

The Effect of Competency and Job Satisfaction on Employee Performance and its Impact on the Performance of the Pidie Police Civil Servants Unit with Organizational Support as Moderator

Zikril Maulana¹, Muhammad Adam², Mukhlis Yunus³

^{1,2,3}Master of Management Study Program, Faculty of Economics and Business, Syiah Kuala University

ABSTRACT: This study aims to examine the influence of competence and job satisfaction on employee performance and its subsequent impact on the performance of the Pidie Civil Service Police Unit, with organizational support serving as a moderating variable. The population for this study consisted of all 245 employees of the Pidie Civil Service Police Unit. The sample was a subset representing the entire population; however, a saturated sampling technique was employed, meaning the entire population was used as the sample. Data analysis was conducted using SEM. The results indicated that organizational support, competence, job satisfaction, employee performance, and organizational performance at the Pidie Civil Service Police Unit were all rated in the good category. Hypothesis testing revealed that competence and job satisfaction had a positive and significant effect on employee performance. Additionally, competence, job satisfaction, and employee performance had a positive and significant effect on organizational performance. Employee performance also significantly mediated the relationship between competence and job satisfaction and organizational performance. Furthermore, organizational support moderated the effect of employee performance on organizational performance.

KEYWORDS: Organizational Support, Competence, Job Satisfaction, Employee Performance, Organizational Performance

1. INTRODUCTION

The Public Order Agency (Satpol PP) is a regional apparatus that plays a strategic role in maintaining public order and safety, as well as enforcing regional regulations (Perda). The presence of Satpol PP is crucial for supporting effective, safe, and conducive regional governance. By enforcing local laws, monitoring community activities, and addressing various social issues, Satpol PP aims to create an orderly social environment and promote sustainable regional development.

The Public Order Agency (Satpol PP) envisions establishing public order and a conducive community environment as essential prerequisites for creating a safe and comfortable region. To achieve this vision, Satpol PP undertakes its mission of enforcing regional regulations, supervising community activities, and addressing various social issues such as gambling, alcohol distribution, and other disturbances to public order. Additionally, Satpol PP serves as a supporting element in regional government operations, including involvement in disaster management, securing government activities, and supporting community social initiatives. The complexity of these tasks and responsibilities requires optimal and sustainable organizational performance.

In recent years, the national performance of the Public Order Agency (Satpol PP) has exhibited a downward trend in several key areas. In 2023, the number of enforcement actions against violations of regional regulations declined compared to the previous year. This decrease was influenced by limited personnel, constrained operational budgets, and insufficient support from local governments in several regions. These factors directly affect the effectiveness of regional law enforcement and the maintenance of public order within the community.

The decline in performance is also evident in the response time to public reports. While in previous years the majority of public order reports were addressed within 24 hours, this percentage dropped significantly in 2023. Barriers to inter-agency coordination, limited resources, and an increased workload contributed to this decline. Additionally, the frequency of raids targeting alcohol and drug trafficking has decreased, both in the number of operations conducted and the volume of evidence seized. The management of social issues such as homelessness, begging, and street children has also yielded suboptimal results.

This decline in performance was also observed within the Pidie Regency Public Order Agency (Satpol PP). According to an internal performance report, the number of enforcement actions for violations of regional regulations in Pidie Regency decreased in 2023 compared to the previous year. The response time to public reports of disturbances to public order also showed a downward trend.

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This was reflected in the reduced frequency of field operations and the decrease in the amount of evidence confiscated during enforcement activities.

More systematically, this decline is reflected in the performance assessment of the Pidie Regency Public Order Agency (Satpol PP) through the Regional Apparatus Performance Assessment Information System (SIP). Performance scores for regional regulation enforcement, responsiveness of public order services, and the effectiveness of field operations have declined from "good" to "fair." The most prominent indicators experiencing declines include the implementation of enforcement programs, the speed of handling public complaints, and the consistency of field operations in meeting established targets. This suggests internal issues potentially related to the quality of human resources and organizational support.

The results of a pre-survey on the performance of the Pidie Regency Public Order Agency (Satpol PP) indicate that the organization's overall performance falls within the good category. The average score suggests that most respondents believe the Pidie Satpol PP has effectively carried out its duties and responsibilities. However, several indicators still require attention, particularly concerning the achievement of annual work targets and the optimization of resource utilization. This highlights a gap between the established performance targets and actual field achievements.

One of the primary factors influencing organizational performance is employee performance. A preliminary survey of the employees of the Pidie Regency Public Order Agency (Satpol PP) indicated that overall employee performance was categorized as good. However, certain indicators revealed suboptimal results, particularly concerning the accuracy of task execution. This low level of accuracy could negatively affect the quality of work output and the effectiveness of task implementation in the field, especially in regional regulation enforcement activities that demand procedural precision and high professionalism.

In addition to employee performance, competency is a critical factor influencing outcomes. A pre-survey on employee competency at the Public Order Agency (Satpol PP) in Pidie Regency revealed that overall competency levels were categorized as good. However, professionalism still requires special attention. Suboptimal professionalism can negatively affect the quality of public services and the institution's reputation, especially since Satpol PP often interacts directly with the public in sensitive situations.

Another factor influencing employee performance is job satisfaction. A preliminary survey of employee job satisfaction at the Public Order Agency (Satpol PP) in Pidie Regency indicated that overall job satisfaction was in the good category. However, leadership oversight of work performance was considered suboptimal. Ineffective supervision can decrease employee job satisfaction and potentially affect overall performance.

Furthermore, organizational support plays a crucial role as a moderating variable in the relationship between employee performance and organizational performance. Pre-survey results indicate that organizational support at the Public Order Agency (Satpol PP) in Pidie Regency is generally regarded as good. However, leadership support in assisting employees to achieve work goals is still perceived as suboptimal. This situation highlights the need for a thorough evaluation of the effectiveness of organizational support in enhancing both employee and organizational performance.

Many previous studies have examined the influence of competence and job satisfaction on employee performance; however, most have focused on the industrial and service sectors and have not specifically explored the moderating role of organizational support, particularly within government institutions. Therefore, this study aims to fill this research gap by comprehensively investigating the effects of competence and job satisfaction on employee performance, as well as their impact on the performance of the Pidie Regency Public Order Agency (Satpol PP), with organizational support serving as a moderating variable.

In the context of public organizations, particularly local government units such as the Public Order Agency (Satpol PP), employee performance expectations extend beyond meeting administrative targets to include public service delivery, enforcement of local regulations, and direct interaction with the community. This underscores the importance of employee competency, as technical skills, regulatory knowledge, and interpersonal abilities are critical to effective task execution. Without sufficient competency, employees will struggle to perform institutional functions optimally, ultimately resulting in a decline in organizational performance quality.

In addition to competence, job satisfaction plays a strategic role in shaping employee behavior and work attitudes. Therefore, the influence of job satisfaction on performance should not be seen as a simple relationship but rather as a process shaped by various organizational factors.

Organizational support is considered a contextual factor that can either strengthen or weaken the relationship between competency, job satisfaction, and employee performance. Forms of organizational support such as the availability of work facilities, clear policies, leadership backing, and performance recognition signal to employees that the organization values their contributions. When employees perceive adequate support, they are better able to maximize their competency utilization, and their job satisfaction becomes more meaningful in driving performance improvement.

In the context of the Pidie Regency Public Order Agency (Satpol PP), organizational support is increasingly important due to the nature of their duties, which often involve social pressure, the risk of conflict in the field, and the demands of professionalism in enforcing regional regulations. Employees with high competence and job satisfaction may still struggle to perform optimally without

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the backing of a supportive organizational system. Therefore, organizational support plays a crucial moderating role in understanding how individual and psychological factors translate into actual performance in the field.

2. THEORETICAL STUDY

2.1. Organizational Performance

(Robbins & Judge, 2023) state that organizational performance is reflected in the effectiveness of goal achievement and the efficiency of resource utilization. Similarly, (Sedarmayanti, 2016) explain that organizational performance refers to the results of an organization's work over a specific period, evaluated based on indicators of effectiveness, efficiency, and accountability in both the public and private sectors.

To objectively assess organizational performance, clear and measurable performance indicators are essential. (Robbins et al., 2019) identify key organizational performance indicators as effectiveness, efficiency, productivity, quality, satisfaction, and innovation. Effectiveness measures the extent to which goals are achieved; efficiency pertains to the optimal use of resources; and productivity compares output relative to input. Quality reflects the degree to which work results conform to established standards, satisfaction captures positive perceptions from employees and service users, and innovation demonstrates the organization's capacity to adapt and introduce new ideas. In the context of public services, (Robbins & Judge, 2023) further highlights service dimensions such as reliability, responsiveness, competence, communication, and understanding of service users as important indicators for a comprehensive assessment of organizational performance.

2.2. Employee Performance

(Mangkunegara, 2016) stated that employee performance reflects the level of achievement within an organization, contributing to increased productivity. (Colquitt et al., 2016) added that performance is closely linked to an organization's strategic goals and employee job satisfaction.

To objectively assess employee performance, clear and measurable performance indicators are essential. (Sulistiyani & Rosidah, 2009) identify employee performance indicators as work quantity, work quality, reliability, and initiative. (Soetrisno, 2016) expands this list to include work results, job knowledge, mental agility, attitude, and time and attendance discipline. Similarly, (Afandi, 2018) highlights indicators such as the quantity and quality of work results, efficiency, work discipline, initiative, accuracy, leadership, honesty, and creativity. Utilizing these indicators enables organizations to comprehensively evaluate employee performance, providing a solid foundation for decision-making in human resource management.

2.3 Competence

(Zainal et al., 2015) asserted that competency distinguishes high-performing individuals from average performers by the frequency and quality of their work behaviors. Similarly, (Agustian, 2016) stated that competency reflects an individual's ability to perform tasks effectively and professionally according to organizational standards.

Competence is not only defined as technical ability but also includes aspects of work behavior and attitude demonstrated in the execution of daily tasks. (Soetrisno, 2016) explains that competence serves as the fundamental basis for achieving performance because it determines an employee's capacity to understand work, make decisions, and complete tasks responsibly. (Colquitt et al., 2016) further states that competence encompasses both hard and soft skills, such as communication, teamwork, integrity, and work ethics, all of which play a crucial role in enhancing work effectiveness and the quality of employee performance. Therefore, competence can be assessed through actual work behavior and the results individuals achieve within an organization.

In the context of human resource management, competency plays a strategic role as the foundation for recruitment, performance appraisal, and employee development. (Noe et al., 2019) emphasized that organizations that consistently develop their employees' competencies are more adaptable to environmental changes and can sustainably increase productivity. To measure competency, (Wibowo, 2017) proposed indicators including skills, knowledge, self-concept or attitude, traits, and motives. Skills and knowledge pertain to the technical abilities required to perform work, while self-concept, traits, and motives reflect the behavioral aspects that drive individuals to act and achieve. Using these indicators, competency can be comprehensively assessed as a primary determinant of employee and organizational performance quality.

2.4. Job Satisfaction

(Ainley & Carstens, 2018) define job satisfaction as the sense of fulfillment individuals experience through their work activities. (Robbins & Judge, 2023) describes job satisfaction as a person's overall attitude toward their job, shaped by evaluations of various job aspects. Similarly, (Suryani et al., 2020) emphasize that job satisfaction plays a crucial role in enhancing employee motivation and productivity, thereby directly influencing organizational performance.

To measure job satisfaction, (Fitri et al., 2018) proposed several indicators, including the work itself, responsibility, supervision, and company policy. The indicator pertains to task characteristics and the alignment of the job with an individual's abilities, while reflects the level of trust and autonomy granted by the organization. the role of supervisors in providing guidance and support,

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whereas reflects perceptions of fairness and clarity regarding applicable rules. These indicators are considered relevant because they comprehensively capture job satisfaction from both individual and organizational perspectives, making them well-suited for use in this study.

2.5. Organizational Support

(Hikmah et al., 2019) emphasized that employee performance is significantly influenced by the support provided by the organization, as this support enhances employees' sense of security, self-confidence, and attachment to the organization.

A strong perception of organizational support encourages employees to internalize their membership within the organization as part of their identity, thereby enhancing work commitment and loyalty. (Sari, 2019) explains that when employees feel the organization cares about their well-being and values their contributions, they develop a positive attitude toward the organization and are motivated to contribute more effectively to achieving organizational goals. Organizational support is also demonstrated through various forms of recognition, such as awards, performance acknowledgments, development opportunities, and a fair appraisal system. This aligns with the concept of organizational support proposed by (Riantoko et al., 2017), which emphasizes the importance of interactions between individuals and organizations in shaping employees' perceptions of organizational treatment.

To measure organizational support, (Agustyna & Prasetyo, 2020) proposed several key indicators: fairness, superior support, organizational rewards, and working conditions. Fairness reflects employees' perceptions of procedural justice and the organization's treatment in decision-making. Superior support refers to the extent to which supervisors provide assistance, attention, and effective communication to subordinates. Organizational rewards represent the recognition given for employee effort and performance, both material and non-material. Meanwhile, working conditions describe the level of comfort and safety in the work environment provided by the organization. These four indicators are considered comprehensive measures of organizational support and are relevant for assessing the extent to which the organization fosters a work climate that enhances employee performance.

3. RESEARCH METHODS

The population in this study comprised all employees working at the Public Order Agency (Satpol PP) in Pidie Regency. The study population included 245 employees, representing various positions and work units within Satpol PP. Since the population was relatively small and accessible, the entire population was used as the basis for selecting study respondents.

The data analysis method employed in this study was SEM, utilizing AMOS software. SEM was selected because it can simultaneously analyze complex relationships between latent and observed variables. Additionally, SEM enables researchers to examine both direct and indirect relationships within the research model, providing a more comprehensive analysis. Using the SEM-AMOS approach, this study tested construct validity and reliability, assessed the model's goodness of fit, and evaluated hypotheses concerning causal relationships among the variables studied.

4. RESEARCH RESULTS AND DISCUSSION

4.1. Hypothesis Testing

The testing of the research hypothesis is as in Table 1 below.

Table 1 Regression Weight Structural Equational Model

		Estimate	SE	CR	P
Employee Performance	<--- Competence	0.398	0.072	3.575	0,000
Employee Performance	<--- Job satisfaction	0.571	0.084	3.907	0,000
Organizational Performance	<--- Competence	0.287	0.101	3.221	0,000
Organizational Performance	<--- Job satisfaction	0.271	0.107	3.130	0,000
Organizational Performance	<--- Employee Performance	0.059	0.080	3.623	0,000
Organizational Performance	<--- KPxD0	0.312	0.016	2.397	0.017

Source: Processed Primary Data, (2025)

4.1.1. Direct Hypothesis Testing

The research results indicate that both competence and job satisfaction positively influence employee performance. Competence enhances effectiveness and responsibility in task execution, while job satisfaction exerts a stronger impact by boosting employee motivation and overall performance. These two factors also influence organizational performance. Employee competence supports the achievement of targets, timeliness, and adherence to operational standards, while job satisfaction enhances commitment and engagement in reaching organizational goals. Furthermore, employee performance significantly contributes to organizational success. The moderating role of organizational support such as facilities, leadership attention, and organizational values strengthens this relationship, enabling organizations that effectively support their employees to maximize both individual and overall organizational performance.

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4.1.2. Testing the Mediation Hypothesis

The research results indicate that employee performance serves as a significant mediator between competence and organizational performance. The Sobel test demonstrated a significant indirect effect of competence on organizational performance through employee performance, although competence also exerts a direct effect. In other words, competence enhances employee performance, which subsequently strengthens organizational performance.

Similar findings apply to job satisfaction. Employee performance partially mediates the effect of job satisfaction on organizational performance, meaning that job satisfaction positively impacts organizational performance both directly and indirectly through enhanced employee performance. This underscores the importance of fostering competencies and job satisfaction to maximize both individual and organizational performance.

5. DISCUSSION

Research findings indicate that competence significantly impacts employee performance. Competence, which includes knowledge, skills, and work attitudes, enables employees to perform tasks effectively, meet standards, and adapt to changing job demands (Sulaiman et al., 2020). Employees who perceive themselves as competent tend to exhibit higher motivation and self-confidence, whereas low competence can diminish performance quality. Therefore, developing competencies through training and continuing education is a vital strategy for organizations (Wijayanti et al., 2020)

In addition to competence, job satisfaction has been shown to significantly influence employee performance. Employees who are satisfied with their work environment, social relationships, and the rewards they receive exhibit higher levels of motivation, commitment, and loyalty (Saputra & Hadi, 2020); (Yulianto & Sari, 2020). Furthermore, job satisfaction helps reduce negative behaviors such as absenteeism and turnover, enabling organizations to sustain employee productivity and consistent performance. Competence and job satisfaction impact not only individuals but also organizational performance. High-performing employees enhance operational effectiveness, service quality, and the achievement of organizational goals (Setiawan & Hermawan, 2020); (Salman et al., 2020). Employee performance mediates the relationship between competence, job satisfaction, and organizational performance, while organizational support such as facilities, rewards, and a positive work climate strengthens this influence (Ramadhani et al., 2020); (Yulianto & Sari, 2020). This underscores the importance of investing in human resource development to ensure overall organizational success.

6. CONCLUSION

Overall, the conditions of Organizational Performance, Employee Performance, Organizational Support, Competence, and Job Satisfaction at the Pidie Civil Service Police Unit fall within the good category. Employee competence, encompassing knowledge, skills, and work attitudes, directly influences individual performance. Additionally, job satisfaction enhances motivation and work quality by fostering positive feelings toward the job, work environment, and reward system. These findings confirm that individual factors play a strategic role in determining the effectiveness, efficiency, and achievement of organizational goals.

Furthermore, employee performance directly contributes to organizational success by enhancing productivity, service quality, and the achievement of goals. Organizational support serves as a moderating factor, amplifying the impact of employee competence, job satisfaction, and performance on overall organizational outcomes. Fair policies, attention to employee welfare, and adequate work facilities illustrate that organizational success depends not only on individual capabilities but also on the structural and functional support provided by the organization.

6.1 Suggestions

1. The Competency variable had the lowest average score of 4.00 for the indicator, "I always want to develop my skills at work." Although this score still falls within the good category, it suggests that employee motivation to actively develop skills needs to be strengthened. Therefore, the Pidie Public Order Agency (Satpol PP) is advised to enhance its continuous competency development program through technical training, training in enforcing regional regulations, and the development of soft skills such as communication and decision-making. Additionally, providing opportunities to participate in training sessions, seminars, and job-specific training is expected to encourage employees to be more proactive in improving their competencies.
2. The Job Satisfaction variable showed the lowest average value of 3.81 for the indicator "The organization gives me responsibility." This result suggests that some employees do not yet feel fully clear about or trusted in the division of work responsibilities. Therefore, the leadership of the Pidie Public Order Agency (Satpol PP) is advised to implement a more proportional, transparent, and competent division of tasks. Increasing employee involvement in operational decision-making and granting greater trust in task execution can also enhance employee ownership and job satisfaction.
3. The Organizational Support variable had the lowest average score of 4.22 for the indicator "The organization has clear values that are accepted by all employees." Although this rating is classified as very good, it suggests that the internalization of

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organizational values can still be improved. Therefore, the organization is advised to strengthen the communication of the values, vision, and mission of the Pidie Public Order Agency (Satpol PP) through internal forums, regular roll calls, and leadership role modeling. Consistent reinforcement of organizational values is expected to foster harmony in employee attitudes and behaviors as they carry out their duties of enforcing order and providing public services.

4. The Employee Performance variable received the lowest average score of 3.81 for the indicator "I often provide suggestions for performance improvement." This finding suggests that employee participation in offering input and improvement ideas remains relatively low. Therefore, the Pidie Public Order Agency (Satpol PP) is advised to foster a more open and participatory work environment, where employees feel safe and valued when submitting suggestions. Implementing regular discussion forums, suggestion boxes, and recognition for constructive ideas can encourage employees to contribute more actively to enhancing organizational performance.
5. The Organizational Performance variable had the lowest average score of 3.97 for the indicator "Satpol PP Pidie continues to update and improve its work methods." Although this falls within the good category, the result suggests that innovation and the updating of work methods still require improvement. Therefore, Satpol PP Pidie is advised to conduct regular evaluations of work procedures, utilize information technology in services and supervision, and adopt work practices that are more adaptive and responsive to the evolving needs of the community. Continuous updating of work methods is expected to enhance the effectiveness of task implementation and overall organizational performance.
6. The research findings indicate that there is still room for improvement in optimizing both employee and organizational performance. Therefore, the Pidie Public Order Agency (Satpol PP) is advised to strengthen its performance appraisal system to make it more objective, measurable, and transparent. Performance appraisals should not only focus on attendance and the completion of routine tasks but also consider work quality, initiative, discipline, and employee contributions toward supporting organizational goals. A clear and fair evaluation system is expected to increase employee motivation while fostering a professional and results-oriented work culture.
7. Leadership plays a strategic role in guiding employee behavior and performance. Therefore, the leadership of the Pidie Public Order Agency (Satpol PP) is encouraged to be more active as motivators, mentors, and role models for employees. A communicative, supportive, and receptive leadership style can foster harmonious working relationships and enhance employee trust in the organization. With effective leadership, employees will be more motivated to maximize their competencies and deliver optimal performance in fulfilling their duties of maintaining order and providing public services.
8. Good coordination between work units is essential for the effective implementation of Public Order Agency (Satpol PP) duties. Based on the research findings, organizations are advised to enhance the quality of internal communication by holding regular coordination meetings, delivering clear information, and utilizing internal communication channels effectively. Open and structured communication can reduce misunderstandings, accelerate decision-making, and strengthen synergy among employees and work units. This, in turn, can optimize both individual and organizational performance.
9. Organizational support is reflected not only in policy and leadership but also in the availability of adequate work facilities and infrastructure. Therefore, the Pidie Public Order Agency (Satpol PP) is advised to continuously improve both the quality and quantity of work facilities, such as operational equipment, official vehicles, and technology, to support task implementation. Adequate work facilities enable employees to perform their duties more effectively, safely, and efficiently, thereby positively impacting employee performance and overall organizational outcomes.
10. As a public service organization, the Pidie Public Order Agency (Satpol PP) must cultivate a work culture focused on performance, discipline, and the public interest. Therefore, the organization should consistently promote values such as professionalism, responsibility, and commitment to public service. A strong work culture can be established through exemplary leadership, recognition of outstanding performance, and fair, consistent enforcement of regulations. With a positive work culture, employees will be more motivated to perform at their best and contribute to enhancing the organization's image and effectiveness.

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