

The Effect of Work Competency and Work Experience On Career Development and Employee Performance of Civil Servants Food Crops and Livestock Breeding Office Southeast Sulawesi Province

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Abstract— This study aims to determine and analyze the effect of work competence and work experience on career development and performance of the State Civil Servants of the Food Crops and Livestock Service Office of Southeast Sulawesi Province. The sample in this study was 80 employees of the Food Crops and Livestock Service Office of Southeast Sulawesi Province. This study uses PLS analysis.

The results showed that: (1) Competence has a positive and significant effect on employee career development. (2) Competence has a positive and significant effect on employee performance. (3) Work experience has a positive and significant effect on employee career development. (4) Work experience has a positive and significant effect on employee performance. (5) Career development has a positive and significant effect on employee performance. (6) Career development can mediate the influence of competence on employee performance. (7) Career development can mediate the effect of work experience on employee performance.

Index Terms— Competence, Work Experience, Career Development and Employee Performance.



1 INTRODUCTION

The quality of human resources (HR) is one of the factors to increase the productivity of the performance of an organization or agency. Therefore, highly competent human resources are needed because expertise or competence will support employee performance improvement. So far, many government agencies do not have employees with adequate competence, this is evidenced by the low productivity of employees and the difficulty of measuring the performance of employees within the scope of government agencies.

The strength of each organization lies in the individuals who are in the organization so that the performance of an organization cannot be separated from the achievements of each individual involved in it. Meanwhile, the final achievement of an organization or individual is called performance, which is related to the long-term success of the organization. Performance is the result of work produced by employees or real behavior that is displayed in accordance with their role in the organization (Hariandja, 2002: 195).

The activity or work of an organization is a collectivity so that in every completion of a series of jobs an employee is required to cooperate, be related to each other, and will not be separated from other employees in the organization. In an organization, the main concern is how to create harmony and

harmony in each activity or work activity implementation so that it has implications for improving employee performance.

In an organizational framework, employee performance is something that is highly expected. This is understandable because organizations that can to develop their HR performance through work participation and job training will also be able to maximize their work potential. High-performing human resources will be able to do work related to organizational goals, such as quality and efficient work results (Sigit, 2003: 328).

The problem faced by many organizations, in general, is the sub-optimal performance of employees, which results in general organizational productivity also decreasing. This condition of course weakens the company's competitiveness. Less than optimal employee performance can be caused by many factors. The factors that affect employee performance in this study are competence, work experience, and career development (Hasi-buan, 2016: 55).

This research is also motivated by the development of several previous studies on the effect of competence on employee performance. Research results from Rahmah et al (2020); Pangestuti (2019); Bintaria (2018); Kurniawan (2017); Renyut et al, (2017); Silen (2016); and Wirotomo and Pasaribu (2015) in their research concluded that competence has a significant posi-

tive effect on performance. However, in his research on other studies such as that conducted by Dhermawan (2012); Fu'ad (2016); and Solaiman (2019) show that competence does not have a significant effect on performance.

2. LITERATURE REVIEW

2.1. Concept of Competency

Wibowo (2016: 271) argues that competence is the ability to carry out or perform a job and task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Marwansyah (2016: 36) argues that competence is the guidance of knowledge, skills, attitudes, and other personal characteristics needed to achieve success in a job, which can be measured using agreed standards, and which can be improved through training and development.

2.2. Work Experience Concept

In this era of globalization, competition in finding jobs is getting more difficult. Therefore, humans must improve the quality of the level of education they have. Every human being has a different level of education, some are low, some are high, this is very influential on the work experience he has, this is expressed by (Rofi, 2012: 19). Manullang (2004: 15), work experience is: "The process of forming knowledge or skills about the method of a job because of its involvement in the implementation of work tasks".

Ranupandojo (2001: 71), work experience is: "A measure of the length of time or length of work that has been taken by a person can understand the duties of a job and have carried out well". According to Hasibuan (2016: 55), an experienced person is a prospective employee who is ready to use. An applicant's work experience should be given primary consideration in the selection process.

2.3. Concept of Career Development

According to Marwansyah (2015: 170), there are two perspectives on careers, namely from one perspective, a career is a series of jobs that a person undertakes during his life which is called an objective a career. Meanwhile, from another perspective, career includes changes in values, attitudes, and motivations that occur with age, which is called a subjective career. Both of these perspectives put the focus on the individual. Both also assume that people have control over their destinies so that they can take advantage of opportunities to maximize the success and satisfaction of their careers.

According to Rivai and Sagala (2016: 266), a career is all work that is owned or carried out by an individual during his lifetime.

2.4. Concept of the Performance of the State Civil Apparatus (ASN)

According to Mohamad Mahsun (2016: 25) states that: "Performance is a description of the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization".

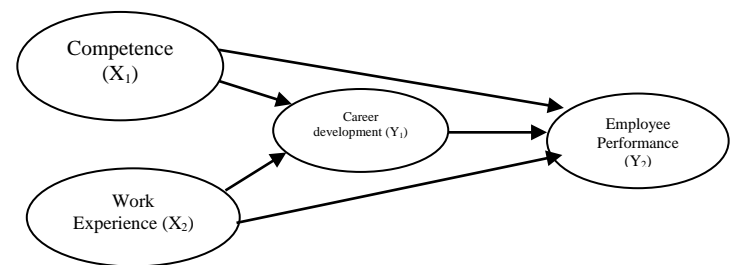
According to Mangkunegara (2015: 67) performance (work performance) is the quality and quantity of work achieved by

an employee in carrying out his duties in accordance with the responsibilities assigned to him. From the description above, it can be concluded that performance is the result of an employee in performing his duties, both in terms of quality and quantity of work.

3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

Based on the definitions and theories put forward in the literature review, a conceptual framework can be developed that will examine several variables, namely competency variables (X_1), work experience (X_2), career development (Y_1), and employee performance variables (Y_2). This study will examine and analyze the effect of competence and work experience on career development in improving the performance of the State Civil Apparatus of the Food Crops and Livestock Service Office of Southeast Sulawesi Province. Researchers compile a conceptual framework in this study as presented in schema 3.1. following:



3.2 Research Hypotheses

Based on the conceptual and theoretical framework that has been discussed previously, the hypotheses taken in this study are as follows:

1. Competence has a positive and significant effect on employee career development.
2. Competence has a positive and significant effect on employee performance.
3. Work experience has a positive and significant effect on career development.
4. Work experience has a positive and significant effect on employee performance.
5. Career development has a positive and significant effect on employee performance.
6. Career development can mediate the influence of competence on employee performance.
7. Career development can mediate the effect of work experience on employee performance.

4. RESEARCH METHOD

Based on the nature of the problem of the objectives to be achieved, this research is explanatory. An explanatory study generally aims to explain the position of the variables under study and the relationship and influence between one variable and another (Sugiono, 2001: 87). The research location is at the Food Crops and Livestock Service Office of Southeast Sulawesi Province, which is located at Pertanian Street No. 3 Kendari City, Southeast Sulawesi.

The population in this study were all employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Prov-

ince. The total number of employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is 385 employees. The sample size is determined using the Slovin formula (Husein Umar, 2000: 108) with an error rate of 10% with the following calculation form:

$$n = \frac{N}{Ne^2 + 1}$$

Where:

n : Sample Size

N : Population Size

e : The tolerable error rate is 10%

So based on the above calculations, the researchers considered drawing a sample of 80 respondents.

The data collected in this study are:

1. Qualitative data, namely data in the form of respondents' perceptions of competence, work experience, career development and employee performance.
2. Quantitative data, namely data in the form of numbers such as the age of the respondent and years of service.

Testing the empirical model of this study based on variance Partial Least Square (PLS) with SmartPLS software. The Goodness of fit testing is carried out both at the variable measurement stage (outer model) by looking at the estimated loading value because in this study all latent variables are measured by reflective indicators, then evaluation of the measurement model can be done through convergent validity if the estimated loading value is ≥ 0.50 and the critical point value (critical ratio / CR) is significant at the 95% confidence level or $\alpha = 0.05$. Discriminant validity by looking at the AVE (Average Variance Extracted) value, it is recommended that the AVE value is greater than 0.50 and the composite reliability value is greater or equal to 0.70 (Hair et al., 2010 and Ghozali, 2015).

The Goodness of Fit for the inner model is evaluated by looking at the percentage of variance described, namely by looking at R2 (R-square of the exogenous variable) for the latent construct, measuring how much the observed value is generated by the model and also the estimated parameter. The value of Q-square > 0 indicates that the model has predictive relevance, on the contrary, if the value of Q² < 0 indicates that the model has less predictive relevance. Q² calculation is done with the formula: Q² = 1 - (1 - R1²) (1 - R2²)... (1 - Rp²). Where R1², R2²... Rp² are the R² of the exogenous variables in the equation model.

5. RESEARCH RESULTS AND DISCUSSION

5.1 Research Results

Evaluation of the Measurement Model (Outer Model)

Testing discriminant validity in research uses the value of cross loading and the square root of average (AVE) intending to check whether the research instrument is valid in explaining or reflecting latent variables.

Discriminant validity using the square root of average variance extracted (\sqrt{AVE}). If the square root of average variance extracted (\sqrt{AVE}) value of each variable is greater than the AVE value and the correlation between this latent variable and other latent variables, then the instrument variable is said to be a valid discriminant. The results of the calculation of the square root of average variance extracted (\sqrt{AVE}) value are presented in

Table 5.10. the following.

Table 5.10. AVE, \sqrt{AVE} and Correlation Between Latent Variables

| Research variable | AVE | \sqrt{AVE} | Korelasi | | | |
|--|-------|--------------|------------|-----------------|--------------------|----------------------|
| | | | Competence | Work experience | Career development | Employee Performance |
| Competence (X ₁) | 0,868 | 0,931 | 1,000 | | | |
| Work experience (X ₂) | 0,942 | 0,970 | 0,843 | 1,000 | | |
| Career development (Y ₁) | 0,867 | 0,931 | 0,830 | 0,793 | 1,000 | |
| Employee Performance (Y ₂) | 0,838 | 0,915 | 0,951 | 0,887 | 0,901 | 1,000 |

The test results are in Table 5.10. shows that the square root of average variance extracted (\sqrt{AVE}) value of all the variables of this study is greater than the correlation between latent variables and other latent variables so that the instrument of each variable is said to be valid discriminant. Besides, the AVE root value of competency, work experience, career development, and employee performance is greater than the correlation of the relevant latent variable with other latent variables and is still above 0.70 (tolerance limit).

Discriminant validity by using cross loading values. If the cross-loading value of each indicator of the latent variable is greater than the cross-loading of other variables, then the indicator is said to be valid. The computational results of the PLS program the value of Cross-Loading in this study are presented in Table 5.11. the following.

Table 5.11. The calculation results of Cross Loading

| Symbol | X1 (Competence) | X2 (Work experience) | Y1 (Career development) | Y2 (Employee Performance) |
|--------|-----------------|----------------------|-------------------------|---------------------------|
| X1.1 | 0,924489 | 0,814477 | 0,767416 | 0,887318 |
| X1.2 | 0,885206 | 0,832516 | 0,828481 | 0,879478 |
| X1.3 | 0,957085 | 0,731035 | 0,743631 | 0,882761 |
| X1.4 | 0,939931 | 0,779251 | 0,746579 | 0,889069 |
| X1.5 | 0,950872 | 0,76633 | 0,778021 | 0,889956 |
| X2.1 | 0,806599 | 0,967166 | 0,775502 | 0,842006 |
| X2.2 | 0,82111 | 0,979273 | 0,773248 | 0,867183 |
| X2.3 | 0,827777 | 0,965823 | 0,761576 | 0,874277 |
| Y1.1 | 0,779705 | 0,744376 | 0,964416 | 0,85044 |
| Y1.2 | 0,772852 | 0,721767 | 0,958726 | 0,83592 |
| Y1.3 | 0,75625 | 0,638108 | 0,901214 | 0,77049 |
| Y1.4 | 0,781354 | 0,836145 | 0,898295 | 0,890069 |
| Y2.1 | 0,765907 | 0,705952 | 0,871452 | 0,840175 |
| Y2.2 | 0,788744 | 0,837699 | 0,88838 | 0,895118 |
| Y2.3 | 0,917131 | 0,844427 | 0,790315 | 0,920084 |
| Y2.4 | 0,867981 | 0,844966 | 0,815989 | 0,935805 |
| Y2.5 | 0,902115 | 0,849908 | 0,821005 | 0,933843 |
| Y2.6 | 0,85755 | 0,857571 | 0,830355 | 0,946201 |
| Y2.7 | 0,900916 | 0,802649 | 0,822252 | 0,950339 |
| Y2.8 | 0,935631 | 0,748644 | 0,757335 | 0,89109 |
| Y2.9 | 0,890174 | 0,810449 | 0,834738 | 0,921033 |

Based on Table 5.11. above, it can be seen that the overall cross loading value of the competency variable indicators, work experience, career development, and employee performance is above the cross-loading value of other latent variables so that the research instrument is said to be discriminant valid.

Convergent Validity

Based on the results of data analysis in table 5.11. It can be seen that the estimated outer loading value obtained is above 0.70. A latent construct predicts indicators of mutual influence and interdependence between one variable and another.

Composite Validity

Composite reliability tests the reliability value between the indicators of the constructs that make it up. The results of composite reliability are said to be good if the value is above 0.70. The results of testing the composite reliability measurement model in this study can be presented in Table 5.12.

Table 5.12. Reliability Testing Results of the Instrument Measurement Model

| Variable | Construct Reliability | Result |
|--|-----------------------|----------|
| Competence (X ₁) | 0,970 | Reliable |
| Work experience (X ₂) | 0,980 | Reliable |
| Career development (Y ₁) | 0,963 | Reliable |
| Employee Performance (Y ₂) | 0,978 | Reliable |

The test results are in Table 5.12. Obtained the value of the composite reliability variable competence, work experience, career development and employee performance shows that the four latent variables analyzed have good composite reliability because the value is greater than 0.70. It can be concluded that all instruments used in this study have met the criteria or are suitable for use in measuring all latent variables.

Evaluation of the Goodness of Fit Model

The structural model is evaluated by paying attention to the Q² predictive relevance model which measures how well the observation value is generated by the model. Q² is based on the coefficient of determination of all endogenous variables. The magnitude of Q² with a range of 0 < Q² < 1, the closer to the value 1, the better the model. The coefficient of determination (R²) of the two endogenous variables is presented in Table 5.13.

Table 5.13. Test result Goodness of Fit

| Structural Model | Endogenous Variables | R-Square |
|------------------|--|----------|
| 1 | Career development (Y ₁) | 0,719 |
| 2 | Employee Performance (Y ₂) | 0,954 |

Based on the coefficient of determination (R²) which is presented in table 5.12. above can be seen the value of Q² with the following calculations:

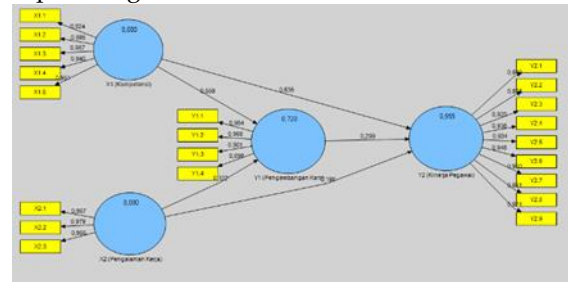
$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - \{(1 - 0.7192) (1 - 0.9542)\} \\
 &= 1 - \{(0.483) (0.089)\} \\
 &= 0.956
 \end{aligned}$$

Based on the results of the calculation of the perception data, it is known that the predictive-relevance value (Q²) = 0.956 or 95.6%. This means that the accuracy or accuracy of this research model can explain the diversity of competency variables, work experience, career development and employee performance by 95.6%. The remaining 4.4% is explained by other variables not included in this research model.

Path Coefficient Testing and Hypothesis Testing

Hypothesis testing and path coefficient of direct influence between competency variables, work experience, career development and employee performance. The results of testing the influence between variables can be seen from the value of the

path coefficient and critical point (t-statistic) which is presented in the path diagram in Schematic 5.2.



The test results in Scheme 5.2. and table 5.14. It is obtained from the five direct effects tested, all of which have a positive and significant effect, namely: (1) competence has a positive and significant effect on career development, (2) competence has a positive and significant effect on employee performance, (3) work experience has a positive and significant effect on career development. , (4) work experience has a positive and significant effect on employee performance, (5) career development has a positive and significant effect on employee performance.

Table 5.14. Path Coefficients and Hypothesis test

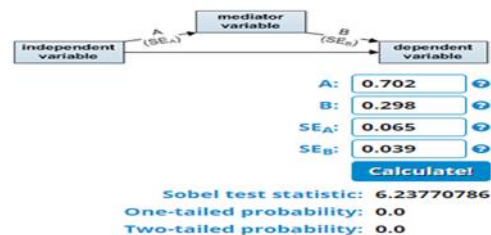
| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | Standard Error (STERR) | T Statistics (O/STERR) |
|----------|---------------------|-----------------|----------------------------|------------------------|--------------------------|
| X1 -> Y1 | 0,55906 | 0,554278 | 0,142278 | 0,142278 | 3,929348 |
| X1 -> Y2 | 0,702693 | 0,705233 | 0,065864 | 0,065864 | 10,668836 |
| X2 -> Y1 | 0,321877 | 0,323776 | 0,128587 | 0,128587 | 2,503192 |
| X2 -> Y2 | 0,294665 | 0,289953 | 0,069306 | 0,069306 | 4,251644 |
| Y1 -> Y2 | 0,298886 | 0,30286 | 0,039167 | 0,039167 | 7,631059 |

Based on the results of data analysis in Table 5.14. above, testing the direct influence path coefficient and the research hypothesis aims to answer whether the proposed hypothesis can be accepted or rejected.

Testing the Indirect Effect Path Coefficient (Mediation)

- a. Career Development Can Mediate The Effect of Competence on Employee Performance

The results of the path diagram analysis show that competence has a direct effect on career development with a value of 0.559 in a positive direction.

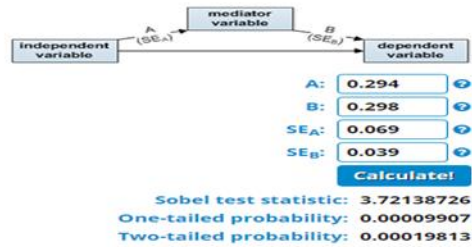


Based on the results of the calculation of the online Sobel test, the t-statistic results (t count) are obtained with a value of 6.237 > of the t-critical 1.96. While the probability value (p-value) is obtained a value of 0.0000 < (a) 0.05. Based on the results of this analysis, it can be explained that career development can mediate the effect of competence on employee performance.

- b. Career Development Can Mediate The Effect Of Work Experience On Employee Performance

The results of the path diagram analysis show that work experience has a direct effect on employee per-

formance with a value of 0.294 in a positive direction.



Based on the results of the calculation of the online sobel test, the t-statistic results (t count) were obtained with a value of 3.721 <from the t-critical value of 1.96. While the probability value (p-value) is obtained a value of 0.000> (a) 0.05. Based on the results of this analysis, it can be explained that career development can mediate the effect of work experience on employee performance.

5.2 Discussion

a. The Effect of Competence on Career Development

The results of testing the effect of competence on career development can be proven by the estimated coefficient value of the perception data path of 0.559 in a positive direction. This means that the path coefficient is positive and has a significant effect. So it can be concluded that competence has a positive and significant influence on career development.

This is quite reasonable because descriptively the competence of employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is well perceived by employees when it is observed from the indicators of knowledge, understanding, abilities, attitudes and interests.

The results of this study are also supported by Angga Rahayu Saputra & Susi Hendriani (2015) that competence has a significant effect on career development.

b. Effect of Competence on Employee Performance

The results of testing the influence of competence on employee performance can be proven by the estimated value of the coefficient of the perception data path of 0.702 in a positive direction. This means that the path coefficient is positive and has a significant effect. So it can be concluded that competence has a positive and significant effect on employee performance.

The results of this study are in line with the opinion expressed by Setyowati in Fitriana (2019) which states that the competencies possessed by individual employees must be able to support and encourage the achievement of organizational goals through supporting the implementation of organizational strategies and be able to contribute and support any changes made by management.

c. The Effect of Work Experience on Career Development

The results of testing the effect of work experience on career development can be proven by the estimated coefficient value of the perception data path of 0.321 in a positive direction. This means that the path coefficient is positive. So it can be concluded that work experience has a positive and significant influence on career development. This is quite reasonable because descriptively the work experience of employees at the Food Crops

and Livestock Service Office of Southeast Sulawesi Province is well perceived by employees when observed from the indicators of the length of work tenure, the level of routine work/experience they have and the level of skills they have.

The results of this study are in line with the opinion expressed by Sihotang (2007: 213) who also states that the factor that influences the career development of an employee is work experience. The main assumption of using work experience for employee development is that development tends to occur when there is a mismatch between the employee's skills and experience and skills required for the job.

d. Effect of Work Experience on Employee Performance

The results of testing the effect of work experience on employee performance can be proven by the estimated coefficient value of the perception data path of 0.294 in a positive direction. This means that the path coefficient is positive and has a significant effect. So it can be concluded that work experience has a positive and significant effect on employee performance. This is quite reasonable because descriptively the work experience of employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is well perceived by employees when observed from the indicators of the length of work tenure, the level of routine work/experience they have and the level of skills they have.

The results of this study are in line with the opinion expressed by Puspaningsih (2004), which states that a person's work experience shows the types of work that a person has done and provides great opportunities for someone to do a better job.

e. The Influence of Career Development on Employee Performance

The results of testing the effect of career development on employee performance can be proven by the estimated coefficient value of the perception data path of 0.298 in a positive direction. This means that the path coefficient is positive and has a significant effect. So it can be concluded that career development has a positive and significant impact on employee performance. This is quite reasonable because descriptively the career development of employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is well perceived by employees when it is observed from the indicators of career justice, attention to supervisors, awareness of career opportunities and satisfaction.

The results of this study are in line with previous research conducted by Wicaksono (2010) which states that career development has a significant effect on employee performance.

f. The Role of Career Development in Mediating the Effect of Competence on Employee Performance

Based on the results of the calculation of the online sobel test, the t-statistic results (t count) are obtained with a value of 6.237> of the t-critical 1.96. While the probability value (p-value) is obtained a value of 0.0000 <(a) 0.05. Based on the results of this analysis, it can be explained that career development can mediate the influence of competence on employee performance at the Food Crops and Livestock Service Office of Southeast

Sulawesi Province.

The results of this study are in line with the opinion expressed by Mangkunegara (2004: 45) which states that the competencies possessed by an employee can greatly support his career. Careers can develop well so that the performance will be more professional. The results of this study are also in line with the opinion expressed by Mulyasa (2013: 63) which states that competence is reasonable behavior in achieving the required goals based on dreamed conditions.

g. The Role of Career Development in Mediating the Effect of Work Experience on Employee Performance

Based on the results of the calculation of the online sobel test, the t-statistic results (t count) are obtained with a value of 3.721 <from the t-critical 1.96. While the probability value (p-value) is obtained a value of 0.000> (a) 0.05. Based on the results of this analysis, it can be explained that career development can mediate the effect of work experience on employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province.

The results of this study are in line with the opinion expressed by Mangkuprawira (2002: 181) which states that the main components of a career consist of career paths, career goals, career planning and career development. The results of this study are also in line with the opinion expressed by Siagian (2008: 206), to find out the career patterns open to employees, one of which is by understanding the employee's career planning.

6. Conclusions and Suggestions

6.1 Conclusion

Based on the results of research findings, problem formulation, research objectives, research hypotheses, results of data analysis and discussion of research results, it can be stated that the conclusions of this study are as follows:

1. Competence has a positive and significant effect on employee career development.
2. Competence has a positive and significant effect on employee performance.
3. Work experience has a positive and significant effect on employee career development.
4. Work experience has a positive and significant effect on employee performance.
5. Career development has a positive and significant effect on employee performance.
6. Career development can mediate the influence of competence on employee performance.
7. Career development can mediate the effect of work experience on employee performance.

6.2 Suggestions

Based on the results of data analysis, discussion, and conclusions of this study, the suggestions that can be put forward are:

1. For the leadership of the Food Crops and Livestock Service Office of Southeast Sulawesi Province, it is recommended that they continue to improve their competence and work experience so that career development and employee performance at the Southeast Sulawesi

Province Food Crops and Animal Husbandry Service can be higher.

2. Further researchers are expected to be able to utilize and develop other variable dimensions, namely variables of work environment and work culture. This is based on this research as part of the variables that affect employee performance.
3. For further researchers, it is hoped that this research can develop with larger objects and samples and it is recommended to use longitudinal data (combined data between cross-sections and time series) so that the results of the research obtained can be applied on a broader scale.

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