is the final assessment when the work contract period is about to end where the assessment will be the benchmark for employee performance and affect the next contract period whether the work contract will be extended or even terminated or in other words the work contract period is not extended in the company from the benchmark obtained from the results of the assessment at the end of the previous work contract period.

The Influence of Competence on Employee Performance

In this study, it was found that The results of the analysis using the multiple linear regression method for the influence of competency variables on employee performance. It is known that the results of the t-test analysis are to accept H_0 or reject H_3 because it has a calculated t value = 1,869 < t table = 2.051 and Sig. value = 0.073 > 0.05. The results of this study are in line with research conducted by Ilham (2024) where in his research it was found that partial competence did not have a significant effect on employee performance (p -value = 0.724 > 0.05).

Competence is the ability to carry out or perform a job or task based on the skills and work knowledge required by the job. Thus, competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing. If employee competence is good, it will improve employee performance. In this study, there was no effect of competence on employee performance. This is thought to be due to the job mutation system at PT Adzkie Masa Depan which is carried out quite often, especially at certain levels, usually at least once every 6 months, so that employees who have just been transferred to certain positions sometimes need time for these employees to adapt to their duties and responsibilities (Ilham, 2024).

Another factor that can cause the absence of a relationship between competence and employee performance in this study is that the competence possessed by employees at PT Adzkie Masa Depan does not lead to emotional competence or social competence. Based on observations in the field, the workload assigned to employees is more demanding in terms of time and discipline needed to complete the work tasks they do. Humans have three dimensions, namely (1) physical (*body*), (2) emotional (*mind*), and (3) spiritual (*soul*). These three things that underlie competence are within humans, which cannot be measured by their last education or which school they graduated from (Yulianty *et al.*, 2021).

The Influence of Career Development, Work Motivation, and Competence on Employee Performance

In this study, it was found that The results of the analysis using the multiple linear regression method for the influence of career development variables, work motivation, and competence on employee performance. It is known that the results of the f test analysis are rejecting H_0 or accepting H_4 because it has a calculated f value = 13.931 > t table = 2, 975 and Sig. value = 0.000 < 0.05. The results of this study are in line with the research conducted by Ridhawana *et al.*, (2024) where in their research it was found that career development, work motivation, and competence simultaneously had a significant effect on employee performance (p -value = 0.000 < 0.05).

Career development is the factor most related to employee performance. The career ladder system requires the management of an organization to create a career path including the methods that can be taken by its employees to achieve that career. Another factor that affects performance is motivation. Motivation is a condition that drives someone to do, behave and act to achieve the desired goals. Motivation will be positive if someone feels happy and interested in work, but motivation becomes negative if someone feels bored and stressed. Motivation drives someone to carry out an activity in order to get the best results as expected. Another thing that must be considered besides career development and work motivation is competence. Competence is very important in order to achieve company goals effectively and efficiently. Employees who have high competence will be able to carry out their duties well (Ridhawana *et al.*, 2024).

The results of this study are also supported by other studies conducted by Trisnayanti *et al.*, (2024) where the study stated that there is a significant influence between career development, work motivation and competence on employee performance. Career development is one factor that can motivate employees to produce optimal performance. Career development is a process of increasing individual work abilities achieved in order to achieve the desired career. Improving employee performance can be achieved if organizations or government agencies are able to motivate employee performance to create a good work climate so that high performance can be formed. In addition to career development and work motivation, employee performance is also influenced by competence. Competence is a basic characteristic of an individual that has a causal or cause-effect relationship with criteria that are used as a reference, effective or performing well or superiorly in the workplace or in certain situations.

IV. CONCLUSIONS

Based on the results of the data analysis conducted, the conclusions that can be drawn in this study are as follows: Career development has a positive and significant effect on employee performance, with a significance level of 0.025 < 0.05. Work motivation also has a positive and significant effect on employee performance, with a significance level of 0.000 < 0.05. However, competence does not have a significant effect on employee performance, because the

significance level is $0.073 > 0.05$. Simultaneously, career development, work motivation, and competence have a significant effect on employee performance, with a significance level of $0.000 < 0.05$.

Based on these conclusions, the author provides several suggestions, including for agencies, so that this study can be used as a consideration to improve employee performance in order to achieve the company's vision, mission, and goals. Improvement can be done through routine training and career development programs. Work motivation needs to be considered by providing better facilities and incentives to encourage employee enthusiasm. In addition, employee competence needs to be improved through relevant training, especially in terms of work planning. To improve employee performance, companies must ensure that employees comply with SOPs through ongoing socialization. For academics, this study is expected to be a reference for further research related to career development, work motivation, and competence.

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