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The Influence of Competence, Work Experience and Work Environment on Employee Performance

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Abstract

This study aims to determine and analyze the effect of competence, experience, and work environment on the performance of the Makassar City Communication and Information Office Employees. The target population of this research is the parties related to the performance of the Makassar City Communication and Information Office, totaling 66 people, and all of them are respondents using multiple linear regression analysis models. The data used in this study are primary data and secondary data. The sampling method used is purposive sampling. The analytical method used is multiple linear regression. This study shows that all variables, Competence, Experience, and Work Environment, have a positive and significant effect simultaneously on the performance of the Makassar City Communication and Informatics Office Employees. Partially, it was found that the competence factor had the most dominant influence on the performance of the Makassar City Communication and Information Office Employees. The results of this study can also be used for researchers and further researchers as well as parties who need it as a source of reference and helpful information in adding insight into issues related to employee performance.



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Introduction

Organizations require human resources with specialized skills and competencies that align with their vision and goal to motivate employee performance. For this reason, accomplishing corporate objectives necessitates that human resources possess the necessary education, job experience, expertise, and knowledge to boost employee performance (Abdi & Wahid, 2018). In both commercial and public organizations, human resources play a crucial role. The aforementioned

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human resources consist of the individuals who offer the organization with their energy, thoughts, talents, creativity, and business acumen. Therefore, every business always seeks to recruit individuals with exemplary performance and accomplishments. Organizations are formed to accomplish specific objectives that can only be attained via cooperation. Humans' ability to thrive and live a fulfilling life, both for themselves and their families, is contingent upon obtaining remuneration from organizations, whether in the form of money, prizes, or certain satisfaction (Revita, 2015).

The Office of Communication and Information Technology is an institution responsible for implementing government affairs in the fields of Communication and Information Technology, Encryption, and Statistics. The service is directed by the Head of Service, accountable to the municipal administration through the Regional Secretary. Now Renamed: Makassar City Information and Communication Service. Previously known as the Makassar City Information and Communications Office, the name of this organization has been changed to the Communication and Information Office. This modification is by Makassar City Regional Regulation No. 3 of 2009 on the Establishment and Organizational Structure of Autonomous Devices in the Makassar City region. Based on Government Regulation No. 41 of 2007 about Regional Apparatus Organizations, this change is motivated by the fact that Makassar City's regional apparatus must undergo modifications and adjustments to handle regional government matters effectively. According to Article 21 of Regional Regulation No. 3 of 2009, the Department of Communication and Informatics is primarily responsible for drafting and constructing, and regulating policies in the sphere of Communication and Information, including Information Development, Applications, Telematics, Media Utilization, Institutional Empowerment, and Post and Telecommunications. A job's physical/material and non-physical/non-material aspects contribute to its performance. The results must be evaluated after a certain grace period (Eryana, 2016).

Performance can reveal how employees contribute to the company's achievement of established job standards. Work standards must be used to compare what has been completed with what is expected. To attain these organizational objectives, staff at the Makassar City Inspectorate must maintain self-control in the face of any conflicts that may arise throughout their work or activities. Because if staff are unable to overcome this, it might hurt morale. Employee performance can be judged by an employee's ability to carry out the tasks allocated to them (Rakhmatullah et al., 2018). Individual employee performance significantly impacts a firm's success—every organization or business endeavors to enhance employee performance in the hopes of achieving organizational objectives. The organization will improve its personnel's performance in various methods, including education, training, providing a suitable work atmosphere, etc. Employee performance is the actual behavior exhibited by each employee, as work performance is generated based on their position within the organization (Rosmaini & Tanjung, 2019). Performance metrics can be viewed in terms of a certain number and quality by organizational or business standards. It is intimately tied to the function of the organization or the perpetrators. The form may be corporeal or immaterial, depending on the condition and method of implementing the task. The quality of an employee's human resources, among other factors, is the primary determinant of employee performance. Measures of performance in research and development include the quality of research results, the

rate of adoption and diffusion of research results, and the influence of research results on the well-being of individuals. Thus, performance is observable through the process, the results, and the outcomes. Managing performance to achieve results by business and industry standards is necessary.

Companies must manage the factors that impact employee performance (Kaphang et al., 2014). The competence of human resources contributes to the enhancement of employee performance. Two key factors that influence a person's performance cannot be isolated from efforts to improve employee performance. A competency policy is one sort of policy developing human resource organizations that must match the organization's needs and success. According to (Tahir & Hermawati, 2018), a competency policy is a strategy that directs each organization to perform organizational responsibilities from individual bureaucracies, individually and collectively. Moreover, judging by the competency of employees, it appears that employee competence remains poor. This is evident from the employees' low motivation to accomplish their work within the established deadlines. This leads to poor employee performance, as seen by repeated delays in finishing work.

Aristarini, Kirya, and Yulianthini (2014) studied the effects of employee performance on work experience, social competence, and work motivation. Adira Finance Singaraja. The data collection technique employed was a questionnaire with 40 respondents. Using path analysis, the data were examined. The results indicated that work experience, social competency, and motivation positively affect employee performance. In addition, Murbijanto (2013) discovered that the variable of job competence has a positive and significant influence on employee performance and has the biggest impact on employee performance. Variables of the physical work environment have a favorable and significant effect on employee performance. Abdi & Wahid (2018) discovered that competence and work environment has a positive and statistically significant effect on employee performance at the Selayar Islands District Health Office; this suggests that if competence and work environment are high, employee performance would be higher so that it will produce work of the expected quality.

This study duplicates the research completed by Murbijanto (2013), addressing the relationship between employee performance and competence and the work environment. Nonetheless, in this study, the researcher introduced a variable, namely experience, which is an additional feature that requires investigation.

Theoretical Framework and Hypotheses

Human Resource Management

Human resources is a relatively new concept in the world of management and organization, gaining popularity in the early 1970s; at that time, behavioral science research demonstrated that human management or labor, when viewed as a resource as opposed to merely a factor of production, will provide tangible benefits for the organization or business (Tahir & Hermawati, 2018).

Human Resource Development

Development can be viewed as a development in the capacity of employees/employees to do various jobs. Continuous development that considers the organization's external conditions will benefit both the organization and the individual. Employees will enhance the organization's ability to compete and adapt to changing competitive settings with superior expertise and skills. According to Abdi & Wahid (2018), the need for human resource development can arise for a variety of reasons, such as the existence of new policies that apply to the organization, the fact that new employees may not have adequate skills, technological changes, job redesign, and the presence of employees who transfer or are promoted. Furthermore, there is a need for human resource development because employee knowledge requires updating, employees do not reach their maximum level of competence, and changes in the deve

Human resource development aims to transform prospective human resources into a proactive workforce. Human resources have not been utilized optimally thus far. Other forms of development are required to attain this objective, such as increased work efficiency through scientific research and formal education, gradual education and training, and attitude development. Developing human resource management as a foundation begins with formulating a workforce strategy; this strategy is directed at the workforce with a more detailed view of the future. The objective is to ensure that the business has the skilled, knowledgeable, and skilled personnel required to achieve its objectives. In general, the efforts made to enhance human resources can be divided into two categories: physical quality and non-physical quality features. Material quality is associated with the workforce's health, whereas non-physical quality is associated with skill and intelligence (Abdi & Wahid, 2018).

Understanding Performance

Performance results from a process or method of carrying out a function. The performance involves activities associated with the elements in a circle that yield an outcome. Similarly, employees relate to the organization's standard system for achieving goals (Alias & Serang, 2018). According to Aristarini et al. (2014), performance is an activity that generates optimal output based on directed, coordinated, and sustained work development. Performance is the implementation of civil servants in carrying out service work activities to create various job opportunities that are swift, accurate, and integrated by the strategy in various technical, tactical, and practical exercises based on the service objectives to be attained (Mulia & Saputra, 2021). This description supports Astuti's (2020) assertion that employee performance is a means of providing employment services to the community based on speed, accuracy, cooperation, quality, and integration of job outcomes.

Therefore, delivering progress in enhancing the work performance of a department or agency is primarily motivated by performance. This becomes significant in setting the standard of performance comprehension, i.e., all job tasks employees perform to generate optimal work results. Speed, precision, cooperation, quality, and integration of work outcomes in service delivery are crucial factors in achieving optimal work results (Mahardini et al., 2022).

Competence

Competence comes from the word job competency, namely competence and work. This means that competence is the ability to perform all activities optimally with all the potential humans possess in energy, thoughts, feelings, and willingness to produce a work activity to benefit and value from the action. Furthermore, As'ad (2021) says that competence is all activities carried out optimally that involve energy, thoughts, feelings, and willingness to generate benefits and value for what is done. According to Widayat (2020), the definition of competence is an ability to do a job or task based on skills and knowledge and supported by the work attitude required by the job. Competence shows the characteristics of the knowledge and skills possessed or needed for each individual to perform duties and responsibilities effectively and improve professional quality standards in work.

Work experience

Their work activities significantly influence the work experience of individual human resources. The more experienced in carrying out their primary tasks, the easier it is to provide speed, convenience, accuracy, and integration in delivering services (Leatemala, 2018). Of course, this is different for each human resource without work experience. The elements that determine work experience are the period of work, job descriptions, work culture, and forms of cooperation that have been developed so far in improving the achievement of organizational goals. To form a competent quality of human resources, it is necessary to provide opportunities for the workforce to continue gaining and seeking as much experience as possible in carrying out work activities. Excavation of a work experience for the crew can be done by bravely facing the challenges, threats, opportunities, strengths, and weaknesses of an occupied world of work (Bili et al., 2018).

Work Environment

The management of a corporation must pay close attention to the work environment. Although the work environment does not carry out the production process of a company, it directly impacts the personnel who do. A centralized work environment can enhance staff performance. Conversely, a substandard work atmosphere will decrease productivity. On the other hand, an inadequate work environment will decrease employee performance and, eventually, motivation. Humans can carry out duties optimally while remaining healthy, safe, and comfortable in an ideal or suitable working environment. In the long run, the work environment's suitability will become apparent. In addition, unattractive work conditions can necessitate additional labor and time and hinder the development of an effective work system design (Ferawati, 2017). Lestary (2017) defines the work environment as everything around workers that can influence their performance of assigned duties. The work environment consists of the available tools and materials encountered, the surrounding environment in which an individual works, his work practices, and both solo and group work arrangements (Nabawi, 2019). As mentioned earlier, it can be stated that the work environment consists of all physical and non-physical factors that might directly or indirectly affect employees and their work at the workplace.

H1 : The competence factor has a positive and significant effect on employee performance.

H2 : The experience factor has a positive and significant effect on employee performance.

H3 : Work environment factors have a positive and significant effect on employee performance.

H4 : The work environment factor is the variable that has the most dominant influence on employee performance.

Research Method

This study uses quantitative methods by distributing questionnaires to 66 Employees of Makassar City Information and Communication Service. The data used in this study are primary data and secondary data. Primary data was obtained from the distribution of questionnaires, while secondary data was obtained through journals, books, and previous studies. The sampling method used is purposive sampling. The method of analysis used multiple linear regression.

Table 1. Variable Operationalization

Variable	Code	Indicator	Major Reference
Competence (X1)	• X1.1 • X1.2 • X1.3 • X1.4 • X1.5	• Formal education. • Technical training • Kemampuan menguasai pekerjaan • Have creativity • Accuracy in completing work	(Rosmaini & Tanjung, 2019) ; (Revita, 2015)
Work Experience (X2)	• X2.1 • X2.2 • X2.3 • X2.4	• Frequency of getting assignments outside the assigned field of work • Experience through mutation • Work experience • The working period	(Aristarini et al., 2014) ; (Kaphang et al., 2014)
Work Environment (X3)	• X3.1 • X3.2 • X3.3 • X3.4 • X3.5 • X3.6 • X3.7 • X3.8	• Clear job description • Sufficient authority • Challenging work targets • Effective work communication pattern • Harmonious working relationship • Work Climate • Career opportunities • Work facilities	(Mulia & Saputra, 2021) ; (Murbijanto, 2013)
Employee Performance (Y)	• Y1.1 • Y1.2 • Y1.3 • Y1.4 • Y1.5	• Able to achieve work targets • Able to complete work on time • Able to innovate in completing work • Able to be creative in completing work as well as possible • Able to minimize errors from assigned work	(Revita, 2015) ; (Lestary, 2017)

Data Analysis and Discussion

Data Analysis

Table 2. Characteristics of Respondents

Variable	Measurement	N	%
Gender	Man	31	46,97
	Woman	35	53,03
Age	≤ 30 year	4	6,06
	30 – 50 year	48	72,73
	≥ 50 year	14	21,21
Education Level	High School	4	6,06
	Diploma	3	4,54
	Bachelor	47	71,21
	Master	12	18,18
Work-length	≤ 5 year	9	13,64
	5 – 15 year	37	56,06
	≥ 16 year	20	30,30

This test aims to see the effect of competence (X1), experience (X2), and work environment (X3) on employee performance at the Makassar City Information and Communication Service by looking at the F-count value. The results of simultaneous testing can be seen in table 3.

Table 3. Simultaneous Testing (F-Test)

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.321	3	2.774	25.503	.000 ^a
	Residual	6.743	62	0.109		
	Total	15.064	65			

The data in table 3 shows that the F-count value obtained is 25.503, while the F-table at a 95% confidence interval or error rate ($\alpha = 0.05$) will get the number 2.51. Thus, the value of F-count > F-table or $25.503 > 2.51$ means that the independent variable will simultaneously affect the dependent variable. High significance because 0.000 is smaller than the alpha level of 0.05. It can be concluded that simultaneously the variables of competence, work experience, and work environment have a significant and positive effect on the performance of Makassar City Information and Communication Service Employees.

This partial test is used to see the effect of the variables of competence (X1), work experience (X2), and work environment (X3) on employee performance at the Makassar City Information and Communication Service. The test results can be seen from the t-count value. The results of the partial test (t-count) can be seen in table 4:

Table 4. Partial Testing (t-test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.522	.541		-.965	.353
	Competence	.412	.089	.411	4.629	.000
	Work Experience	.292	.070	.371	4.171	.000
	Work Environment	.462	.091	.421	5.077	.000

Based on the partial test in the table 4 shows that competence (X1), work experience (X2), and work environment (X3) individually have a significant and positive effect on employee performance at the Makassar City Information and Communication Service. This can be seen from the t-value. The count obtained is greater than the t-table, or the t-count is smaller than the t-table. The results of the analysis also show that from the three influential variables, it turns out that the competence variable has a dominant influence in improving the performance of Makassar City Information and Communication Service Employees; this can be seen from the t-count value of competence which is greater than the t-count value from experience and from the t-count value from the work environment.

Furthermore, in table 4, it can be seen that the results of the multiple linear regression equation from this research model are as follows:

$$Y = -0.522 + 0.412X_1 + 0.292X_2 + 0.462X_3$$

b₀ = obtained from the value of -0.522, which states that the performance of employees at the Makassar City Information and Communication Service tends to decrease if the competence (X1), experience (X2), and work environment (X3) variables are in a constant position. b₁ = 0.412 has a positive meaning indicating that competence has a positive and significant effect on employee performance at the Makassar City Information and Communication Service; the coefficient of b₁ is substantial with a p-value = 0.000 smaller than 0.05. It can be explained that if there is an increase in competence variables and other variables are constant, it will increase the performance of employees at the Makassar City Information and Communication Service. b₂ = 0.292, has a positive sign indicating that experience positively affects employee performance at the Makassar City Information and Communication Service. The coefficient of b₂ is significant because the value of p = 0.000 and is greater than 0.05. This can be explained if there is an increase in experience and other independent variables are constant, then there is an increase in employee performance at the Makassar City Information and Communication Service. b₃ = 0.462, has a positive sign indicating that the work environment will positively affect employee performance at the Makassar City Information and Communication Service. The coefficient of b₃ is significant because the value of p = 0.000 is greater than 0.05. If there is an increase in the work environment and other independent variables are

constant, it will affect the increase in employee performance at the Makassar City Information and Communication Service.

The amount of the contribution given from the variables, competence (X1), experience (X2), and work environment (X3) on the performance of Makassar City Information and Communication Service can be seen from the coefficient of determination. The value of determination (R²) can be seen in the table below:

Table 5. Coefficient of Determination (R²) test results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 ^a	.661	.601	.33021

Based on the value of determination in table 5, the magnitude of the coefficient of determination (R²) is 0.661. The coefficient of determination states that the variables of work environment, experience, and competence can only explain or contribute to changes in employee performance of 66.1%. At the same time, the rest is influenced by other variables that are not involved in this study.

Discussion

Competence is the ability to perform a job or task based on skills and knowledge backed by a positive work ethic. Competence is the characteristics of knowledge and abilities acquired or required by everyone in order to perform duties and responsibilities effectively and raise professional quality standards at work (Wibowo 2007). Through systematic placement, employees' competencies are always matched to their educational abilities, skills, and talents in diverse activities; it has been demonstrated that competency has a positive and significant effect on employee performance. It can also be established by statistically inferential multiple linear regression, which demonstrates a positive influence and a relatively high significance between competence and employee performance, with a contribution of $b_1 = 0.412$ or 42%, $t\text{-count} = 4.629$, and probability = 0.000 0.05, respectively. This indicates that employee competency is pretty high; hence it is a significant factor in enhancing employee performance. Thus, competence suggests that the more capable of working well, the more linearly. The results of this study are supported by the theory of Robbins (2006:52), which states that competence, or skills, skills, and abilities, is the individual's capacity to perform various tasks in specific jobs, and by Yahya Abdullah's (2007) research entitled Analysis of the Relationship Between Competence and Performance of ICU Nurses. and CVCU Dr. Wahidin Sudirohusodo Hospital Makassar.

It is required to have work experience that can determine the specificity or behavior of work at the Makassar City Information and Communication Service to develop employees' analytical and technical abilities in managing the needs of employees. Experience-acquired adaptability is required to strengthen and facilitate operations. While employees have sufficient formal education, a wealth of talents, and years of experience, they are not yet entirely capable of overcoming more specific work behavior issues. Skills and abilities in various jobs were found to have a favorable and

substantial effect on employee performance. It can also be established by statistically inferential multiple linear regression, demonstrating a positive influence and relatively high significance between experience and employee performance, with a contribution of $b_2 = 0.292$ or 29.2%, $t\text{-count} = 4.171$, and probability = 0.000 0.05. This demonstrates that individuals possess a reasonably high level of job experience, which significantly aids in improving employee performance. Thus, work experience demonstrates that the length of employment correlates linearly with the ability to work effectively. The findings of the Abd study cannot support these findings. Harris (2009), who found that work experience did not affect employee performance at the Makassar Samsat Office, does not support the theory proposed by Siagian (2001), according to which work experience implicitly implies an increase in work capacity in terms of the capacity to enhance performance. This validates Gaffar's (2006) conclusion that the greater the job experience, the greater the work productivity of the Sengkang Branch of PT Bank BNI (Persero) Tbk.

The work environment that employees accept can fully boost staff morale and productivity. The basis for consideration is that the work environment, which is manifested in the form of benefits, incentives, and awards, has been able to meet the living needs of the employees' families; however, there are still employees who respond that the work environment received by employees is quite adequate, with some even stating that it falls below their needs. In general, employees want the work environment to be conducive to their work activities, and this can be proved through compensation increases and performance bonuses. In addition to prizes, all of which are evaluated by employees as meeting the utmost expectations that employees must earn. The significance of its contribution can be demonstrated by the contribution value ($b_3 = 0.462\%$, or 46.2%). They can also be demonstrated by their significant results, which are $t\text{-count} = 5,077$ with probability = 0.000 0.05. This study indicates that improving performance through providing a work environment must be continuously improved and cannot be negotiable for implementation. The development of environmental changes will cause employees to fall behind in performing their duties if not pursued swiftly.

This research is backed by Neil's (1998) theory regarding the role of compensation in enhancing the performance of civil employees, according to which an employee's performance can be enhanced by a work environment that provides benefits for services rendered. The proposed indicators include salary, perks, travel allowances, bonuses, and overtime compensation. In addition, it is supported by the findings of Abdi Madjid Dollah's (2005) research, which indicates that the work environment employees receive in the form of salaries, incentives for health benefits, operational allowances, available allowances, or welfare improvement benefits has a positive and significant effect on the performance of civil servants. At the District Forestry Service of Kolaka. The proposed indicators include salary, perks, travel allowances, bonuses, and overtime compensation.

Conclusions

Based on the analysis and discussion results, it can be concluded that all three independent variables, namely competence, experience, and work environment, have a positive and statistically

significant effect on employee performance at Makassar City Information and Communication Service. The research hypothesis is therefore accepted. Employee performance at the Makassar City Inspectorate is partially and heavily influenced by competence. This relates to the organization's vision and objective to develop human resources through education. Then, experience and work environment have a favorable and partially significant effect on the performance of Makassar City Information and Communication Service. The work environment is the most significant influence on the performance of Makassar City Information and Communication Service employees. The results of this study can be used to improve employee performance at the Makassar City Information and Communication Service, particularly in terms of customer service. Therefore, the management must develop human resources through education and training. It is vital to offer employees an appropriate workspace, including physical and non-physical surroundings, that can boost their comfort and safety while performing their tasks and job so that the institution can fulfill its goals to the fullest extent. Then, it is recommended that future researchers increase the number of samples and introduce new variables not included in this study to understand better the elements that can affect employee performance.

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