

Research Article

The Effect of Competence and Professionalism on Employee Performance Through the Mediation of Information Technology Proficiency at BMKG Regional Office III

I Kadek Oca Santika^{1*}, I Nengah Suardhika², Gregorius Paulus Tahu³

1 Mahasaraswati University Denpasar, Faculty of Economics and Business, Department of Economics, Indonesia; e-mail : kadek.oca@gmail.com

2 Mahasaraswati University Denpasar, Faculty of Economics and Business, Department of Economics, Indonesia; e-mail : suardhikanengah@unmas.ac.id

3 Mahasaraswati University Denpasar, Faculty of Economics and Business, Department of Economics, Indonesia; e-mail : gregori_tahu@unmas.ac.id

* Corresponding Author : I Kadek Oca Santika

Abstract: Human resources are a crucial asset for organizations, as their competence and professionalism greatly influence employee performance and the achievement of organizational objectives. At the MKG Office of Region III, several performance issues have been identified, including skill mismatches, high absenteeism rates as an indicator of low professionalism, and limited adaptability to information technology systems. These challenges underscore the need for strategic human resource development. This study aims to analyze the impact of competence and professionalism on employee performance, with information technology mastery serving as a mediating variable. A quantitative research approach was applied, involving all 115 employees as respondents through questionnaires, interviews, and documentation. Path analysis was used to evaluate the relationships between the variables. The findings reveal that both competence and professionalism have a positive and significant influence on employee performance. Furthermore, these variables also positively affect information technology mastery, which in turn significantly improves performance. The analysis demonstrates that information technology mastery mediates the relationship between competence and professionalism with employee performance, indicating the importance of digital skills in modern workplaces. In conclusion, enhancing competence and professionalism, alongside strengthening information technology mastery, is essential for improving employee performance at the MKG Office of Region III. The study recommends implementing strategic human resource programs that focus on digital proficiency to support organizational effectiveness and adaptability in the digital era.

Keywords: Kompetensi, Profesionalisme, Kinerja, Teknologi, SDM.

1. Introduction

Human resources (HR) represent one of the most critical elements within an organization, playing a central role in determining the achievement of institutional objectives and targets [1]. The success or failure of any organization is highly dependent on the quality of its human resources, as capable employees contribute directly to optimal performance outcomes [2]. In this context, human resources become not only a foundational aspect of institutional development but also a strategic asset necessary for competitiveness, especially in the era of globalization. Strategic planning for human resources is thus essential for ensuring organizational sustainability and for enabling firms to survive and thrive amidst competitive pressures [3]. Meticulous planning at the organizational level allows firms to adapt, maintain operational effectiveness, and align with long-term strategic goals.

As the importance of human resources is indisputable, organizations must invest in effective human resource management (HRM). HRM refers to the discipline of managing relationships and the role of the workforce in an efficient and productive manner to meet collective goals across employees, organizations, and society [1]. It encompasses various essential functions including planning, organizing, directing, and controlling workforce operations, along with recruitment, development, compensation, integration, maintenance, discipline, and termination. The underlying premise is to ensure that each of these functions

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supports the realization of institutional objectives and fosters synergistic collaboration among all stakeholders.

Among the many aspects that must be considered in HRM, employee performance is fundamental. Employee performance as the qualitative and quantitative output achieved by an employee in executing assigned responsibilities [4]. In a similar vein, employee performance can be understood as the extent to which an individual or team successfully completes assigned tasks within a specified period, measured against established criteria or performance targets [5]. Consequently, employee performance becomes a critical determinant of organizational success, requiring continuous managerial attention. Declines in employee performance have the potential to influence overall institutional productivity, which makes performance enhancement a pivotal goal in HR practices.

Competence is widely recognized as one of the key factors influencing employee performance. Competence is understood as an individual's capacity to meet job-specific requirements, thereby facilitating organizational progress toward desired outcomes [6]. Employees lacking in relevant competencies may struggle to fulfill their roles effectively, generating inefficiencies and posing risks to company operations. The misalignment between expected and actual performance whether theoretical versus practical or strategic plans versus execution highlights the significance of ensuring employees possess the necessary skills and knowledge to execute tasks proficiently.

Empirical studies have shown conflicting evidence concerning the impact of competence on employee performance. The positive and significant relationship between competence and performance, suggesting that employees with higher competence deliver improved outcomes [7], [8]. In contrast, other studies have found that competence does not have a significant effect on employee performance. These discrepancies highlight the necessity for further investigation and contextual analysis, especially within public-sector settings [9].

Another influencing factor is professionalism. Asserts that professionalism is essential in building organizational reputation and commitment [10]. Professional behavior underpins operational integrity and task fulfillment, especially in environments where each member is expected to function according to defined professional standards. When professionalism is absent, organizational disruption and inefficiency often occur due to misplaced priorities and inattentiveness to tasks. Individuals who understand and apply their skills effectively are more likely to meet or exceed organizational expectations, thereby reinforcing the value of professionalism in workforce management.

Consistent with the competence findings, empirical research concerning professionalism's role in employee performance is also mixed. Professionalism contributes significantly to enhanced performance [11], [12], whereas other studies argue otherwise, stating that professionalism does not directly impact performance. Given this contradictory body of knowledge, the present study introduces an intermediary variable technological literacy as a mediating factor that might clarify these ambiguous relationships.

Technological mastery or IT literacy has increasingly emerged as a crucial factor in improving organizational efficiency and individual performance. Uno and Lamtego (2021) define information technology as tools used to process and transform data into valuable information. Suyanto (2021) adds that IT encompasses all technological means to create, store, and disseminate information. Effective use of IT enables employees to enhance their productivity and adapt to complex demands. Meirina & Dewi (2021), Niswati et al. (2022), Andriana (2023), and Subagia (2024) emphasize the positive correlation between IT proficiency and performance. Conversely, Reinaldo (2021) and Andriyani et al. (2024) report insignificant findings, again suggesting context-dependent results.

Technological literacy, in turn, is influenced by both competence and professionalism. Wibowo (2021) and Kuncoro (2021) emphasize that the combination of knowledge, skills, and work attitude defines competence, making it an enabler of technological fluency. Supporting studies by Dananjaya (2020), Warmana (2021), Rakhma (2023), Febrianto (2024), and Hasiara et al. (2024) reinforce this claim. Nonetheless, Peluru (2022) and Bilandatu et al. (2023) provide evidence that competence may not always translate into IT mastery, calling for an investigation into underlying mediating factors and environmental conditions.

Professionalism also influences IT literacy. Maister (2021) and Imawan (2021) characterize professional individuals as those who are disciplined, knowledgeable, and capable of performing duties independently. These traits facilitate the use and mastery of digital systems. Research by Ani (2021), Upara (2022), Setiono (2023), Yurna (2023), and Manuputty et al. (2024) corroborates this positive association, while Pascawati (2022) and Zanra (2024)

suggest that professionalism does not always yield improvements in IT literacy. These disparities necessitate further inquiry into organizational settings that may mediate or moderate these effects.

The present research is situated in the Meteorological, Climatological, and Geophysical Agency (BMKG), particularly BBMKG Region III, which functions as a technical implementation unit under the BMKG central authority. Based on the 2023 performance accountability report, it was revealed that several performance indicators did not meet targets as set in the BBMKG strategic plan (RENSTRA 2020–2024). Performance issues included delays in task completion, underutilization of working hours, and mismatch between employee qualifications and job requirements. For instance, legal studies graduates were assigned to financial units, and staff in billing lacked negotiation skills, thereby affecting output quality.

Moreover, observations indicated a decline in professionalism, with several employees mixing personal matters with professional duties and exhibiting high absenteeism rates, particularly in December 2024 (3.54%). Such trends raise concerns about workplace discipline and organizational commitment. Issues with IT literacy were also observed, where senior employees struggled with technology platforms due to low digital proficiency. These challenges underscore the need for further research on how competence and professionalism independently and through the mediating role of IT mastery—affect employee performance within public-sector agencies. This study aims to fill existing gaps by offering new empirical insights and advancing theoretical discussions on multidimensional performance determinants.

These organizational challenges underline the need for a comprehensive investigation into how competence and professionalism influence employee performance, particularly through the mediating role of IT mastery. The study is expected to bridge empirical gaps and provide clarity to inconsistent research findings. It contributes to the literature by offering an applied model that evaluates direct and indirect effects of competence and professionalism on performance within a public-sector framework. The remainder of this paper is structured as follows: the next section elaborates the theoretical framework and hypotheses, followed by the research methodology, analysis of findings, discussion, and conclusion. This research also aims to provide practical recommendations for improving human resource strategies within BBMKG Region III and other similar public institutions.

2. Preliminaries or Related Work or Literature Review

This section must contain a state-of-the-art explanation. It can be explained in several ways. First, you can discuss several related papers, both about objects, methods, and their results. From there, you can explain and emphasize gaps or differences between your research and previous research. The second way is to combine theory with related literature and explain each theory in one sub-chapter.

3. Proposed Method

This study employs a quantitative research approach aimed at examining the influence of competence and professionalism on employee performance, with information technology as a mediating variable at the Regional Office III of the Meteorology, Climatology, and Geophysics Agency (BMKG). The population and sample consist of all 115 employees at the BBMKG Regional Office III. Data collection was carried out through questionnaires, interviews, and documentation. The proposed method follows a step-by-step procedure: first, data from the questionnaires are compiled and coded; second, the validity and reliability of the instruments are tested; third, path analysis is conducted to assess both the direct and indirect effects among the variables. The path analysis model allows for the decomposition of total effects into direct and mediated effects, which is useful for testing the mediating role of information technology. A flow diagram illustrating the relationships between competence, professionalism, information technology, and employee performance is included to help visualize the hypothesized model and guide the analytical process.

4. Results and Discussion

Results

The hypothesis testing in this study includes both direct and indirect effects. For the hypothesis testing, the data processing results using SmartPLS 3.0 are presented in the form of a diagram as shown below:

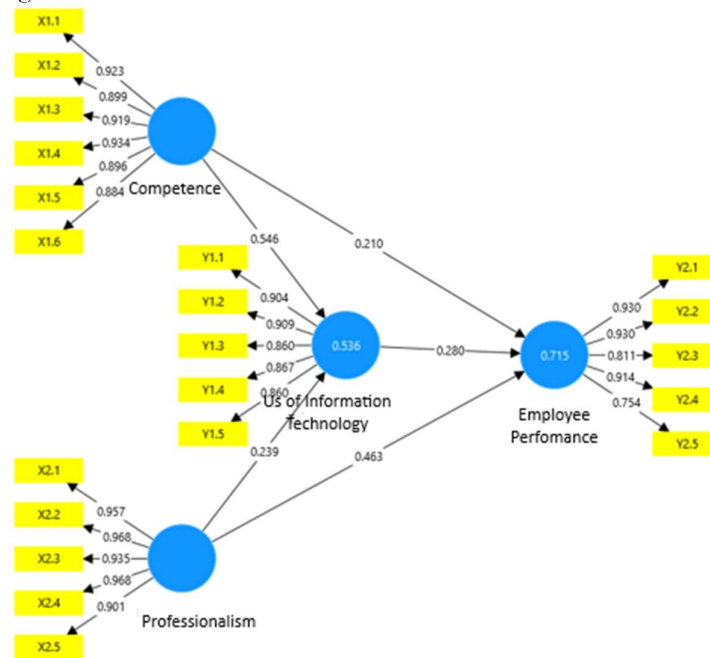


Figure 1. Path Diagram of the Relationships Between Competence, Professionalism, and Information Technology Proficiency with Employee Performance
Source: Processed Data, 2025

Based on the data processing results conducted using the SmartPLS 3.0 software, as illustrated in Figure 1, a table can be constructed to depict the relationships among the variables, as shown in Table 1 below:

Table 1. Hypothesis Testing Results

Relationship	Original Sample (O)	T Statistics	P Values
Competence → Employee Performance	0.210	2.632	0.010
Professionalism → Employee Performance	0.463	4.576	0.000
Competence → Information Technology Proficiency	0.546	5.427	0.000
Professionalism → Information Technology Proficiency	0.239	2.297	0.023
Information Technology Proficiency → Employee Performance	0.280	3.787	0.000

Competence → Information Technology Proficiency → Employee Performance	0.153	2.994	0.003
Professionalism → Information Technology Proficiency → Employee Performance	0.067	2.044	0.043

Source: Processed Data, 2025

DISCUSSION

The Influence of Competence on Employee Performance

The findings of this study indicate that competence has a positive and significant influence on the performance of employees at the Regional III Office of the Meteorology, Climatology, and Geophysics Agency (BBMKG). This suggests that the higher the level of competence, the better the performance of employees at the BBMKG Regional III Office. These hypothesis test results support various existing theoretical concepts and empirical findings, which also demonstrate that competence positively and significantly affects employee performance.

According to Lastanti (2020), competence is defined as the skills possessed by an expert. Competence can also be understood as the capacity within an individual that enables them to fulfill job requirements within an organization, thereby contributing to the achievement of organizational goals. Possessing strong competence enables employees to utilize organizational resources effectively and understand their tasks thoroughly, resulting in improved work performance.

Goal Setting Theory emphasizes that individual competence plays a critical role in enabling employees to set and achieve challenging work goals. Employees with high levels of competence tend to be more confident in setting specific and ambitious goals. They are also better equipped to devise effective strategies, manage time efficiently, and adapt to obstacles throughout the goal attainment process. Therefore, competence not only influences how employees perform their duties but also strengthens their internal motivation to achieve optimal results, as explained by Goal Setting Theory.

Research conducted by Dewi et al. (2020) also found that competence has a positive and significant influence on employee performance. This implies that the higher the competence level of employees, the better their performance. These findings are supported by studies from Parahsakti et al. (2020), Utami et al. (2021), Krisnawati and Bagia (2021), and Wahdiniawati et al. (2024), all of which confirm that competence significantly and positively influences employee performance. Employees with strong competence are more likely to perform their duties effectively.

The Influence of Professionalism on Employee Performance

The study results show that professionalism has a positive and significant impact on the performance of employees at the BBMKG Regional III Office. This indicates that higher levels of professionalism contribute to improved employee performance. The hypothesis test findings support various existing theories and empirical evidence, demonstrating that professionalism positively and significantly affects employee performance.

Rajab (2020:38) states that professionalism is essential within organizations. A professional workforce enhances the organization's capacity and fosters commitment among its members, contributing to a positive organizational image. Professionalism is particularly important because it ensures that employees adhere to established rules and avoid allowing personal matters to interfere with their duties. Consequently, greater professionalism leads to improved employee performance.

Goal Setting Theory posits that setting specific, challenging goals accompanied by a strong commitment increases individual performance. In the context of professionalism, this

theory is highly relevant because professionalism encompasses work attitudes, ethics, responsibility, and dedication to assigned roles. Employees with a high degree of professionalism are more serious and focused when setting work goals. They demonstrate a strong commitment to meeting deadlines, maintaining quality, and continuously improving both individual and team performance. Professionalism also enhances the employee's receptiveness to feedback and evaluations, thereby making the goal attainment process more targeted and productive. Accordingly, from the perspective of Goal Setting Theory, professionalism positively influences employee performance by encouraging goal-oriented, responsible, and value-driven work behavior.

Research by Ferawati et al. (2020) revealed that professionalism has a positive and significant effect on employee performance. In other words, employees with higher levels of professionalism tend to perform better. These findings are corroborated by studies conducted by Suharto et al. (2020), Gandura et al. (2020), Taopik Ayunani (2023), and Debora (2024), which all confirm the positive and significant influence of professionalism on employee performance. Employees who exhibit strong professionalism are better equipped to perform effectively.

The Influence of Competence on Information Technology Mastery

The results indicate that competence positively and significantly influences mastery of information technology at the BBMKG Regional III Office. This implies that employees with higher competence levels are more proficient in mastering information technology. The hypothesis testing results align with various existing theoretical frameworks and empirical studies, which state that competence has a significant positive impact on IT mastery.

According to Wibowo (2021:271), competence is the ability to carry out specific tasks or jobs, grounded in skills and knowledge, and supported by the work attitude required by the task. Strong competence encourages organizations to implement information technology, as competent employees are deemed capable of utilizing the technology effectively. This, in turn, supports the organization in achieving its objectives. Conversely, adopting advanced technology without matching it with employee competence will result in suboptimal utilization and hinder organizational performance.

Goal Setting Theory highlights that clearly defined, specific, and challenging goals enhance individual motivation and performance. Within the context of IT mastery, this theory suggests that competence provides a solid foundation for setting focused and ambitious learning objectives related to technology use. Employees with high competence—in terms of foundational knowledge, analytical ability, and learning skills—are better positioned to set realistic yet challenging goals for mastering technology. They are more adaptable to digital transformation, quicker to learn new systems, and more effective in using technology to support their tasks. Moreover, strong competence motivates individuals to continuously upgrade their skills in line with technological advancements. Thus, according to Goal Setting Theory, competence plays a critical role in enabling individuals to set clear goals in mastering IT, ultimately enhancing work effectiveness and competitiveness in the digital era.

A study conducted by Dananjaya (2020) found that competence positively and significantly influences IT mastery. This means that the more competent an employee is, the better their ability to master information technology. These findings are supported by research from Warmana (2021), Rakhma (2023), Febrianto (2024), and Hasiara et al. (2024), all of whom also found a positive and significant relationship between competence and IT mastery. Employees with high competence are more likely to effectively master and utilize information technology.

The Influence of Professionalism on Information Technology Mastery

The findings of this study indicate that professionalism has a positive and significant influence on the mastery of information technology at the Meteorology, Climatology, and Geophysics (MCG) Regional Office III. This suggests that higher levels of professionalism lead to increased mastery of information technology within the institution. These hypothesis test results support various existing theories and empirical findings which demonstrate that professionalism significantly affects information technology mastery.

Maister (2021:56) states that professionals are individuals who are reliable and trustworthy because they possess expertise, skills, knowledge, responsibility, diligence,

discipline, and seriousness in carrying out their duties. A professional attitude among employees encourages organizations to adopt information technology, as such professionalism enhances the performance of technological systems by fostering employees' willingness to work according to established standards and procedures.

Goal-setting theory posits that specific, measurable, and challenging goals motivate individuals to enhance their performance. In this context, professionalism plays a crucial role in motivating individuals to set and achieve goals related to information technology mastery. Employees with a high level of professionalism tend to exhibit strong commitment to competence development, including technology skills. They are more likely to engage in training, undertake self-learning, and utilize technology to support their tasks. With a responsible and ethical work attitude, professionals are more structured and result-oriented in their approach to learning technology, aligning with the principles of goal-setting theory. Thus, professionalism acts as a driving factor that encourages employees to establish clear objectives for mastering technology and maintain a high level of commitment to achieving them, ultimately improving their readiness and ability to meet technology-based work demands.

Research by Ani (2021) confirms that professionalism has a positive and significant effect on information technology mastery. This implies that the higher the professionalism of employees, the better their technology mastery. Similar findings are supported by studies conducted by Upara (2022), Setiono (2023), Yurna (2023), and Manuputty et al. (2024), all of which found that professionalism significantly influences information technology mastery. Employees with strong professionalism are better equipped to master technological tools and systems.

The Influence of Information Technology Mastery on Employee Performance

The results show that information technology mastery has a positive and significant influence on employee performance at the MCG Regional Office III. This suggests that the better the mastery of information technology, the higher the performance of the employees. These hypothesis test results align with various theories and empirical findings that establish a significant relationship between information technology mastery and employee performance.

Uno and Lamtego (2021:57) describe technology as a means to process data. The use of information technology is highly beneficial for employee performance. It enhances work efficiency by enabling smoother communication across departments and providing access to necessary information for task completion, thereby improving output quality.

Goal-setting theory explains that specific and challenging goals, coupled with high commitment, enhance motivation and individual performance. In this context, mastery of information technology becomes a crucial factor that enables employees to set and achieve work goals more effectively and efficiently. Employees with technological proficiency are more capable of setting realistic and measurable goals, as they can leverage data management tools, software, and digital systems. Technology facilitates the automation of routine tasks, faster communication, and higher work accuracy, thereby supporting the achievement of higher performance targets. With solid technological skills, employees gain greater confidence and preparedness in facing job challenges, which aligns with the motivational aspects of goal-setting theory. Therefore, technology mastery directly contributes to improved employee performance by strengthening their capacity to define and achieve ambitious and productive work goals.

Research by Meirina and Dewi (2021) supports this, concluding that technology mastery affects employee performance. This is further confirmed by studies conducted by Niswati et al. (2022), Ihsan et al. (2022), Andriana (2023), and Subagja (2024), all of which found that technology mastery has a positive influence on employee performance.

The Influence of Competence on Employee Performance through Information Technology Mastery

The study's findings indicate that competence has a positive and significant effect on employee performance through the mastery of information technology at the MCG Regional Office III. This implies that higher competence leads to improved employee performance, supported by better technology mastery. These findings are consistent with previous theoretical and empirical studies which demonstrate that competence significantly influences employee performance through information technology mastery.

Goal-setting theory emphasizes that competence is a fundamental basis enabling employees to set clear work goals, particularly in mastering information technology, which is crucial in enhancing productivity. Employees with high competence—in terms of knowledge, skills, and learning abilities—are better prepared to meet the demands of digital transformation. They can more easily understand and apply relevant technological tools, allowing them to achieve work goals more effectively, accurately, and efficiently. Technology acts as a support tool that enhances productivity, efficiency, and work quality. Through the lens of goal-setting theory, competence indirectly influences performance via technology mastery: competence enables employees to master technology, and technology serves as a means to achieve higher, goal-oriented performance outcomes.

According to Rivai (2021:230), competence is defined as a fundamental characteristic of an individual that directly affects or predicts excellent performance. Employees are considered competent when they possess the ability to perform effectively in their respective fields, and when supported by the use of information technology, their performance is further enhanced. This creates a conducive working environment where necessary information is readily accessible.

Studies conducted by Napitupulu (2022), Khatimah (2023), Mugiarto et al. (2023), Simanungkalit and Suharsono (2024), and Simanungkalit et al. (2024) affirm that competence affects employee performance, with information technology mastery serving as a mediating variable.

The Influence of Professionalism on Employee Performance through Information Technology Mastery

The research findings show that professionalism has a positive and significant effect on employee performance through the mastery of information technology at the MCG Regional Office III. This indicates that improved professionalism contributes to better employee performance, facilitated by technology mastery. These results reinforce existing theories and empirical evidence that demonstrate professionalism's positive impact on employee performance through information technology mastery.

According to Siagian (2020:163), professionalism is the reliability in executing tasks with high quality, timeliness, accuracy, and procedures that are easily understood and followed by stakeholders. A professional work attitude ensures well-organized processes, and with the integration of information technology, employees feel supported through accessible information sources necessary for task execution.

Goal-setting theory suggests that specific, challenging goals, combined with a professional attitude, lead to improved performance. In this context, professionalism significantly shapes employee behavior in setting and pursuing work goals related to information technology mastery. Employees with high professionalism often exhibit strong work ethics, a sense of responsibility, and commitment to self-development. These traits motivate them to continuously learn and adapt to technological advancements. Professionalism drives employees not only to master technology but also to use it effectively in achieving work objectives. This aligns with goal-setting theory, where technology mastery is an integral part of the strategy for achieving higher performance goals. Thus, professionalism indirectly influences performance through technology mastery. The higher the level of professionalism, the greater the willingness and ability to master technology, ultimately enhancing performance quality and achievement.

Studies by Nurriansyah (2020), Putra (2023), Gugo (2023), Wati et al. (2023), and Setiono (2023) confirm that professionalism affects employee performance, with information technology mastery acting as a mediating variable.

5. Conclusions

Based on the research conducted at the Office of Cooperatives, Small and Medium Enterprises, and Trade of Badung Regency, the findings indicate that competence has a positive and significant effect on employee performance at the Regional Meteorological, Climatological, and Geophysical Agency (BBMKG) Region III. This suggests that improved competence leads to enhanced employee performance. Similarly, professionalism also shows a positive and significant influence on employee performance, indicating that greater professionalism contributes to better performance outcomes. Furthermore, competence and

professionalism both positively and significantly affect information technology mastery, implying that as these two variables improve, employees' IT proficiency increases accordingly. In turn, mastery of information technology has a positive and significant effect on employee performance, highlighting the importance of digital skills in enhancing organizational effectiveness. The study also reveals that competence indirectly influences employee performance through IT mastery, suggesting that the impact of competence is mediated by technological capability. A similar indirect effect is observed for professionalism, which positively and significantly affects employee performance through the mastery of information technology. These findings demonstrate a clear relationship between the research variables and support the hypothesis that both competence and professionalism, directly and indirectly through IT mastery, play a critical role in enhancing employee performance. The practical implication of this research lies in emphasizing the importance of continuous development of employee competence and professionalism, as well as fostering digital literacy, to improve institutional performance. However, this study is limited by its focus on a single regional office, and future research is encouraged to expand the scope to other institutions or regions to enhance generalizability and explore additional mediating variables that may affect performance outcomes.

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