

**Analysis of Competence and Work Experience on Employee Performance with Incentives as Intervening Variables PT Shopee International Indonesia**

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**ABSTRACT**

*The research aims to examine Regarding the Role of Competence and Work Experience on Employee Performance with Incentives as an Intervening Variable (Study at PT Shopee International Indonesia Surakarta Branch) using the Purposive Sampling method as a sampling technique. In this context, researchers select samples that are considered to represent certain characteristics that are relevant to the research objectives. Of the 114-sample data above, consisting of employees from PT Shopee International Surakarta branch from various departments such as Operational (50 employees), Quality Assurance (54 employees), and Human Resources (10 employees), with permanent employee status and have a work period of the same or more than 2 years. The variables used in this study are as follows: The Dependent Variable (Y) in this study is Employee Performance, the Independent Variable (X) in this study is Competence (X1) and Work Experience (X2) and the Intervening Variable in this study is Incentive (Z). Testing in this study was carried out using the Structural Equation Model (SEM) approach based on Partial Least Square (PLS) which is based on components or variants. Competence and Work Experience have a direct effect on the performance of employees of PT Shopee International Indonesia, Surakarta branch. The statement that incentive variables have an effect on performance and also mediate the relationship between competence and work experience on performance shows that financial incentives play an important role in improving employee performance.*

**Keywords:** *Employee Performance, Competence, Work Experience, Incentives*

**ABSTRAK**

Penelitian ini bertujuan untuk mengkaji Mengenai Peran Kompetensi dan Pengalaman Kerja terhadap Kinerja Karyawan dengan Insentif sebagai Variabel *Intervening* (Studi di PT Shopee International Indonesia Cabang Surakarta) dengan menggunakan metode *Purposive Sampling* sebagai teknik sampling. Dalam konteks ini, peneliti memilih sampel yang dianggap mewakili karakteristik tertentu yang relevan dengan tujuan penelitian. Dari 114 contoh data di atas, terdiri dari karyawan dari PT Shopee International cabang Surakarta dari berbagai departemen seperti Operasional (50 karyawan), *Quality Assurance* (54 karyawan), dan Sumber Daya Manusia (10 karyawan), dengan status karyawan tetap dan memiliki masa kerja yang sama atau lebih dari 2 tahun. Variabel yang digunakan dalam penelitian ini adalah sebagai berikut: Variabel Dependen (Y) dalam penelitian ini adalah Kinerja Karyawan, Variabel Independen (X) dalam penelitian ini adalah Kompetensi (X1) dan Pengalaman Kerja (X2) dan Variabel *Intervening* dalam penelitian ini adalah Insentif (Z). Pengujian dalam penelitian ini dilakukan dengan menggunakan pendekatan Structural Equation Model (SEM)

berbasis Partial Least Square (PLS) yang didasarkan pada komponen atau varian. Kompetensi dan Pengalaman Kerja berpengaruh langsung terhadap kinerja karyawan PT Shopee International Indonesia cabang Surakarta. Pernyataan bahwa variabel insentif berpengaruh terhadap kinerja dan juga memediasi hubungan antara kompetensi dan pengalaman kerja terhadap kinerja menunjukkan bahwa insentif finansial berperan penting dalam meningkatkan kinerja karyawan.

**Kata Kunci:** Kinerja Karyawan, Kompetensi, Pengalaman Kerja, Insentif

## INTRODUCTION

Currently in relation to the era of globalization and the growth of business competition, companies from all countries are faced with various problems so that companies must be able to optimally maintain and develop competitiveness. The main problem that affects company performance is the quality of human resources. Human resources not only have a strategic role in achieving the vision and mission of the company or organization, but must also be balanced with the optimization of their abilities so that they can become assets of the company or organization to achieve common goals. Employees or human resources in the company concerned must be able to work tough, skilled, and competent in the field they are engaged in efficiently and effectively. This is where human resource management is considered important because it has a function in creating qualified employees according to the vision and mission of the company.

The role and performance of employees are very much needed to achieve the vision and mission of the company or organization. According to Fernos & Wipi (2023) performance is the result of a person's work that describes the quality and quantity of the work done. Each individual tends to be faced with things that may not have been expected in the process of achieving the desired needs, so that through work and growth in experience a person will make progress in his life.

To carry out work tasks effectively, employees must have competencies that cover various aspects such as knowledge, skills, and attitudes. When employees have a high level of competency, they will be more effective in completing work. They are also able to make accurate decisions and have a positive impact on the entire company.

Competence can be interpreted as an individual's ability or expertise to do a job correctly and have advantages based on things that include aspects of knowledge, skills and work attitudes that meet the established standards (Hikmah et al (2020). In the employee recruitment process, the company usually holds written tests or interviews to filter based on the competencies possessed by prospective employees. According to Putra & Jaenab (2023) from the results of their research, it states that Competence has a positive and significant effect on employee performance at the Bima Regency Communication, Informatics and Communication Service.

In general, employees with work experience in the same field tend to be more adaptable because the experience shapes their skills and knowledge. Extensive experience allows employees to be more efficient in facing challenges and adapt

quickly to changes in the work environment. From work experience, it can also be seen the level of skills and knowledge of the employee. The results of previous studies stated that work experience affects the incentives of Banjar District office employees (Lela et al, 2023).

Competence and work experience alone are not enough to ensure optimal performance. The right incentives can increase employee motivation, trust, and satisfaction, thus positively impacting company performance. Incentives can be in the form of salary, bonuses, awards, recognition, career opportunities, and a supportive work environment. In this context, rewards can be the impetus that transforms work knowledge and experience into outstanding work results. The basic goal of all incentive programs is to increase employee productivity in order to achieve a competitive advantage (Utami & Nurleli, 2023).

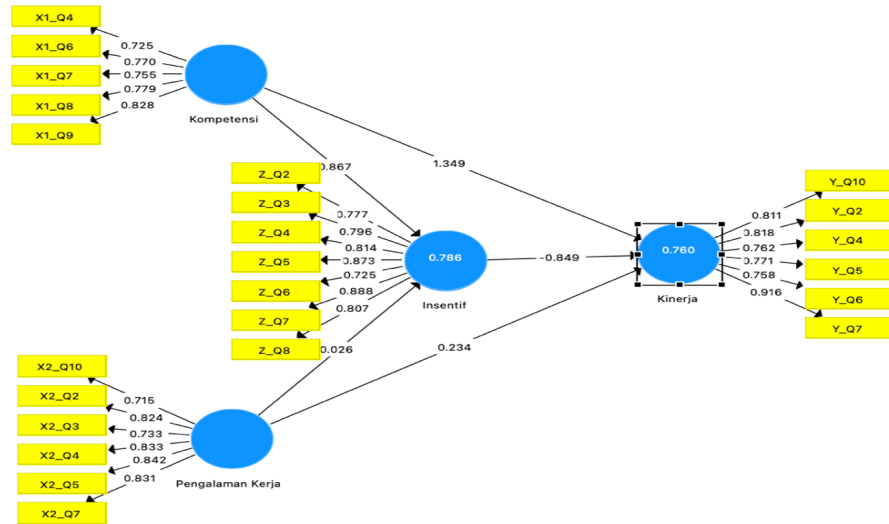
Performance is an important factor in determining the best monthly employee and promotions. Many companies also use performance as a basis for providing additional salary to increase employee morale. Competence and work experience are often used as entry requirements for companies in order to map employees according to division. Incentives are expected to be able to realize the company's vision and mission as measured by KPI (Key Performance Index). Competence is measured through intelligence tests, work experience helps rapid adaptation in new environments, and incentives increase employee morale. Management that is able to prioritize competence, work experience, and set incentives that are in accordance with performance will determine the success of achieving the company's vision and mission.

## **METHOD**

This study used a sampling technique with the Purposive Sampling method. Determining the number of samples with the purposive sampling technique method involves selecting samples based on special considerations that are in accordance with the characteristics that have been set for this study. In this context, researchers choose samples that are considered to represent certain characteristics that are relevant to the objectives of the study. Of the 114 sample data above, consisting of employees from PT Shopee International, Surakarta branch from various departments such as Operational (50 employees), Quality Assurance (54 employees), and Human Resources (10 employees), with permanent employee status and have a work period of the same or more than 2 years. The variables used in this study are as follows: The Dependent Variable (Y) in this study is Employee Performance, the Independent Variable (X) in this study is Competence (X1) and Work Experience (X2) and the Intervening Variable in this study is Incentive (Z). Testing in this study was carried out using the Structural Equation Model (SEM) approach based on Partial Least Square (PLS) which is based on components or variants.

**RESULTS**

The results of the structural equation model analysis of this study include:



**Figure 1. Structure of the Model Used**

a. Significance Testing

**Table 1. Hypothesis Test Results**

Hypothesis	Path	Original Sample	T statistics	P Value	Indication
H1	Competence influences incentives	0.471	4,545	0,000	Significant
H2	Work experience affects incentives	0.379	3,824	0,000	Significant
H3	Competence influences performance	0.695	8,669	0,000	Significant
H4	Work experience affects employee performance	0.158	2,374	0.019	Significant
H5	Incentives affect employee performance.	0.250	3,588	0.033	Significant

Source: Primary Data 2024

The results of the hypothesis test show that the T-Statistic and P-Value describe the level of significance of the path coefficient, as explained below:

1) Hypothesis Test 1: Competence influences incentives

It can be concluded that the original sample is positive, which is 0.471, meaning that the direction of the hypothesis submission results is not in accordance. In the T-Statistic, the value is 4.545 and is greater than 1.65. The

P-Value is less than 0.05, which is 0.000. This shows that the variables are interrelated and have a positive value, so it can be concluded that hypothesis 1 is accepted.

2) Hypothesis Test 2: Work experience has an effect on incentives

It can be concluded that the original sample is positive, which is 0.397, meaning that the direction of the hypothesis submission results is not in accordance. In the T-Statistic, the value is 3.824 and is greater than 1.65. The P-Value is less than 0.05, which is 0.000. This shows that the variables are interrelated and have a positive value, so it can be concluded that hypothesis 2 is accepted.

3) Hypothesis Test 3: Competence influences performance

It can be concluded that the original sample is positive, which is 0.695, meaning that the direction of the hypothesis study results is not in accordance. In the T-Statistic, the value is 8.669 and is greater than 1.65. The P-Value is less than 0.05, which is 0.000. This shows that the variables are interrelated and have a positive value, so it can be concluded that hypothesis 3 is accepted.

4) Hypothesis Test 4: Work experience influences employee performance

It can be concluded that the original sample is positive, which is 0.158, meaning that the direction of the hypothesis submission results is not in accordance. In the T-Statistic, the value is 2.374 and is greater than 1.65. The P-Value is less than 0.05, which is 0.019. This shows that the variables are interrelated and have a positive value, so it can be concluded that hypothesis 4 is accepted.

5) Hypothesis Test 5: Incentives have an effect on Employee Performance.

It can be concluded that the original sample is positive, which is 0.250, meaning that the direction of the hypothesis submission results is not in accordance. In the T-Statistic, the value is 3.588 and is greater than 1.65. The P-Value is less than 0.05, which is 0.033. This shows that the variables are interrelated and have a positive value, so it can be concluded that hypothesis 5 is accepted.

b. Mediation Test

**Table 2. Mediation Test Results**

Hypothesis	Path	Original Sample	T statistics	P Value	Indication
H6	Competence influences performance through incentives.	0.024	1,781	0.036	Significant
H7	Work Experience influences Performance through incentives.	0.019	2,726	0.049	Significant

Source: Primary Data 2024

The results of the hypothesis test show that the T-Statistic and P-Value describe the level of significance of the path coefficient, as explained below:

- 1) Hypothesis Test 6: Competence influences performance mediated by incentives.

It can be concluded that the original sample is positive, which is 0.024, meaning that the direction of the hypothesis submission results is not in accordance. In the T-Statistic, the value is 1.781 and is greater than 1.65. The P-Value value is smaller than 0.05, which is 0.036. This shows that the variables are interrelated and have a positive value, so it can be concluded that hypothesis 6 is accepted.

- 2) Hypothesis Test 7: Work Experience influences Performance mediated by Incentives.

It can be concluded that the original sample is positive, which is 0.019, meaning that the direction of the hypothesis submission results is not in accordance. In the T-Statistic, the value is 2.726 and is greater than 1.65. The P-Value value is smaller than 0.05, which is 0.049. This shows that the variables are interrelated and have a positive value, so it can be concluded that hypothesis 7 is accepted.

## Discussion

- a. Competence influences incentives

From the results of various tests that have been carried out, it states that H1 is accepted, namely Competence influences Incentives. This means that the competence of PT Shopee International Indonesia employees influences the Incentives given by the company. This is indicated by the original sample which has a value of 0.471 which means positive, the T-Statistic value is 1.65 ranging from 4.545 and the P-Value value is less than 0.05 which is 0.000. This is in line with previous research conducted by Lubis et al (2024) which stated that competence influences the incentives given by the company to employees. Similar research has also been conducted by Hermawan et al (2020) which states that competence influences incentives.

This shows that PT Shopee International Indonesia really appreciates employees who have certain competencies. Thus, it can be concluded that competency is a combination of knowledge, skills, attitudes, and behaviors that lead to success in a task or job. This includes understanding, application of knowledge, adaptation, continuous learning, communication, teamwork, and professional and ethical attitudes.

Competence enables the achievement of goals in the work environment. Competence influences Incentives in the workplace by determining the value of individuals. High levels of competence are associated with better contributions and performance, which can lead to better Incentives because individuals are perceived as more valuable. This makes competence a key factor in determining the type and level of Incentives received by individuals.

b. Work experience affects incentives

Based on several tests that have been conducted, it can be concluded that H2 is accepted. It is concluded that employees at PT Shopee International Indonesia who have more experience will get better incentives compared to employees who have less work experience. This can be seen from the original sample of 0.397 and the T-Statistic value of 1.65 is around 3.824 and the P-Value value is less than 0.05, which is 0.000. This is in line with research conducted by Lela et al (2022), where the results of the study stated that work experience affects the incentives given by the company to employees. And this is supported by research conducted by Hermawan et al (2020) which states that work experience affects incentives.

It can also be concluded that work experience is the knowledge, skills, and insights gained through various work situations or projects over a period of time. It includes practical experience of tasks, responsibilities, and challenges in various roles or work environments, such as full-time jobs, internships, or volunteer projects. It helps individuals develop skills and insights relevant to a particular industry or profession.

Work experience affects workplace incentives. The more work experience a person has, the higher the incentives they can earn. Experience brings extensive knowledge, skills, and insight, increasing an individual's value to the company. Thus, work experience is a major factor in determining the level of incentives, with more experience usually meaning higher incentives.

c. Competence influences performance

Based on the test results that have been carried out, it can be concluded that H3 is accepted. This means that employees at PT Shopee International Indonesia who have better competence will have better performance compared to employees who have less competence in the same field. This can be seen from the results of the analysis showing a positive direction with an original sample value of 0.695, which means it is not in accordance with the hypothesis proposed. The T-Statistic has a value of 1.65 with a range of 8.669 and a P-Value of less than 0.05, which is 0.000. This is in accordance with research conducted by Putra & Jaenab (2023) which states that competence affects performance. While other results were presented by Hikmah et al (2020) which stated that competence does not affect performance.

Competence improves performance by providing the necessary knowledge, skills, and attitudes. The higher the competence, the better the performance. This is because competence helps individuals complete tasks effectively, increases productivity, and enables better adaptation to changes in the workplace. Thus, competence becomes a key factor in improving individual performance in the workplace.

d. Work experience affects employee performance

The test results that have been conducted conclude that H4 is accepted with the sample results showing a positive direction of 0.158, which is not in accordance with the proposed hypothesis. T-Statistic has a value of 1.65 with a range of 2.374 and P-Value less than 0.05, which is 0.019. This means that employees who work at PT Shopee International Indonesia who have more work experience are more likely to have good performance because they are used to the work and do not need a long time to adapt to the new job.

This is in line with research conducted by Lela et al (2022) which states that work experience affects employee performance. A similar thing was stated by Rivaldo & Nabella (2023) who stated that work experience affects performance.

It can also be concluded that work experience affects employee performance. The more work experience, the better the performance tends to be. Experience brings deeper knowledge, skills, and understanding of the task. Employees with extensive experience tend to be more efficient, able to overcome challenges, and more adaptive to change. So, work experience is important in improving employee performance.

e. Incentives affect employee performance.

Based on the test that has been conducted, it states that H5 is accepted, this can be seen from the sample results showing a positive direction of 0.050, which is not in accordance with the hypothesis proposed. T-Statistic has a value of 1.65 with a range of 3.588 and P-Value of more than 0.05, which is 0.033. This means that the Incentives given by the company have results that are in line with the performance carried out by employees.

This is in line with research conducted by Supriyanto et al (2023) which states that incentives affect performance. A similar thing was stated by Lubis et al (2024) who stated that incentives affect employee performance.

The statement that incentives have a significant influence on employee performance shows that the salary or wage factor received by employees plays an important role in determining how well they work. This implies that employees can be motivated by financial incentives in increasing their productivity. Incentives such as bonuses, salary increases, or commissions can provide encouragement for employees to work harder and achieve better results.

However, while positive work environment factors and personal motivation are also important, the role of financial incentives cannot be ignored. Employees who are financially rewarded for their good performance may be more motivated to maintain or improve their performance, so incentives can be a key element in human resource management strategies.

f. Competence influences performance through incentives.

The results of this study indicate that H6 is accepted, meaning that Incentives mediate the relationship between competence and performance. This can be seen from the sample showing a positive direction of 0.024, which is not in

accordance with the proposed hypothesis. T-Statistic has a value of 1.65 with a range of 0.781, and P-Value is greater than 0.05, which is 0.036.

These results are in accordance with the initial hypothesis. This is in line with research conducted by Lubis et al (2024) which stated that incentives are intervening between competence and work performance assessment on performance. Meanwhile, Kurniawan et al (2023) conducted a similar study and concluded that incentives act as a moderator in the relationship between work discipline and motivation on performance.

The statement that incentives mediate the relationship between competence and performance indicates that the amount of salary or incentives can affect an employee's performance, even if they have a high level of competence. In other words, the performance of competent employees can be further improved by adequate financial incentives. Although intrinsic motivation, job satisfaction, and work environment remain important, incentives can serve as supporting factors that encourage employees to maximize their competence in working. In performance management, it is not only important to consider competence and motivational factors, but also to provide appropriate incentives to support performance improvement.

g. Work Experience influences Performance through incentives.

The results of this study indicate that H7 is accepted, meaning that Incentives are an intervening variable in the relationship between work experience and performance. This can be seen from the test results which produce a sample showing a positive direction of 0.019, not in accordance with the hypothesis. The T-Statistic value is 1.65 with a range of 0.726, and the P-Value is greater than 0.05, which is 0.049. This is not in line with research conducted by Ro'uffana & Ratnawati (2023) which states that incentives do not mediate the effect of work experience, work discipline, and digital audits on performance. Meanwhile, other results were obtained from similar research that had been conducted by Phalis et al (2020) which stated that Incentives are a moderating variable that strengthens the relationship between workload and performance.

The statement that incentives affect how well employees perform, regardless of their experience, suggests that pay or incentives can affect the performance of both experienced and new employees. While more work experience is usually associated with better skills, providing the right incentives can encourage employees to make the most of that experience.

In addition to incentives, other factors such as motivation, job satisfaction, and work environment also remain relevant in influencing performance. However, financial incentives can be one of the effective ways to motivate employees, both experienced and new, to improve their performance. Therefore, performance management must combine these factors in a performance improvement strategy.

### **LIMITATIONS & SUGGESTIONS FOR THE FUTURE**

Competence and Work Experience have a direct effect on the performance of employees of PT Shopee International Indonesia, Surakarta branch. Employees who work at PT Shopee International Indonesia have good competence and longer work experience will get better incentives and performance compared to employees who have less good competence with less work experience. To overcome this, the company always provides training to every new employee who will work for the company. The statement that incentive variables affect performance and also mediate the relationship between competence and work experience on performance shows that financial incentives play an important role in improving employee performance. Employees who receive appropriate incentives, regardless of their competence and experience, tend to show better performance. Although factors such as intrinsic motivation, job satisfaction, and work environment remain important, incentives can serve as additional drivers that increase productivity. Incentives provided appropriately can strengthen the relationship between competence, experience, and performance, so performance management should consider these incentive factors to drive overall organizational productivity.

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