

The Effect of Human Resource Competency and Organizational Culture on Employee Performance through Work Motivation as an Intervening Variable (Study on State Apparatus in the Attorney General's Office)

Yunita Puspitasari

Universitas Krisnadwipayana

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Abstract

The aims of the study were: 1) To determine the effect of competence and organizational culture on employee motivation in the state apparatus within the Attorney General's Office. 2) To analyze the influence of competence, organizational culture, and motivation on state civil servant performance within the Attorney General's office of the Republic of Indonesia. 3) To analyze the effect of competence on employee performance through work motivation as a mediator for state civil apparatus employees in the Attorney General's Office. 4) To analyze the influence of organizational culture on employee performance through work motivation as a mediator for employees of the state civil apparatus in the Attorney General's Office. This study uses a quantitative research method with data collection techniques from 60 respondents who are state civil servants at the Bureau of Planning and Equipment Bureau within the Office of the Attorney General's Office. The analytical method used in this study uses descriptive analysis and path analysis. The results of this study state that: 1) competence and organizational culture positively influence the motivation of ASN work in the Attorney General's Office. 2) There is a positive influence of competence, organizational culture, and motivation on the performance of civil servants in the Attorney General's Office. 3) There is a positive influence of competence on the performance of civil servants in the Attorney General's Office through motivation as an intervening variable. 4) Organizational culture positively influences the performance of civil servants in the Attorney General's Office through motivation as an intervening variable.

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Abstrak

Penelitian bertujuan untuk : 1) Untuk mengetahui pengaruh kompetensi dan budaya organisasi terhadap motivasi kerja pegawai pada aparatur negara di Lingkungan Kantor Kejaksaan Agung. 2) Untuk menganalisis pengaruh kompetensi, budaya organisasi, dan motivasi terhadap kinerja ASN dilingkungan kantor Kejaksaan Agung Republik Indonesia. 3) Untuk menganalisis pengaruh kompetensi terhadap kinerja pegawai melalui motivasi kerja sebagai pemediiasi pada pegawai aparatur sipil Negara di Lingkungan Kantor Kejaksaan Agung. 4) Untuk menganalisis pengaruh budaya organisasi terhadap kinerja pegawai melalui motivasi kerja sebagai pemediiasi pada pegawai aparatur sipil negara di Lingkungan Kantor Kejaksaan Agung. Penelitian ini menggunakan metode penelitian kauntitatif dengan teknik pengambilan data dari 60 responden yang merupakan aparatur sipil negara pada Biro Perencanaan dan Biro Perlengkapan di Lingkungan Kantor Kejaksaan Agung. Metode analisis yang digunakan dalam penelitian ini menggunakan analisis deskriptif dan analisis jalur. Hasil penelitian ini menyatakan bahwa : 1) Terdapat pengaruh positif kompetensi dan budaya organisasi terhadap motivasi kerja asn di Lingkungan Kantor Kejaksaan Agung. 2) Terdapat pengaruh positif kompetensi, budaya organisasi, dan motivasi terhadap kinerja asn di Lingkungan Kantor Kejaksaan Agung. 3) Terdapat pengaruh positif kompetensi terhadap kinerja asn di Lingkungan Kantor Kejaksaan Agung melalui motivasi sebagai variabel pemediiasi (intervening). 4) Terdapat pengaruh positif budaya organisasi terhadap kinerja asn di Lingkungan Kantor Kejaksaan Agung melalui motivasi sebagai variabel pemediiasi (intervening).

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Corresponding Author:

Yunita Puspitasari

Universitas Krisnadwipayana

Email : selfirasalsabilla20@gmail.com

1. INTRODUCTION

An employee's performance is the result of work carried out by a person or group of people in the organization according to their respective authority and responsibility to achieve goals. Performance can be influenced by several factors, and these factors can be linked to employee performance (Tumilaar, 2015:790). Employee performance is the most

important success factor in an organization. Therefore, it is necessary to implement an effective HR strategy that aims to improve performance and create a high performance culture in the environment. Organizational resources practice everything that is people-based.

The Attorney General's Office is a government organization that has the authority to enforce law in Indonesia. The Prosecutor's Office is a state institution that has one element in the criminal justice system, also has duties and authority in the civil and state administration fields, as well as maintaining public order and tranquility. However, in the dynamics of the development of law enforcement in a democratic country, what is always sharply highlighted by the wider community is none other than the eradication of criminal acts of corruption. Based on this, the prosecutor's office has an important role in providing services and legal certainty for the community.

Several things influence performance as stated by Ely Sri Rahayu (2016) *The Influence of Competency and Organizational Culture on Work Motivation and its Impact on the Performance of the Goods and Services Procurement Committee at the Dr.H.A.Rotinsulu Lung Hospital*, namely that competence has a significant effect on motivation. Organizational culture has a significant effect on motivation. Competence and organizational culture have a significant effect on motivation. Work motivation has a significant effect on performance. This shows that several of the variables above influence the work results or performance produced by an organization. Organizational culture is one of the factors that influences employee performance. Organizational culture is the habits that apply to an organization. Each organization has different patterns and methods. Organizational culture is a set of beliefs and assumptions on the basis of which the beliefs of an organization's employees then develop and cause them to face external adjustments and internal integration problems (Limaj & Bernroider, 2019; (Müller, 2006:4).

Organizational culture includes the habits used within the company. These habits can be seen as working or relaxing, working together or being together, and discipline. So this can be one of the factors causing problems in organizational culture. Apart from organizational culture, it is also important to pay attention to employee competence so that the work carried out by employee's runs optimally so that company goals can be achieved. Lack of understanding in carrying out a job will have an impact on employee performance in a company or organization, including a lack of coordination between departments which causes a job to not run optimally. Based on the description above, it can be said that the influence of organizational culture applied within an organization itself and the guarantee of human resources who have good competence in carrying out their work can have a positive impact on the performance of the employees themselves. To increase competence and implement organizational culture in a company/organization, there needs to be work motivation that comes from the desire of employees/employees to improve their abilities at work.

The description above indirectly says that human resources are one of the most important parts of an organization. Human resources play an important role in organizational operations, where the competence of each individual influences the success of the organization in realizing its vision and mission. Therefore, human resources must be managed in such a way as to achieve the goals and success of the organization itself. Human resources play a very important role in developing quality work in any organization. Based on Law Number 5 of 2014, the State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for civil servants and civil servants who have jobs and work for state agencies. Then, Article 10 of Law Number 5 of 2014 concerning State Civil Machines states that one of the ASN's duties is to implement public policies and provide public services. The government and state (stakeholders) need the existence of ASN, where ASN as policy

implementers to move the bureaucracy is also needed by society in general in the form of public services provided to the community (public service function). Based on the background and previous research above, the author wants to know about the influence of competence possessed by state civil servants (ASN) as well as the application of organizational culture in the Attorney General's Office of the Republic of Indonesia through motivation as an intervening variable to improve performance of ASN employees.

2. RESEARCH METHOD

Quantitative research methods are a type of research whose specifications are systematic, planned and clearly structured from the start until the creation of the research design. Quantitative research is a method for testing certain theories by examining the relationships between variables. These variables are measured so that data consisting of numbers can be analyzed based on statistical procedures (Creswell, 2012). The method used in this research is correlational with the aim of detecting the extent to which variations in a factor are related to variations on one or more other factors based on the correlation coefficient.

The research was carried out at the Planning Bureau and Equipment Bureau of the Attorney General's Office on Jl. Panglima Polim No.1, RT.11/RW.7, Kramat Pela, Kebayoran Baru Sub District, South Jakarta City, and Special Capital Region of Jakarta 12160. The time of this research starts from June 2023. The research design used in this research is quantitative research. The following is a research design chart that will be carried out by the author:

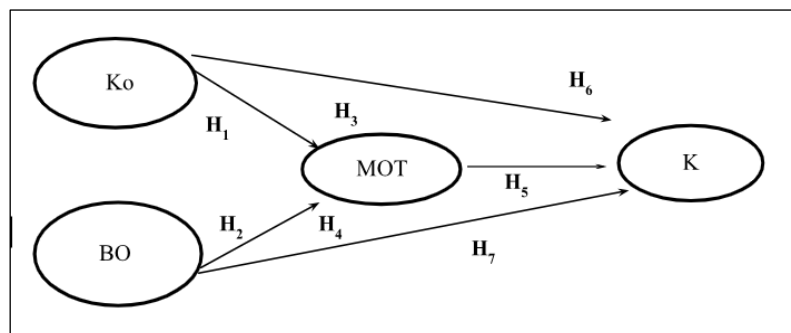


Figure 2. 1 Research Design
Source: Processed by the Author

Caption:

- Comp: Competence
- BO : Organizational culture
- Mot : Motivation
- K : Performance

The data analysis technique used in this research uses descriptive analysis and path analysis. Descriptive analysis consists of mean, median, mode, standard deviation and variance. However, there are limitations in the use of certain data and scales. To obtain more accurate results in multiple regression, it is necessary to test classical assumptions. Meanwhile, path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships between variables (causal models) that have been previously established based on theory. Path analysis itself cannot determine cause-and-effect relationships and is also not used as a substitute for researchers to see causal relationships between variables. This research uses the SPSS 29 application to process research data.

3. RESEARCH RESULTS AND DISCUSSION

Based on the analysis of simple linear regression testing, the author presents a discussion to answer the objectives of this research, the discussion of the results of this research is as follows:

1. The Influence of Competency on Work Motivation of ASN Employees at the Attorney General's Office

Based on descriptive analysis, the average value of the competency variable tends to be that employees at the Attorney General's Office in the Planning Bureau and Equipment Bureau tend to agree that the competency variable is formed by intellectual competence, emotional competence, and social competence. The indicator that makes a big contribution to the competency variable is social competence, which means that employees in the Planning Bureau and Equipment Bureau are always ready to help other colleagues if they need help. Meanwhile, the indicator of work motivation that makes a big contribution is the work itself which means that the work tasks being carried out currently do not conflict with conscience.

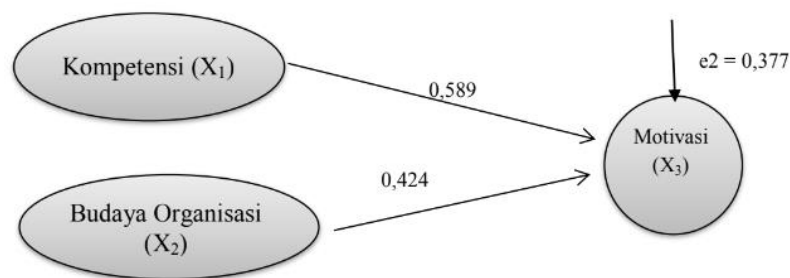


Figure 3. 1 Effect of Competency on Motivation

Source: Processed by the Author

Path analysis shows that competence is able to increase motivation in the Attorney General's Office at the Planning Bureau and Equipment Bureau, namely 0.589 and has an effect. This shows that competence has a significant/significant effect on motivation. The results of this research are in line with the results of research from Untung Rahardja, Anoesyirwan Moeins and Ninda Lutfiani (2017) which stated that the results show that leadership, competence and motivation have a positive effect on improving performance. Good appearance has a positive effect on improving institutional accreditation results. While leadership has a negative influence, competence has a positive influence and motivation has a positive influence on institutional accreditation. Follow-up research can determine positive variables to improve institutional accreditation.

2. The Influence of Organizational Culture on the Work Motivation of ASN Employees at the Attorney General's Office

Based on descriptive analysis of the average value of organizational culture variables among employees of the Attorney General's Office at the Planning Bureau and Equipment Bureau, they tend to agree that organizational culture variables are formed by innovation and risk taking, attention to detail, results orientation, individual orientation, team orientation, aggressiveness and stability. . The indicator that makes a big contribution to the organizational culture variable is aggressiveness, which means that employees in the Planning Bureau and Equipment Bureau are not satisfied with one task, so they are challenged with the next task. Meanwhile, the indicator of work motivation that makes a big contribution is the work itself which means that the work tasks being carried out currently do not conflict with conscience.

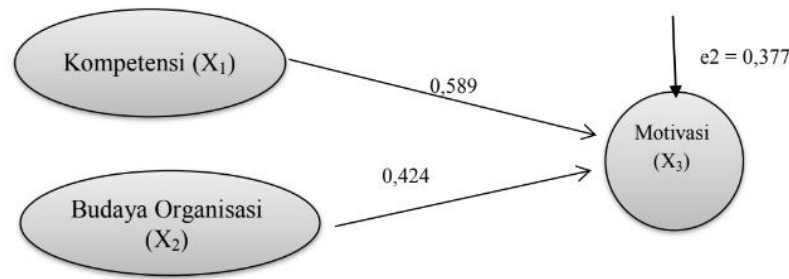


Figure 3. 2 The Influence of Organizational Culture on Motivation

Source: Processed by the Author

Based on path analysis, it shows that organizational culture is able to increase work motivation at the Attorney General's Office in the Planning Bureau and Equipment Bureau, namely by 0.424. Based on hypothesis testing, it shows that organizational culture has a significant influence on motivation. The results of this research are in line with the research results of Jufrizen, Mukmin, Dinda Nurmala, Hanifah Jasin. (2021) The research results show that: (1) the influence of organizational culture on employee performance is positive and significant; (2) the influence of organizational culture on organizational commitment is positive and significant; (3) the influence of organizational commitment on performance is positive and significant; (4) organizational commitment acts as a mediator of the influence of organizational culture on employee performance; (5) motivation does not play a moderating role in the influence of organizational culture on employee performance.

3. The influence of competency on the performance of ASN employees at the Attorney General's Office

Based on a descriptive analysis of the average value of the competency variable for employees of the Attorney General's Office at the Planning Bureau and Equipment Bureau, they tend to agree that the competency variable is formed by intellectual competence, emotional competence and social competence. The indicator that makes a big contribution to the competency variable is social competency, which means that employees in the Planning Bureau and Equipment Bureau are always ready to help other colleagues if they need help. Meanwhile, performance is based on quality of work, quantity of work, timeliness, effectiveness, independence and commitment. And what makes a big contribution to punctuality means that employees really maintain punctuality and perfection of work results.

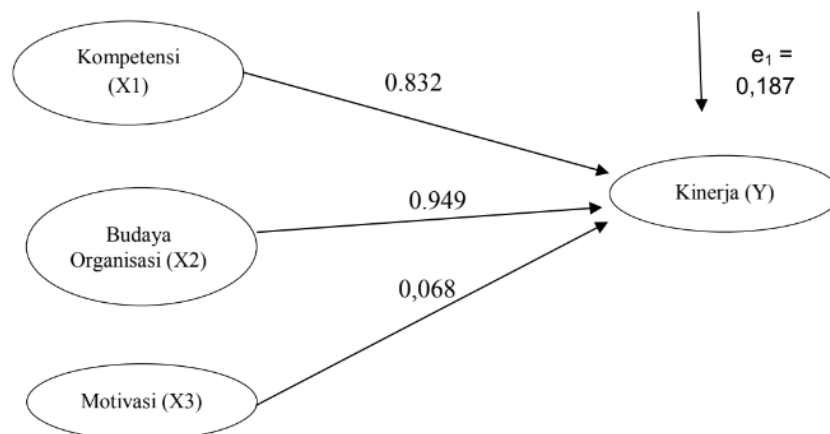


Figure 3. 3 Effect of Competency on Performance

Source: Processed by the Author

Based on path analysis, it shows that competency is able to improve performance at the Attorney General's Office in the Planning Bureau and Equipment Bureau, namely 0.832 and in the hypothesis test organizational culture has a significant/significant effect on performance. The results of this research are in line with the research results of Untung Rahrdja, Anoesyirwan Moeins and Ninda Lutfiani (2017) which stated that leadership, competence and motivation have a positive effect on improving performance.

4. The influence of organizational culture on the performance of ASN employees at the Attorney General's Office

Based on descriptive analysis of the average value of organizational culture variables among employees of the Attorney General's Office at the Planning Bureau and Equipment Bureau, they tend to agree that organizational culture variables are formed by innovation and risk taking, attention to detail, results orientation, individual orientation, team orientation, aggressiveness and stability. . The indicator that makes a big contribution to the organizational culture variable is aggressiveness, which means that employees in the Planning Bureau and Equipment Bureau are not satisfied with one task, so they are challenged with the next task. Meanwhile, performance is based on quality of work, quantity of work, timeliness, effectiveness, independence and commitment. And what makes a big contribution to punctuality means that employees really maintain punctuality and perfection of work results.

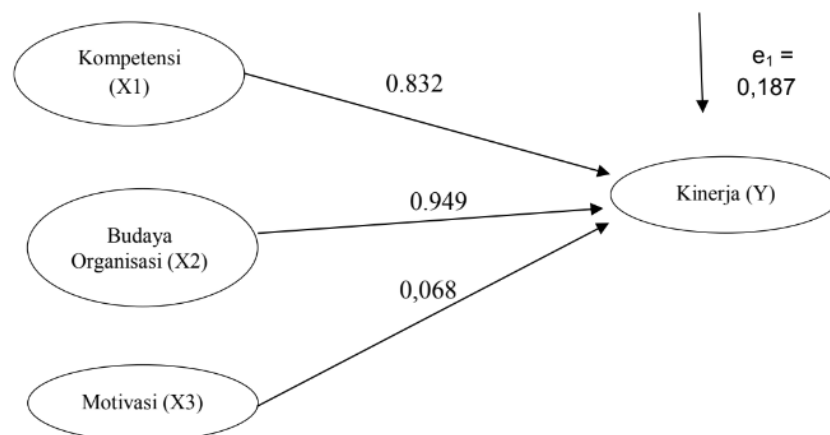


Figure 3. 4 Influence of Organizational Culture on Performance

Source: Processed by the Author

Based on path analysis, it shows that organizational culture is able to improve performance at the Attorney General's Office in the Planning Bureau and Equipment Bureau, namely by 0.949 and in the hypothesis test organizational culture has a significant/significant effect on performance. The results of this research are in line with the research results of Maartje Paais, Jozef R. Pattiruhu (2020) which show that motivation. The results of data analysis show that work motivation and organizational culture have a positive and significant effect on performance, but do not have a significant effect on employee job satisfaction. While leadership has a major impact on employee job satisfaction, it does not affect performance.

5. The Influence of Work Motivation on Employee Performance in State Apparatus at the Attorney General's Office

Based on descriptive analysis of the average value of work motivation variables for employees of the Attorney General's Office at the Planning Bureau and Equipment Bureau, they tend to agree that work motivation variables are formed based on achievement, the work itself, recognition, responsibility, progress and development of individual potential. And what makes a big contribution is the big contribution, namely the work itself which means that the work tasks being carried out currently do not conflict with conscience.

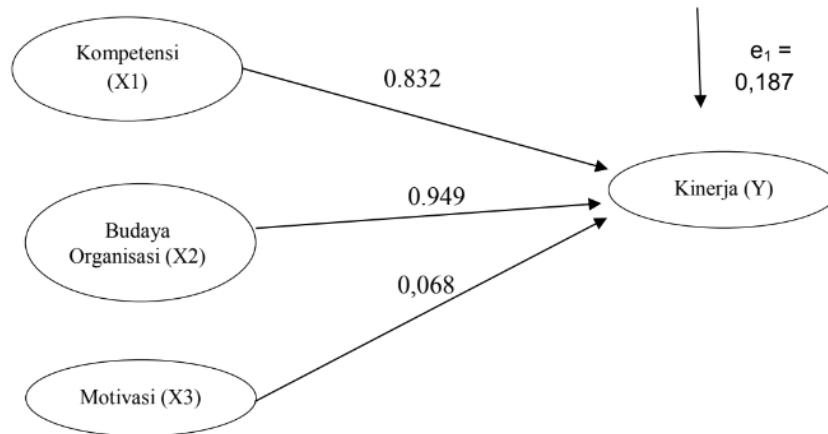


Figure 3. 5 Effect of Motivation on Performance

Source: Processed by the Author

Based on path analysis, it shows that work motivation is able to improve performance at the Attorney General's Office in the Planning Bureau and Equipment Bureau, namely by 0.068 and in the hypothesis test organizational culture has a significant/significant effect on performance. The results of this research are in line with Phong Thanh Nguyen, Andri Yandi, M. Rizky Mahaputra (2020) showing that the results in this research show that work motivation has a relationship and influences employee performance. Leadership influences employee performance. The work environment influences employee performance. Organizational culture influences employee performance. Job Performance influences Employee Performance. Competency influences employee performance. Compensation influences employee performance.

6. The influence of competency on employee performance through work motivation as a mediator in the State Apparatus at the Attorney General's Office

Based on descriptive analysis of the average value of competency variables for employees of the Attorney General's Office in the Planning Bureau and Equipment Bureau, they tend to agree that the competency variable is formed by intellectual competence, emotional competence, and social competence. The indicator that makes a big contribution to the competency variable is social competence, which means that employees at the Planning Bureau and Equipment Company are always ready to help other colleagues if they need help. For the average value of the work motivation variable for employees of the Attorney General's Office at the Planning Bureau and Equipment Bureau, they tend to agree that the work motivation variable is formed based on achievement, the work itself, recognition, responsibility, progress and development of individual potential. And what makes a big contribution is the big contribution, namely the work itself which means that the work tasks being carried out currently do not conflict with conscience. Meanwhile, the performance variable is formed as quality of

work, quantity of work, timeliness, effectiveness, independence, commitment and the one that makes the biggest contribution is that the employee masters the field of work currently being carried out.

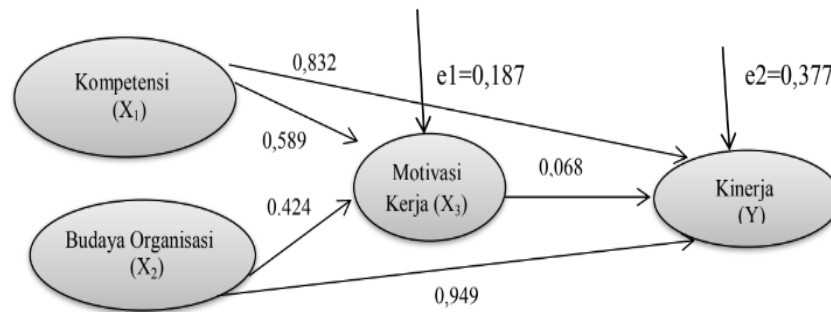


Figure 3. 6 Influence Competence on employee performance through work motivation

Source: Processed by the Author

Based on path analysis, it is said that there is an influence of competence on performance through work motivation as an intervening variable in planning bureaus and equipment bureaus. The variable that provides support for increasing motivation is competence. Meanwhile, based on hypothesis testing, it is stated that work motivation is an intervening variable. The results of this research are in line with Guntur Aryo Tejo, Machasin (2015) whose research results show that the results of the research show that competence and motivation in organizational culture have a significant effect on work. With good competence and a good organizational culture, Riau Regional Police Public Relations personnel will feel comfortable in their work, which will ultimately provide strong motivation for them to work well. Furthermore, motivation also has a significant influence on the performance of Riau Police Public Personnel and Relations Personnel. If employee motivation works well, good work will also be created.

7. The influence of organizational culture on employee performance through work motivation as a mediator in the State Apparatus at the Attorney General's Office

Based on descriptive analysis of the average value of organizational culture variables among employees of the Attorney General's Office at the Planning Bureau and Equipment Bureau, they tend to agree that organizational culture variables are formed by innovation and risk taking, attention to detail, results orientation, individual orientation, team orientation, aggressiveness and stability. . The indicator that makes a big contribution to the organizational culture variable is aggressiveness, which means that employees in the Planning Bureau and Equipment Bureau are not satisfied with one task, so they are challenged with the next task. Descriptive analysis for performance variables is formed by quality of work, quantity of work, timeliness, effectiveness, independence, commitment and those who make the biggest contribution are employees who master the field of work they are currently doing.

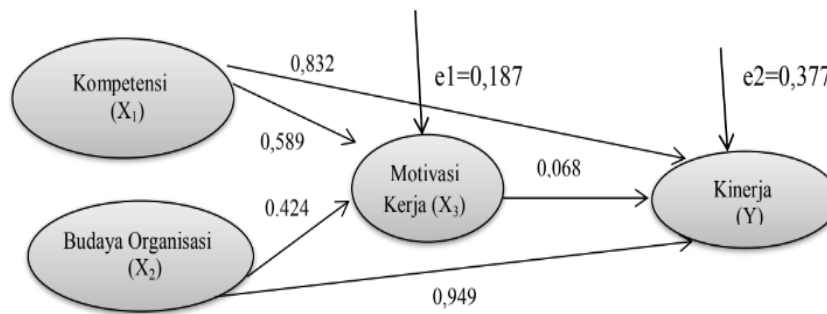


Figure 3. 7 Influences Organizational Culture on Employee Performance through Work Motivation

Source: Processed by the Author

Based on path analysis, it is clear that there is no significant influence of organizational culture on performance through work motivation as an intervening variable in planning bureaus and equipment bureaus. This is in line with research conducted by Syifaa Lathiifa & Chaerudin Chaerudin (2022) entitled *The Influence of Organizational Culture, Work Environment on Employee Performance with Work Motivation as an Intervening Variable (Case Study: Online Retail XYZ Jakarta)* states that organizational culture has no effect on employee performance; organizational culture has a positive and significant effect on work motivation; work motivation has a positive and significant effect on employee performance; work environment has a positive and significant effect on work motivation; work environment has no effect on employee performance; work motivation is able to mediate organizational culture on employee performance; Work motivation is also able to mediate the work environment on employee performance.

4. CONCLUSION

Based on the results of the research that has been carried out, the following conclusions can be made:

1. Descriptive analysis explains the average value of the competency variable for employees at the Attorney General's Office in the Planning Bureau and Equipment Bureau who tend to agree that the social competency variable means that employees in the Planning Bureau and Equipment Bureau are "always ready to help other colleagues if they need help." Then, based on descriptive analysis and path analysis, competency has a significant and influential effect on work motivation for Attorney General Employees in the Planning Bureau and Equipment Bureau.
2. Descriptive analysis of the average value of organizational culture variables for employees of the Attorney General's Office at the BureauThe Planning and Equipment Bureau tend to agree that the organizational culture variable that makes a large contribution to the organizational culture variable is aggressiveness, which means that employees in the Planning Bureau and Equipment Bureau are not satisfied with one task, so they are challenged with the next task. Based on descriptive analysis and path analysis, organizational culture has a significant and influential effect on work motivation for Attorney General Employees in the Planning Bureau and Equipment Bureau.
3. Descriptive analysis of the average value of the competency variable for employees of the Attorney General's Office at the Planning Bureau and Equipment Bureau tends to

agree that the competency variable is formed by intellectual competence, emotional competence and social competence and has an influence on performance with a significance result of 0.832. This means that competence has a big influence on performance results.

4. Descriptive analysis of the average value of organizational culture variables for employees of the Attorney General's Office at the Planning Bureau and Equipment Bureau tends to agree that organizational culture variables are formed by innovation and risk taking, attention to detail, results orientation, individual orientation, team orientation, aggressiveness and stability. The indicator that makes a big contribution to the organizational culture variable is aggressiveness, which means that employees in the Planning Bureau and Equipment Bureau are not satisfied with one task, so they are challenged with the next task. Then, based on the results of the path analysis, it shows significance, meaning that organizational culture has a big influence in providing good performance.
5. Descriptive analysis of the average value of work motivation variables for employees of the Attorney General's Office at the Planning Bureau and Equipment Bureau tends to agree that work motivation variables are formed based on achievement, the work itself, recognition, responsibility, progress and development of individual potential. And what makes a big contribution is the big contribution, namely the work itself which means that the work tasks being carried out currently do not conflict with conscience. However, the results of the path analysis stated a significance result of 0.068, which means that motivation has no direct effect on performance.
6. In the descriptive analysis explaining the average value of competency variables for employees of the Attorney General's Office in the Planning Bureau and Equipment Bureau, they tend to agree that the competency variable is formed by intellectual competence, emotional competence, and social competence. The indicator that makes a big contribution to the competency variable is social competency, which means that employees at the Planning Bureau and Equipment Company are always ready to help other colleagues if they need help. This research states that competence through motivation influences performance.
7. Based on descriptive analysis of the average value of organizational culture variables among employees of the Attorney General's Office at the Planning Bureau and Equipment Bureau, they tend to agree that organizational culture variables are formed by innovation and risk taking, attention to detail, results orientation, individual orientation, team orientation, aggressiveness and stability. . The indicator that makes a big contribution to the organizational culture variable is aggressiveness, which means that employees in the Planning Bureau and Equipment Bureau are not satisfied with one task, so they are challenged with the next task. The research results in this thesis show that organizational culture through motivation does not have a direct influence on performance.

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