

The Influence of Competence and Work Motivation on Organizational Commitment of Employees in Cimaung District, Bandung Regency

Arif Budiman^{1*}, Andhika Mochamad Siddiq²

Universitas Indonesia Membangun

Corresponding Author: arifbudiman@student.inaba.ac.id^{1*}
andhika.mochamad@inaba.ac.id²

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Abstract

This study investigates the influence of competence and work motivation on organizational commitment among civil servants in the Cimaung District Office, Bandung Regency. Using a quantitative approach with descriptive and verification methods, the research involved a saturated sample of 42 respondents. Data were collected through structured questionnaires and analyzed using multiple linear regression. The findings reveal that competence has a significant and positive effect on organizational commitment, while work motivation does not show a statistically significant effect when tested independently. Simultaneously, both variables significantly influence commitment, with an R^2 value of 0.698 indicating that 69.8% of the variation in organizational commitment can be explained by competence and motivation. These results underscore the importance of aligning employee skills and capabilities with job requirements and suggest that competency development should be prioritized in human resource strategies for public institutions. Further research is recommended to explore additional factors such as leadership style and organizational climate.

Keywords: Competence, Work Motivation, Organizational Commitment, Civil Servants, Public Sector, Human Resource Management

1. Introduction

Human resources (HR) play a central role in supporting organizational effectiveness, including in sub-district-level government institutions. However, one of the persistent issues facing public institutions is the low level of employee commitment, which has been linked to suboptimal performance. Initial observations and informal interviews with administrative staff at the Cimaung District Office revealed several symptoms of organizational inefficiency, such as inconsistent task delegation, unclear job role expectations, and low engagement in daily responsibilities. These early findings raised concerns regarding the level of employee commitment and prompted the need for further

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investigation. In the Cimaung District Office, Bandung Regency, a preliminary survey conducted on 36 employees revealed that only 44.8% felt emotionally attached to their institution, while 55.2% admitted to lacking a sense of loyalty. This indicates a potential organizational commitment crisis that may affect public service delivery. Furthermore, only 23.3% of respondents believed that staying in their current job was the right decision, with many citing financial dependence or personal risk as reasons for staying, rather than intrinsic motivation or organizational attachment. These findings highlight a concrete problem within the institution that warrants further investigation

According to Allen and Meyer in research developed by ([Yoyano, & Muttaqin, 2023](#)), There are three aspects to organizational commitment: emotional commitment, normative commitment, and continuation commitment. An imbalance in these three dimensions directly impacts employee performance. For example, only 23.3% of employees felt that remaining with the organization was the right decision, and most stated that they remained because of personal risk, not desire or a sense of belonging. These findings indicate that organizational commitment in Kecamatan Cimaung remains at an alarming level and requires further attention.

This low organizational commitment is thought to be closely related to employee competency and work motivation. Competencies that do not align with job requirements hinder task completion and decrease self-confidence. This mismatch between placement and qualification not only lowers employee self-efficacy but also contributes to a lack of organizational belonging. The absence of proper alignment between individual capacity and job demands often leads to dissatisfaction, disengagement, and ultimately low organizational commitment. According to ([Hasibuan, 2022](#)), a mismatch between education, experience, and job demands can reduce employee work effectiveness. According to ([Salfa et al., 2025](#)), a significant reason for the decrease in the quality of public services, particularly at the sub-district level, is poor ASN competence.

Formal education, as an indicator of basic competency, shows that most Cimaung District employees are only high school graduates, and some hold technical positions. This mismatch can lead to inefficient administrative performance. According to ([Yu & Spencer, 2020](#)), competencies include traits, self-concept, knowledge, and skills, which need to be developed through training. Twenty hours of skill development per year is required by law according to Government Regulation No. 11 of 2017 (and its revision to Government Regulation No. 17 of 2020). There are still several challenges to implementing the ASN competence enhancement program, according to a study from the Ministry of Administrative and Bureaucratic Reform (2020).

In addition to competency, work motivation is also a determining factor in increasing organizational commitment. Herzberg, in his two-factor theory, stated that motivation consists of intrinsic motivators (achievement, recognition) and hygiene factors (salary, work relationships, environmental conditions). If these two factors are not met, employees will lose work enthusiasm. Research by ([Zebua & Saputro, 2025](#)) shows that high work motivation is directly proportional to increased organizational commitment. In Kecamatan Cimaung, although the average employee attendance in March 2025 reached 97.46%, there were still irregularities in absences and lateness which indicated motivational issues that needed to be addressed ([Oktari & Siddiq, 2024](#); [Recky et al., 2023](#); [Taufiq et al., 2024](#)).

Observations and interviews with employees also indicated a lack of understanding of the main duties and functions of their positions, weak accountability, and a minimal sense of belonging to the agency. This highlights the urgency of evaluating employee placement and competency training. Law Number 5 of 2014 emphasizes that civil servants must demonstrate professionalism, integrity, and accountability in carrying out their roles as public servants. If competency and motivation are not improved, organizational commitment will be difficult to establish. As part of the Bandung Regency Medium-Term Development Plan (RPJMD) for the years 2021–2026, which focuses on enhancing the quality of competitive human resources, this study will analyze how competency and work motivation impact organizational commitment among Cimaung District employees.

2. Literature Review

2.1 Organizational Commitment

Organizational commitment is an important aspect of work behavior that reflects the level of employee attachment to their workplace. ([Hasibuan, 2022](#)) define organizational commitment as employee loyalty to the organization, reflected in their concern for the organization's sustainability and involvement in its overall organizational processes. Belonging to the group and doing one's part to reach objectives are both part of this pledge. According to [Hasibuan \(2022\)](#), organizational commitment is essential for fostering positive connections in the workplace, which in turn boosts productivity and decreases employee turnover (Pranesty & Rahmi, 2024).

According to ([Hasibuan, 2022](#)) An individual's good impression of the organization fosters a desire to remain a member, which is known as organizational commitment. Workers are more invested in their jobs and give their best when they have a personal, intellectual, and ethical connection to the company they work for. Employees' dedication to their company is a sign of how happy they are in their work and how stable their human resource situation will be in the future.

Organizational commitment can be divided into three main types according to Meyer and Allen's theory, as cited by ([Hasibuan, 2022](#)) sentimental, persistent, and ethically bound. Emotional investment and identification with the company are the foundations of affective commitment. The consequences of quitting the company, such as losing benefits or job security, motivate people to stay. Conversely, a feeling of moral responsibility to stay with the group is the foundation of normative commitment. Maintaining employee loyalty requires a well-balanced approach to managing these three levels of commitment.

2.2 Competence

When a someone has the information, abilities, and mindsets necessary to carry out their job well, we say that they are competent. Employee competence, according to [Duleep et al. \(2020\)](#), is the key to performance attainment and organizational commitment development, as it is directly tied to the ability to do tasks. ([Ingham, 2018](#)) expands the concept of competency from an organizational perspective, stating that competency is the accumulation of skills, work systems, culture, and resources that enable an organization to compete in a dynamic environment. Individual competency forms part of an integrated organizational competency. Therefore, competency is not merely an individual attribute but rather reflects the organization's readiness to support and develop the overall potential of its human resources.

([Ingham, 2018](#)) classifies competency into three categories: technical, managerial, and social competency. Technical competency relates to operational and specific skills specific to the job field. Managerial competencies involve decision-making, planning, and leadership skills. Social competencies, on the other hand, involve interpersonal skills such as communication and teamwork. These three aspects complement each other in developing individuals who are competent and adaptable to organizational change ([Deisti & Muttaqin, 2023](#); [Novianty et al., 2024](#)).

2.3 Work Motivation

The term "work motivation" refers to the internal and external forces that push people to give their all on the job. According to ([Mangkunegara, 2017](#)) motivation is a psychological condition that stimulates individuals to actively engage in work tasks to achieve organizational goals. Furthermore, Mangkunegara emphasizes that motivation plays a role as an intermediary variable connecting competence and work outcomes, meaning that motivation functions not only as a trigger for action but also as a catalyst for achieving organizational performance.

Work motivation can also be defined as a driving force within an individual that inspires enthusiasm and direction for working efficiently and effectively ([Mangkunegara, 2017](#)). The two main types of intrinsic and extrinsic motivation are described by [Robbins and Judge \(2017\)](#). Intrinsic motivation comes from within, such a feeling of accomplishment and contentment, while extrinsic motivation comes from outside, like incentives, prizes, and recognition. Both intrinsic and extrinsic motivation are critical in molding employee actions and loyalty to the company ([Luthfi & Wijaya, 2024](#)).

([Robbins & Judge, 2017](#)) state that high levels of work motivation are positively correlated with employee productivity, discipline, and loyalty. Strong motivation also helps employees be more resilient to work pressure and willing to contribute more to the organization. Factors influencing motivation include individual needs, the work environment, leadership style, reward systems, and organizational culture. Therefore, improving work motivation should be a strategic agenda in HR management.

2.4 Framework

The study's approach is built on the interplay between two independent variables, work motivation and competence, and one dependent variable, organizational commitment. Competence which encompasses knowledge, skills, and work attitudes ([Robbins & Judge, 2017](#)) is considered a fundamental element supporting effective performance and employee loyalty within an organization ([Afifah et al., 2024](#)). Meanwhile, work motivation, both intrinsic and extrinsic, acts as a key driver in increasing employee engagement and contribution to achieving organizational goals ([Robbins & Judge, 2017](#)). Organizational commitment itself reflects the level of emotional attachment, rational considerations, and moral responsibility felt by employees toward the institution where they work ([Afifah et al., 2024](#)). It is assumed in this study's framework, based on the theoretical review and prior research, that competency and work motivation significantly impact organizational commitment, both individually and collectively. This is especially true in public service contexts like the Cimaung District Office.

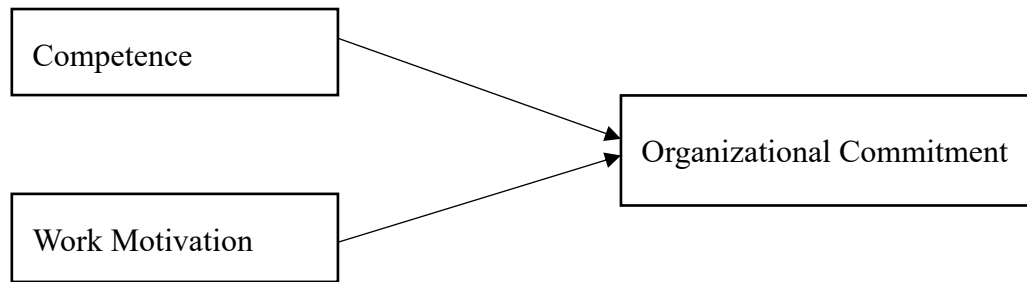


Figure 1. Research Model

3. Research Method

Saturated sampling, in which the whole population is considered as a potential responder, was employed to gather responses for this study. With a staff size of only 42 people, this method was used in the Cimaung District Office. In cases when the population size is less than 100 individuals, ([Sugiyono, 2018](#)) states that the whole population may be used as a sample. This led to a non-random selection of all Cimaung District Office personnel as responders. The decision to use this method was based on the need for thorough statistics that accurately represented the situation of the whole population.

This study primarily employed a closed-ended questionnaire that was based on established indications of the following variables: organizational commitment, job motivation, and competence. The questionnaire employed a Likert scale to assess respondents' perceptions quantitatively. In addition, a literature review was conducted to establish a solid theoretical foundation by referencing books, scientific journals, and previous studies relevant to the research topic. This standardized instrument ensured valid and reliable findings, in line with the quantitative research approach used.

The data collection process involved three stages: literature review, questionnaire distribution, and documentation. The literature review was carried out at the initial stage to strengthen the theoretical framework. Questionnaires were then distributed directly to all Cimaung District Office employees. Official records and archives, including personnel files and attendance sheets, were combed through using documentation methods to glean secondary data. Once the data were collected, analysis was conducted using a descriptive approach to factually describe the conditions of the variables and a verification approach to test hypotheses through statistical data processing. This approach allowed the researcher to draw objective conclusions regarding the causal relationships between the research variables.

4. Findings and Discussions

4.1. Respondent Identity

For this research, 42 individuals from the Cimaung District Office served as respondents. Based on gender, the majority were male, totaling 30 individuals (71.4%), while 12 respondents (28.6%) were female. In terms of age distribution, most respondents were aged over 50 years (42.9%), followed by those aged 41–50 years (35.7%). A smaller proportion were aged 31–40 years (9.5%) and 21–30 years (9.5%), with only one respondent (2.4%) aged between 20–30 years. Regarding educational background, 59.5% of respondents held a senior high school diploma, 31% had a bachelor's degree, while

4.8% each held either a diploma or a master's degree. These characteristics indicate that the employee population is predominantly male, relatively mature in age, and with varied but mostly secondary-level educational attainment, which may influence their work patterns, learning needs, and organizational commitment levels.

4.2. Validity Test

Table 1. Validity Test Organizational Commitment

Question	r Count	r Table	Information
I feel proud to be part of the institution where I currently work.	0.771	0.361	Valid
I feel comfortable working in this institution every day.	0.824	0.361	Valid
I have a strong emotional attachment to this institution.	0.840	0.361	Valid
I stay in this institution due to considerations of salary and career development.	0.837	0.361	Valid
I feel it would be difficult to find another job equivalent to my current one	0.793	0.361	Valid
I am concerned about losing the various benefits I receive if I leave the institution	0.855	0.361	Valid
I feel obliged to reciprocate the trust that the institution has given me.	0.832	0.361	Valid
I feel it would be unethical to leave this institution, even if other opportunities arise.	0.816	0.361	Valid
This institution has contributed greatly to my personal development.	0.742	0.361	Valid

Table 2. Validity Test Competence

Question	r Count	r Table	Information
I always carry out my duties according to the time and regulations set by the institution	0.775524225	0.361	Valid
I believe that my work is beneficial for my personal development and the progress of the institution.	0.824313314	0.361	Valid
I demonstrate polite, cooperative, and professional behavior when working with colleagues	0.79912769	0.361	Valid
I take full responsibility for the quality and results of the work I perform.	0.882377754	0.361	Valid
I have a deep understanding of my duties and responsibilities in this job	0.837158738	0.361	Valid
I am knowledgeable about and understand the rules and policies applicable in this institution.	0.861495386	0.361	Valid
I am skilled in using tools or technology that support my work.	0.839306074	0.361	Valid

Question	r Count	r Table	Information
I have good technical abilities to complete work effectively and efficiently.	0.885910059	0.361	Valid

Table 3. Validity Test Work Motivation

Question	r Count	r Table	Information
I feel enthusiastic when given tasks of moderate difficulty.	0.790	0.361	Valid
I have a strong desire to achieve work performance that is recognized.	0.906	0.361	Valid
I am eager to help guide my colleagues in completing their tasks.	0.858	0.361	Valid
I have a strong desire to attain a higher position in the workplace.	0.858	0.361	Valid
I maintain my attitude and behavior to be accepted by my colleagues.	0.807	0.361	Valid
I prefer cooperation over competition in the work environment.	0.801	0.361	Valid

Each questionnaire item was tested for its ability to assess the desired construct using Pearson's product-moment correlation as part of the validity test in this research. There were correlation coefficients (r count) higher than the threshold value of 0.361 for all statement items for the work satisfaction variable (Y1-Y9), competence variable (X1_1-X1_8), and motivation variable (X2_1-X2_6). Everything points to the things being legitimate and significantly measuring their respective dimensions. So, it's safe to say that the whole study instrument is legitimate and suitable for more examination.

4.3. Reliability Test

Table 4. Reliability Test

No	Variables	Cronbach Alpha	Critical Point	Information
1	Commitment (Y)	0.911	0.600	Reliable
2	Competence (X1)	0.906	0.600	Reliable
3	Motivation (X2)	0.868	0.600	Reliable

In order to find out how consistently each variable in this research was measured, the reliability analysis was carried out. All three of the study variables demonstrated high levels of dependability, with scores higher than the cutoff of 0.600, when evaluated using Cronbach's Alpha as the foundation. The organizational commitment variable (Y) in particular achieved an outstanding dependability score of 0.911 according to Cronbach's Alpha. The coefficient for the competence variable (X1) was 0.906, and for the motivation variable (X2), it was 0.868. These results confirm that the instruments used to measure organizational commitment, competence, and work motivation are statistically consistent and reliable for further analysis.

4.4. Classical Assumption Test

1. Normality Test

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Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test			
N			17
Normal Parameters ^{a,b}	Mean		1,4281
	Standard		,93010
	Deviation		
Most	Extreme	Absolute	,190
Differences	Positive		,190
	Negative		-,128
Test Statistics			,190
Asymp. Sig. (2-tailed)			,106 ^c

a. Test distribution is Normal.

A crucial assumption in linear regression analysis is that the residuals in the regression model follow a normal distribution. To assess this, the normality test was performed. In this work, the unstandardized residual values were used in the Kolmogorov-Smirnov test. A significance level of 0.106 was generated by the test, which is higher than the cutoff of 0.05. This finding supports the hypothesis of regularly distributed residuals and data. Because of this, we think the regression model is good for drawing more conclusions from the data.

2. Multicollinearity Test

Table 6. Multicollinearity Test

Variables	Collinearity Statistics	
	Tolerance	VIF
Competence	0.159	6,297
Motivation	0.159	6,297

If the independent variables in the regression model were highly correlated with one another, it would skew the estimate results, thus we ran the multicollinearity test to find out. Tolerance and Variance Inflation Factor (VIF) values were used as diagnostic markers in this investigation. The competence and motivation variables both have a Tolerance value of 0.159 and a VIF value of 6.297, according to the data. Despite being near the critical limit of 0.10, the Tolerance number still shows that there is little multicollinearity. Similarly, the VIF levels are still lower than the widely recognized cutoff of 10. Hence, the absence of multicollinearity in the regression model and the reliability of the independent variables' interpretations follow.

3. Heteroscedasticity Test

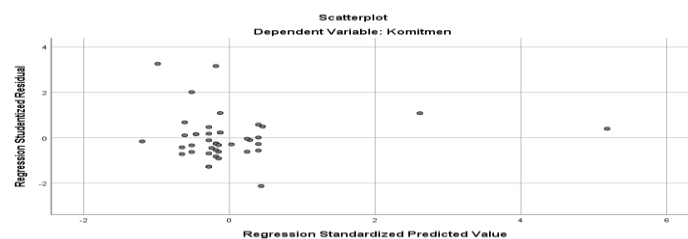


Figure 2. Heteroscedasticity Test

In order to check whether the regression model's residuals exhibit a pattern of uneven variance, which may contradict one of the classical assumptions, the heteroscedasticity test was run. A scatterplot was used in the study to compare the standardized residuals with the standardized expected values. The visual output gives the impression that the residual points are scattered about the zero line, without any discernible structure like a funnel, curve, or clustering. The fact that the residuals' variance remains constant across all levels of the independent variables is shown by their unpredictability. Thus, the assumption of homoscedasticity is met, and the regression model is free from heteroscedasticity.

4.5. Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Results

VARIABLES	B	Std. Error	Beta	Tolerance	VIF
1(Constant)	2,145	1,671		1,284,207	
Competence	,819	,273	,663	,159	6,297
Motivation	,311	,372	,184	,835	,409

a. Dependent Variable: Commitment

To find out how competence and job motivation affect organizational commitment, we used a multiple linear regression study. The findings demonstrate that the competence variable has a positive influence on organizational commitment at the 5% level, as shown by a regression coefficient (B) of 0.819 and a significance value of 0.005. It seems that when employees are competent to a greater degree, they are also more committed to the firm. Alternatively, the job motivation variable has a positive but non-significant influence on commitment (regression coefficient = 0.311, significance level = 0.409, > 0.05). The model's constant value is 2.145, and the collinearity statistics confirm the absence of multicollinearity, with VIF values for both independent variables below the critical value of 10. These findings suggest that competence plays a more dominant and reliable role in enhancing employees' organizational commitment compared to motivation.

4.6. t Test (Partial Significance Test)

To determine how each independent variable, competence and job motivation, affected organizational commitment, a partial t-test was used. According to the data, the competence variable is statistically significant ($p = 0.005$) with a t-value of 3.000. There is a positive and statistically significant relationship between competency and organizational commitment ($p\text{-value} < 0.05$). This suggests that employees with higher levels of competence, including relevant skills, knowledge, and self-confidence, are more likely to exhibit stronger commitment to their organization.

However, the motivation variable's t-value is 0.835 and its significance level is 0.409, both of which are higher than the 0.05 cutoff. So, it seems that job motivation and organizational commitment are not significantly related when looked at separately. Although motivation may contribute to certain aspects of work behavior, its influence appears to be less impactful than competence when it comes to shaping long-term organizational attachment in this context.

4.7. F Test (Simultaneous)

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Table 8. F Test (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1141,676	2	570,838	45,000	,000 ^b
	Residual	494,729	39	12,685		
	Total	1636,405	41			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Motivation, Competence

To evaluate the impact of both competence and intrinsic motivation on organizational commitment at the same time, the F test was used. The results are shown in Table 7, where the analysis produced an F-value of 45,000 and a significance value of 0.000, both of which are significantly lower than the 0.05 level. Competence and work motivation are the independent factors that significantly impact organizational commitment, as shown by the statistical significance of the regression model. A further piece of evidence that the model can explain a significant percentage of the dependent variable's variation is the regression sum of squares (1141.676) compared to the residual sum of squares (494.729). As a result, the F test verifies that the suggested model adequately describes the differences in organizational commitment among Cimaung District Office staff.

4.8. Coefficient of Determination (R^2)

Table 9. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted Square	RStandard Error of the Estimate
1	,835 ^a	,698	,682	3.56165

a. Predictors: (Constant), Motivation, Competence

b. Dependent Variable: Commitment

The coefficient of determination (R^2) examined the potential contribution of competence and work motivation to the variance in organizational commitment. Regression findings showing an R-value of 0.835 indicate a very significant association between the two variables. Competence and motivation explain 69.8 percent of the variation in organizational commitment ($R^2 = 0.698$). With an Adjusted R Squared score of 0.682, the regression equation remains robust when all model predictors are included. A further 30.2% of the variance is attributable to other factors, such as management philosophies, company culture, and surroundings. The results back up the claim that the model can explain a lot about how committed employees are to their jobs.

4.2 Discussion

Cimaung District Office workers' levels of organizational commitment are significantly impacted by their level of competence, according to the findings of the first hypothesis (H1). This finding is consistent with the research of (Oktari & Siddiq, 2024), who found that employee competence significantly impacts self-efficacy and ultimately performance in a digital organizational setting. Competence, which encompasses knowledge, skills, and professional attitude, contributes to stronger emotional ties with the organization, especially in public sector environments like sub-district offices, where effective task execution is essential.

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The second hypothesis (H2) found that work motivation does not significantly influence organizational commitment. This result differs from previous studies by ([Hasibuan, 2013](#)) and ([Mangkunegara, 2017](#)), who stressed the importance of inspiration in boosting productivity and dedication. However, this inconsistency may be explained by contextual factors. In the Cimaung District Office, limited promotion opportunities or career advancement might lead to motivation being insufficient to enhance commitment. Motivation without structural support such as recognition, clarity of roles, or career paths may reduce its potential to influence long-term organizational attachment.

The third hypothesis (H3), which examined the simultaneous influence of competence and motivation on organizational commitment, revealed a significant combined effect. This finding is in line with the research by ([Zebua & Saputro, 2025](#)), who argued that competence and motivation together significantly influence employee performance and commitment in private sector organizations. Although motivation alone did not show a significant effect, its interaction with competence suggests that integrated approaches in human resource management can produce more effective outcomes in fostering organizational commitment.

With a R^2 value of 0.698, this research found that competence and motivation accounted for 69.8% of the variance in organizational commitment. Given their strong ability to explain variation, these two factors are critical for determining loyalty to public organizations. Possible variations in organizational structure or employee engagement mechanisms might explain why a comparable research by ([Pranesty & Rahmi, 2024](#)) discovered a somewhat higher R^2 value (0.867), suggesting more explanatory power in a different organizational context. Other factors, such as leadership, communication, or organizational atmosphere, may account for the remaining 30.2% of the variance in this research, as proposed by ([Yoyano, & Muttaqin, \(2023\)](#)).

5. Conclusion

This study aimed to examine the influence of competence and work motivation on organizational commitment among civil servants in the Cimaung District Office. It is crucial to ensure that workers' knowledge, abilities, and attitudes are in line with their job duties, since the results show that competence significantly increases organizational commitment. Employees who feel capable and well-equipped in their roles tend to exhibit stronger emotional and professional attachment to the organization. In contrast, work motivation, while showing a positive direction, was not found to be a significant predictor when analyzed independently, suggesting that motivation alone is insufficient without a foundation of adequate competence.

The overall model demonstrated strong explanatory power, with competence and motivation jointly accounting for 69.8% of the variance in organizational commitment. These results suggest that public sector institutions, particularly at the local level, should prioritize competency development through structured training programs and appropriate job placement policies. While motivational efforts such as recognition and incentives remain relevant, they must be supported by clear roles and enhanced capacity to produce meaningful organizational commitment. Future studies may explore additional variables such as leadership, organizational climate, or psychological empowerment to gain a deeper understanding of what drives commitment in government institutions.

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