



Employee Performance Determination: The Effect of Transformational Leadership, Self-Efficacy, and Competence: Organizational Citizenship Behavior As A Mediating and Work Environment As A Moderating

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Abstract

This study aims to analyze the determinants of employee performance through the influence of transformational leadership, self-efficacy, and competency, with Organizational Citizenship Behavior (OCB) as a mediating variable and the work environment as a moderating variable. The research was conducted at the Food and Drug Monitoring Agency (BBPOM) in Padang, West Sumatra. Data was collected through survey of BBPOM employees to assess the direct and indirect effects between these variables. The results show that transformational leadership, self-efficacy, and competency have a significant impact on employee performance, both directly and through the mediation of OCB. Furthermore, the work environment plays a crucial role in moderating the relationships between these variables. In conclusion, the combination of transformational leadership, self-efficacy, competency, OCB, and conduciveness work environment significantly enhance employee performance. This research contributes to the development of human resources management in the public sector, significantly improving organizational performance through leadership and fostering organizational citizenship behavior.

Keywords: employee performance, transformational leadership, self-efficacy, competency, *OCB*, work environment.

1. Introduction

Organizations face various challenges in succeeding in the competitive era of globalization. Having high-performing employees is a critical component in achieving success. Employee flexibility is essential in today's dynamic work environment. Employee performance is an important measure of organizational success. Performance is generally defined as an employee's output or work result in an organization or company. In Latin, performance is also defined as performance or achievement. According to (Soetrisno, 2016), "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization. (Supardi, 2016) performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. Performance is declared good and successful if the desired goals can be achieved properly. From this explanation, it can be concluded that performance is a result achieved by someone carrying out their duties based on skills, experience, sincerity, and time according to established standards and criteria.

Organizations face various challenges in succeeding in the competitive era of globalization. Having high-performing employees is an important component in achieving success. Employee flexibility is very important in today's dynamic work world. Employee performance is an important measure of organizational success. Performance is generally said to be the output or work results of an employee in an organization or company. In Latin, performance is also interpreted as performance or achievement. (Soetrisno, 2016), "Performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization. (Nursam, 2017) performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals. Performance is declared good and successful if the desired goals can be achieved properly. From this explanation, it can be concluded that performance is a result achieved by someone in carrying out their duties based on skills, experience and sincerity as well as time according to predetermined standards and criteria.

Table 1.
Evaluation Service Public Moment Happen Pandemic

No	Description	Information
1.	Decrease in the professionalism of the State Civil Apparatus (ASN)	9,2%
2.	Not receiving quality health services	23%
3.	Not being able to take care of correspondence and permits that have an impact on business	8,0%
4.	Not getting a job	7,3%

Source: Ombudsman in Kompas Research and Development, (Kanisius, 2020)

From the data in Table 1.1, the report Onbudsman about evaluation service public during Pandemic, stated , that there is decline professionalism Apparatus State Civil Servants (ASN) amounted to 9.2%, then public No get service quality health (23%), community No can look after correspondence and permits that impact business (8%), as well as public No get work (7.3%). One of the reason low achievement performance apparatus civil servants (ASN), still low utilization and empowerment technology in implementation work especially moment the occurrence of Covid 19. Data from the World Economy Forum Human Capital Indonesia states that quality Apparatus Indonesian Civil Servants (ASN) more low compared to Malaysia and Thailand, (Masrully, 2019). For That development ASN competency is answer For prepare competent ASN.

The Food and Drug Supervisory Agency (BPOM) is a government agency that plays an important role in protecting public health through supervision of drugs and food. The main functions of BPOM include regulation, supervision, and law enforcement related to drug products, food, cosmetics, health supplements, and medical devices. In carrying out its functions and responsibilities, BPOM faces various challenges that can hinder the effectiveness of its supervision and the achievement of employee and organizational performance.

The problem of achieving the performance of BPOM Padang City employees is still relatively less than optimal, which indirectly also shows that the provision of services to the Community related to protecting public health through supervision of drugs and food is still not optimal. The following are the achievements of BPOM Padang City employees' performance in the last 5 years:

Table 2
Government Agency Accountability Report (LAKIP) BPOM Padang City Last 5 Years

No	Year	Budget Performance Value		
		Budget	Realization	Percentage (%)
1.	2019	50,053,012,000	49,268,997,391	98,43
2	2020	38,496,037,000	37,568,648,118	97.59
3	2021	40,214,358,500	39,937,634,010	99.31
4	2022	42,082,322,000	41,556,779,730	98.75
5	2023	57,576,379,000	56,964,987,442	98.94

Source: BPOM Lakip 2019, 2020, 2021, 2022 and 2023

Based on Report data Accountability Agency Government (Lakip) 5 years Lastly, BPOM Padang City, in general overall achievement realization budget Still relative fluctuating, where growth realization budget starting in 2019 by 98.43% then down in 2020 to 97.59% and in 2021 it rose to 99.31%. Then in 2022 it fell again to 98.75% and in 2023 it rose slightly to 98.94%. Achievements realization budget This No off from capability and productivity from existing employees, in maximize achievement of work targets that have been achieved planned.

Employee performance

One of element important in the world of business and management source Power man is performance employees. To what extent does a person or group succeed reach objective or standards that have been set by the company place they Work called performance employee. Employee performance usually become focus main study For evaluate effectiveness of management strategy, policy source Power humans, and other factors that influence productivity and performance organization in a way Overall. Employee performance can defined as " measurement from level efficiency and effectiveness employee in reach the goals that have been set by the organization." This covers achievement objective organization, productivity work, quality results work, and contribution individual to objective organization in a way overall (Wibowo & Widiyanto, 2019).

Based on the definition of performance above, it can be concluded that employee performance is the result of work achievements both in terms of quality and quantity in order to improve work performance within a certain time which is carried out based on duties and responsibilities. Study (Silaen et al., 2021) disclose that basically , variables performance employee consists of from various aspects and consists of from various components .

Yulasmi (2024) states that in empirical research, employee performance variables are usually measured using certain methods and instruments, such as performance appraisal scales, job satisfaction surveys, or

quantitative data on productivity and work outcomes. Then, statistical analysis is used to determine the relationship between employee performance variables and other relevant factors, such as leadership, motivation, or working conditions. When considering employee performance variables in empirical research in order to make a relevant and accurate analysis, the differences between individual and group performance must be carefully considered.

Organizational Citizenship Behavior

Successful organization is organization that has capable employees do his job with good and capable do more from what to expect company. In environment dynamic modern work, where tasks more prioritized than Work teams, and where flexibility is critical, organizations company need employees who will behave like *Organizational Citizenship Behavior*. according to (Rimadias, 2018) put forward three categories of worker behavior, namely: (1) participating, being bound and being in an organization; (2) having to complete a job and act in accordance with the principles set by the organization; and (3) carrying out innovative and spontaneous activities that exceed the perception of their role in the organization. The last category is often referred to as *Organizational Citizenship Behavior* (OCB) or *the extra role behavior*.

Bayu Putra & Fitri (2021) defines OCB as behavior the choice that is not including in obligation formal work of a person employee, but help operation organization. According to Ridwan, 2020, OCB is characterized by with business whatever is done based on wisdom the employee who gave benefit for organization without expect compensation. Muhdar (2018) defines OCB as behavior individuals who contribute to success organization and not related direct with system award organization. He state that OCB consists of from : a. Behavior free workers who do not expected and also necessary, therefore That organization No can give award on emergence behavior the or give punishment on absence behavior b. Behavior individual who does something that is not wanted or No desired by workers .

Environment Work is social, psychological, and physical life in a very influential company to carry out his job. Life man No let go from environment surroundings. Humans and the environment there is very close relationship. This human will always try To adapt with various conditions surrounding. Environment Work can be defined as physical, psychological and social conditions that exist in a place and influence well-being and performance of employees. Environment Work consists of from various factor like temperature, lighting, noise, layout space, relationship between employees, culture organization, and policies management (Busro, 2018).

Environment conducive work provides a sense of security and enable employee For can work optimally. If the employee enjoy environment Work Where he work, then employee the will feel at home in place his work, doing his activities so that time Work used in a way effective (Sedarmayanti, 2012).

Leadership Transformational

During a number of decade Lastly, leadership transformational has be one of the most topics investigated in studies leadership. (Burns, 2009) introduce style leadership this in 1978. This style emphasize that change and transformation can achieved through inspiration and motivation provided leader to his followers. Leadership transformational often considered as method best For reach innovation and performance tall in business and organization.

Leadership transformational is type leadership in which a person leader Work The same with team For find what is needed changed and made an inspiring vision. They do This with own strong relationship with member team they, use strength they, push them, and give they inspiration. Leader transformational usually depicted by four component main, which is often called as the " four I": influence idealization (ideal influence), motivation inspirational (motivational) inspirational), stimulation intellectual (stimulation intellectual), and consideration individualization.

According to (Aima, M Havidz Wicaksono et al., 2020) transformational leadership style, and motivation simultaneously have a significant effect on the motivation variable with a simultaneous effect size of 93.4%, this shows that 93.4% of the performance variance of teachers at State Elementary Schools 01 and 02 Petukangan Utara is influenced by competence, transformational leadership style and motivation, while the remaining 6.6% of the performance of teachers at State Elementary Schools 01 and 02 Petukangan Utara is influenced by competence, transformational leadership style and motivation.

According (Ramdani Bayu Putra, Havidz Aima, 2022). shows that organizational structure and knowledge-oriented leadership traits influence the learning and innovation process. Meanwhile, knowledge-oriented leadership does not have a significant effect on employee performance at the Padang City Regional Secretariat. Meanwhile, organizational structure is the component that most influences employee performance. The results of this study also reveal that learning and innovation are elements that can strengthen or reduce the influence of organizational structure and knowledge-oriented leadership on employee performance.

Competence

In various disciplines such as human resource management, education and psychology, the word “competence” often appears as an important variable that affects the work of individuals and organizations. Competence includes not only technical skills, but also the knowledge, skills and attitudes needed to successfully complete a job. This article will examine the understanding of the variable of competence, including definitions from various sources, key components and relevance in different contexts.

According to (Williamson et al., 1993) in the study (Szathmári et al., 2024), competence is defined as "a person's basic characteristics that are related to reference criteria for efficiency and/or higher performance in a job or situation." A person's characteristics affect their performance. According to (Boyatzis et al., 2024), competence is "a person's ability to produce behavior that meets the requirements of a job in an organizational system, and thereby produces desired results." This definition places more emphasis on the desired results and how the behavior is demonstrated. who according to the rules of service.

Self Efficacy

Study (Bandura, 1978) first time entering draft *self-efficacy*, or efficacy self, to in theory cognitive social in 1977. The concept this is very important in psycholog. Belief somebody to ability they For set and do necessary actions For reach objective certain called effective self. In research, variables This often used For understand How belief self somebody influence behavior, motivation, and performance in various context.

Self Efficacy is Belief in your own ability to achieve a particular goal is known as *self-efficacy*. It is not just about a person's abilities, but more about their belief that they can be used well in a given situation. The way people think, feel, and act is influenced by *self-efficacy*, according to Bandura. People with *high self-efficacy* tend to see challenges as something that can be faced and mastered, while people with low *self-efficacy* may feel threatened and give up easily when faced with difficulties.

2. Method

This research is a quantitative research that is causative in nature which speaks with numbers and sees the influence between independent variables and dependent (Darmalaksana, 2020). Population in study This is Employee Hall Big Supervisor Drug and Padang City Food, numbering 100 people. Retrieval technique sample in study This use sample saturated, thing This because of amount population that is still small and made everything as sample

Variables study covering Transformational Leadership (X1), Competence (X2), *Self-Efficacy* (X3), *Organizational citizenship behavior* (Y) as a variable mediation, Environment Work as variable moderation and Employee Performance (Z).

Testing hypothesis study use tool help Smartpls 4.0. PLS according to World in (Ghozali, 2005) is method powerful analysis because No based on Lots assumptions. For testing hypothesis research, conducted through evaluation T-statistic value or T-count compared to with T-Table value of 1.96 on error reject data of alpha 5%. If the T-Statistic value is > 1.96 then hypothesis rejected, (Ghozali, 2005) whereas testing influence No direct (*indirect effect*), assessment hypothesis use the Sobel test approach developed by (Crawford & Sobel, 1982) and known as with the *Sobel Test*.

Based on description on can served framework think from research that describes connection between variable in study this and also the existing hypothesis, as seen in Figure 1 below this:

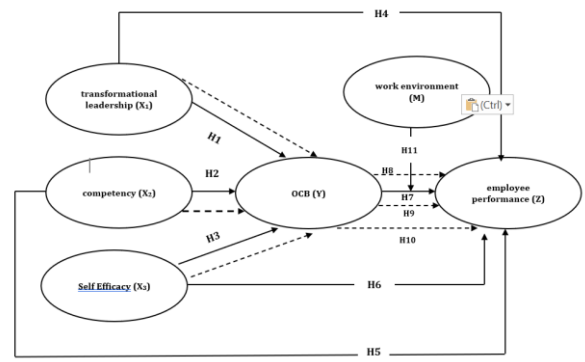


Figure 1
Conceptual Framework

In the study This can obtained hypothesis as following:

1. There is Influence between Leadership transformational with Organizational Citizenship Behavior
2. There is influence between Competence with Organizational Citizenship Behavior
3. There is influence between Self-efficacy and Organizational Citizenship Behavior
4. There is Influence Leadership Transformational on Employee Performance
5. There is influence between Competence on Employee Performance
6. There is influence between Self Efficacy and Employee Performance
7. There is Influence between Organizational Citizenship Behavior and Employee Performance
8. The influence of Organizational Citizenship Behavior (OCB) mediates connection between Leadership Transformational and Employee Performance.

9. Organizational Influence Citizenship Behavior (OCB) mediates the relationship between Competence and Employee Performance
10. organizational influence Citizenship Behavior (OCB) mediates the relationship between Self Employee efficacy and performance.
11. There is an influence of the work environment that moderates the relationship between organizational Citizenship Behavior (OCB) and Employee Performance .

3. Result and Discussion

Test results hypothesis study with Smartpls 4.0 which has been through the outer model process with get all valid indicators for each variable. Continued with the Inner model test which can presented in the figure and table as following :

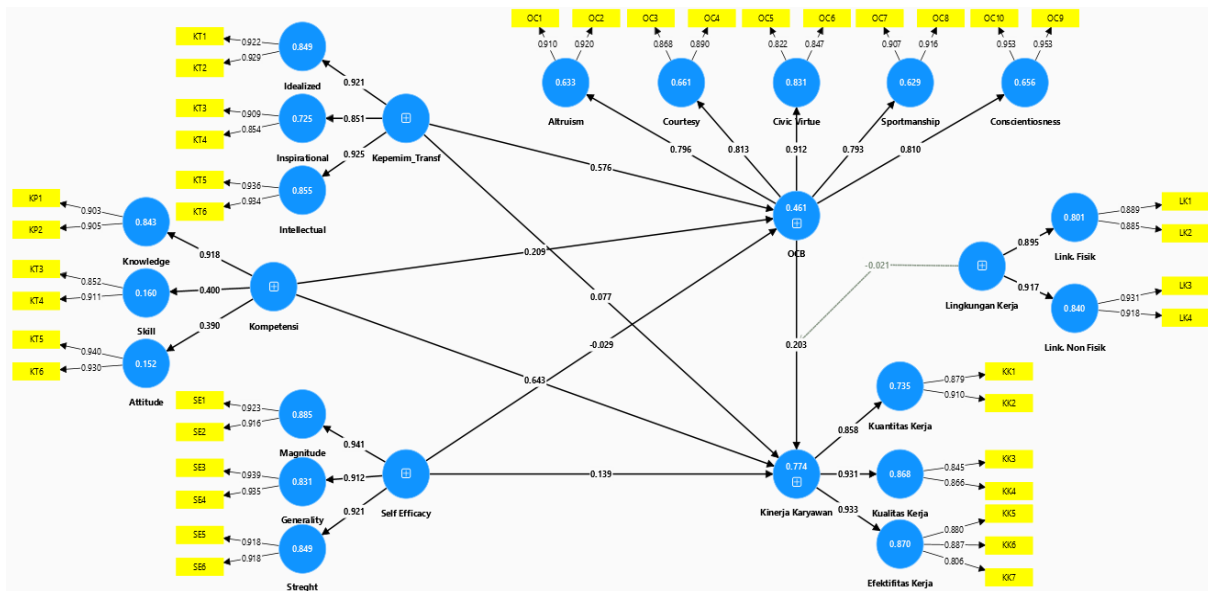


Figure 2. Full Model

From image 2 above seen connection atar independent variable against variable dependent, good in a way direct and also in a way No direct through variable mediation and moderation. For know accepted or rejected hypothesis study can presented in Table 3:

Table 3
 Results For Inner Weights

No	Uraian	Original Sample (O)	T Statistics	P Value	Keterangan
1	Kepemimpinan Transformasional → OCB	0,576	5,975	0,000	Hipotesis Diterima
2	Kompetensi → OCB	0,209	2,282	0,023	Hipotesis Diterima
3	Self Efficacy → OCB	-0,029	0,300	0,764	Hipotesis Ditolak
4	Kepemimpinan Transformasional → Kinerja Karyawan	0,077	1,232	0,218	Hipotesis Diterima
5	Kompetensi → Kinerja Karyawan	0,643	8,969	0,000	Hipotesis Diterima
6	Self Efficacy → Kinerja Karyawan	0,139	2,133	0,033	Hipotesis Diterima
7	OCB → Kinerja Karyawan	0,203	2,654	0,008	Hipotesis Diterima
8	Kepemimpinan Transformasional → OCB → Kinerja Karyawan	0,117	2,271	0,023	Hipotesis Diterima
9	Kompetensi → OCB → Kinerja Karyawan	0,042	1,955	0,051	Hipotesis Ditolak
10	Self Efficacy → OCB → Kinerja Karyawan	-0,006	0,281	0,779	Hipotesis Ditolak
11	Lingkungan Kerja x OCB → Kinerja Karyawan	-0,021	0,467	0,641	Hipotesis Ditolak

In table 3 above , it can be seen results testing hypothesis study started from hypothesis First until with hypothesis tenth . Next results testing for each hypothesis :

a. Influence Leadership Transformational to *Organizational Citizenship behavior*

The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression Leadership Transformational of 0.576 given variable This to OCB on BBPOM Padang Employees . Where the T statistic value or T count of 5.975 with a P value of 0.000. therefore That can concluded there is influence significant between Leadership Transformational on Employee Performance. So that hypothesis accepted

b. Influence Competence to *Organizational Citizenship behavior*

The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression Competence of 0.209 given variable This to OCB on BBPOM Padang Employees. Where the T statistic value or T count of 2.282 with a P value of 0.023. therefore That can concluded there is influence significant between Competence to *Organizational Citizenship Behavior*. So that hypothesis accepted.

- c. Influence *Self-Efficacy* to *Organizational Citizenship behavior*
The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression *Self-Efficacy* of -0.029 which is given variable This to *OCB* on BBPOM Padang Employees . Where the T statistic value or T count of 0.300 with a P value of 0.764. therefore That can concluded No there is influence significant between *Self-Efficacy* to *Organizational Citizenship Behavior* . So hypothesis rejected.
- d. Influence Leadership Transformational on Employee Performance
The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression Leadership Transformational of 0.077 given variable This on Employee Performance at BBPOM Padang Employees . Where the T statistic value or T count of 1.232 with a P value of 0.218. therefore That can concluded there is influence between influence Leadership Transformational on Employee Performance. Then hypothesis accepted.
- e. Influence Competence on Employee Performance
The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression Competence of 0.643 which is given variable This on Employee Performance at BBPOM Padang Employees. Where the T statistic value or T count of 8.969 with a P value of 0.000. therefore That can concluded there is influence significant between Competence on Employee Performance . So that hypothesis accepted .
- f. Influence *Self-Efficacy* on Employee Performance
The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression *Self-Efficacy* of 0.139 given variable This on Employee Performance at BBPOM Padang Employees. Where the T statistic value or T count of 2.133 with a P value of 0.033. therefore That can concluded there is influence significant between *Self-Efficacy* on Employee Performance. So that hypothesis accepted.
- g. Influence *Organizational Citizenship Behavior* on Employee Performance
The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression *Organizational Citizenship Behavior* of 0.203 given variable This on Employee Performance at BBPOM Padang Employees. Where the T statistic value or T count of 2.654 with a P value of 0.008. therefore That can concluded there is influence significant between
- Organizational Citizenship Behavior* on Employee Performance . So that hypothesis accepted .
- h. Influence Leadership transformational on Employee Performance that is mediated *Organizational Citizenship Behavior*.
The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression Leadership Transformational of 0.117 given variable This to *Organizational Citizenship Behavior* of BBPOM Padang Employees. Where the T statistic value or T count of 2.271 with a P value of 0.023. therefore That can concluded there is influence significant Leadership Transformational on mediated Employee Performance *Organizational Citizenship Behavior*. So that hypothesis accepted
- i. Influence Competence on mediated Employee Performance *Organizational Citizenship Behavior*
The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression Competence of -0.042 which is given variable This to *Organizational Citizenship Behavior* of BBPOM Padang Employees. Where the T statistic value or T count of 0.995 with a P value of 0.051. therefore That can concluded No there is influence significant Competence on mediated Employee Performance *Organizational Citizenship Behavior* So that hypothesis rejected.
- j. Influence *Self-Efficacy* Regarding Employee Performance in Mediation *Organizational Citizenship Behavior*
The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression Competence of -0.006 which is given variable This to *Organizational Citizenship Behavior* of BBPOM Padang Employees. Where the T statistic value or T count of 0.281 with a P value of 0.779. therefore That can concluded No there is influence significant *Self - Efficacy* on Employee Performance Mediated *Organizational Citizenship Behavior* So that hypothesis rejected.
- k. Influence Environment Work to moderate *Organizational Citizenship Behavior* on Employee Performance
The results of data testing with SmartPLS as presented in the Table 3, seen mark coefficient regression *Self-Efficacy* of 0.042 given variable This to *Organizational Citizenship Behavior* of BBPOM Padang Employees . Where the T statistic value or T count of 1.955 with a P value of 0.051. therefore That can concluded No there is influence significant *Organizational Citizenship Behavior*

mediate Competence with Employee Performance. So that hypothesis rejected.

4. Conclusion

1. Research result find there is influence significant positive Leadership Transformational on Employee Performance.
2. Study This find there is influence significant positive Competence on Employee Performance .
3. Study This find No there is influence positive that is not significant *Self-Efficacy* on Employee Performance.
4. Research result This conclude there is influence positive Leadership Transformational on Employee Performance.
5. Research result find there is influence significant positive Competence on Employee Performance.
6. Study This find there is influence significant positive *Self-Efficacy* on Employee Performance .
7. Research result This conclude there is influence positive *Organizational Citizenship Behavior* on Employee Performance.
8. Study This find there is influence significant positive Leadership Transformational On Employee Performance Mediated by *Organizational Citizenship Behavior*.
9. Study This find No there is influence positive that is not significant Competence on Employee Performance mediated by *Organizational Citizenship Behavior*.
10. Research result This conclude there is no influence positive that is not significant *Self-Efficacy* on Employee Performance mediated by *Organizational Citizenship Behavior*.
11. Research result This conclude No there is influence positive that is not significant Environment Work on Employee Performance in moderation *Organizational Citizenship Behavior*.

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