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The Influence of Competence and Work Facilities on Employee Performance with Work Motivation as an Intervening Variable at PT. Telekomunikasi Indonesia Jambi Branch

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Abstract: This study aims to determine and analyze the description of competency, work facilities, work motivation, and employee performance at PT. Telekomunikasi Indonesia Jambi Branch and to determine and analyze the influence of competency and work facilities on employee performance with work motivation as an intervening variable. The population in this study were all employees at PT. Telekomunikasi Indonesia Jambi Branch totaling 231 people consisting of 76 permanent employees and 155 contract employees. While the sampling technique in this study used purposive sampling. While for the analysis technique used in this study was through SmartPLS 3.0. Descriptively, competency, work facilities, motivation, and employee performance at PT. Telekomunikasi Indonesia Jambi Branch were perceived to have been going well. Meanwhile, from the hypothesis testing conducted, it can be concluded that competency and work facilities have a positive and significant influence on employee motivation and performance, both directly and through the mediating variable of motivation. These results confirm that increasing competency and work facilities will encourage motivation and have a significant impact on improving employee performance.

Keyword: Competence, Work Facilities, Motivation, Employee Performance.

INTRODUCTION

Human resources are a crucial asset in an organization, determining the success of achieving company goals. A competent and highly motivated workforce will be able to optimally contribute to improving organizational performance. According to Robbins & Judge (2017), employee performance is influenced by ability, motivation, and the opportunity to contribute to their work. Therefore, companies need to consider factors that influence employee performance, including competence, work facilities, and motivation.

Competence is a crucial factor in determining employee performance. Spencer & Spencer (1993) define competence as a basic individual characteristic related to effective performance in the workplace. The higher an employee's competence, the greater their chances of achieving

high performance (Wibowo, 2016). In an organizational context, competence can be enhanced through relevant training, education, and work experience.

Besides competence, work facilities also play a crucial role in supporting employee effectiveness. According to Sedarmayanti (2017), adequate work facilities will provide comfort and convenience for employees in carrying out their duties. Good facilities not only increase efficiency but also contribute to employee job satisfaction and loyalty to the company (Siagian, 2018). Therefore, providing appropriate work facilities is one of the company's strategies for improving human resource performance.

Motivation is also a crucial factor in determining employee performance. Herzberg (1996), through his two-factor theory, explained that intrinsic motivation, such as recognition and responsibility, and extrinsic motivation, such as salary and working conditions, can influence a person's work ethic. According to Hasibuan (2016), good motivation will encourage employees to work harder and be oriented toward achieving company targets. Therefore, motivation is a crucial aspect that must be considered in human resource management.

Theoretically, this research is important for strengthening human resource management studies, particularly in understanding the role of motivation as an intervening variable between competence and work facilities on performance. Previous research has shown conflicting findings: some studies state that competence has a significant effect on performance (Mardiana et al., 2021; Lianasari & Ahmadi, 2022), while others find the opposite (Basori et al., 2017; Pariesti et al., 2022). Similarly, the role of work motivation as a mediating variable remains a matter of debate in the literature (Basori et al., 2017; Lianasari & Ahmadi, 2022). Therefore, this research is relevant in providing additional empirical evidence to clarify the relationship between these variables.

Practically, this research is beneficial for the management of PT. Telkom Jambi Branch in formulating more appropriate employee management strategies. By understanding the influence of competency, work facilities, and motivation on performance, the company can develop training-based competency improvement programs, improve incentive systems, and procure work facilities that better suit operational needs. Therefore, the results of this research are expected to provide concrete recommendations for increasing productivity, job satisfaction, and company competitiveness in the telecommunications sector.

METHOD

This study uses a quantitative approach with a descriptive verification approach. The quantitative approach was chosen because this study attempts to examine the influence between variables through statistically analyzed numerical data (Sugiyono, 2023). The descriptive nature of this study aims to provide an overview of the competency conditions, work facilities, motivation, and employee performance at PT. Telekomunikasi Indonesia Jambi Branch. Meanwhile, the verification nature is used to test hypotheses regarding the relationships between variables that have been previously formulated (Sanusi, 2018).

The population in this study was all 231 employees of PT. Telkom Jambi Branch, consisting of 76 permanent employees and 155 contract employees. The sampling technique used was purposive sampling, which is sampling based on certain criteria relevant to the research objectives (Sugiyono, 2023). The sample used was all 76 permanent employees, as they are considered to be more representative of the organization's ongoing condition than contract employees.

The analysis method used was Partial Least Squares (PLS) with the help of SmartPLS software. PLS was chosen because it is suitable for testing complex models, addressing multicollinearity issues, and can be used on relatively small sample sizes (Abdillah & Jogiyanto, 2017). The analysis model includes validity and reliability tests on the outer model, as well as tests for causal relationships between variables on the inner model. Thus, PLS allows

researchers to test both the measurement model and the structural model simultaneously (Ghozali & Latan, 2015).

RESULTS AND DISCUSSION

Respondent Characteristics

To determine the characteristics of employee respondents at PT. Telekomunikasi Indonesia Jambi Branch based on age, gender, length of service and education, the following can be seen:

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Man	47	61,84
2	Woman	29	38,16
Age Group (Years)			
1	20 – 30	15	19,74
2	31 – 40	28	36,84
3	41 – 50	21	27,63
4	51 – 58	12	15,79
Length of Work (Years)			
1	< 1	6	7,89
2	1 – 5	13	17,11
3	6 – 10	15	19,74
4	11 – 15	23	30,26
5	> 15	19	25
Education			
1	High School	8	10,53
2	Diploma	10	13,16
3	Bachelor's Degree	52	68,42
4	Master's Degree	6	7,89

Source: Primary Data Processing, 2025

Descriptive Research Variables

Based on the survey conducted, the description of the variables observed in the study is summarized in the following table.

Table 2. Description of Research Variables

No	Variable	Item	Average score	Score	Information
1	Competence	18	307	5.517	Tall
2	Work Facility	13	287	3.810	Good
3	Motivation	14	289	4.040	Tall
4	Employee Performance	12	291	3.491	Tall

Source: Questionnaire Processing Results, 2025

Verification/Quantitative Analysis

Partial Least Squares (PLS) analysis is a statistical method often used to analyze complex relationships between variables, particularly in structural models (SEM). PLS is suitable for situations where data do not fully meet the classic SEM assumptions, such as small sample sizes or non-normal data distributions. In PLS, the analysis is conducted through two main stages: the measurement model and the structural model. The results of this study can be seen below:

a. Convergent Validity Testing

Convergent validity testing is a type of validity used to evaluate the extent to which an instrument or measuring tool accurately measures the same construct. In the context of statistics and data analysis, particularly in latent variable-based models such as Partial Least Squares

(PLS), convergent validity is essential to ensure that the indicators or items used in the model truly reflect the same construct. The convergent validity results in this study can be seen in the following figure.

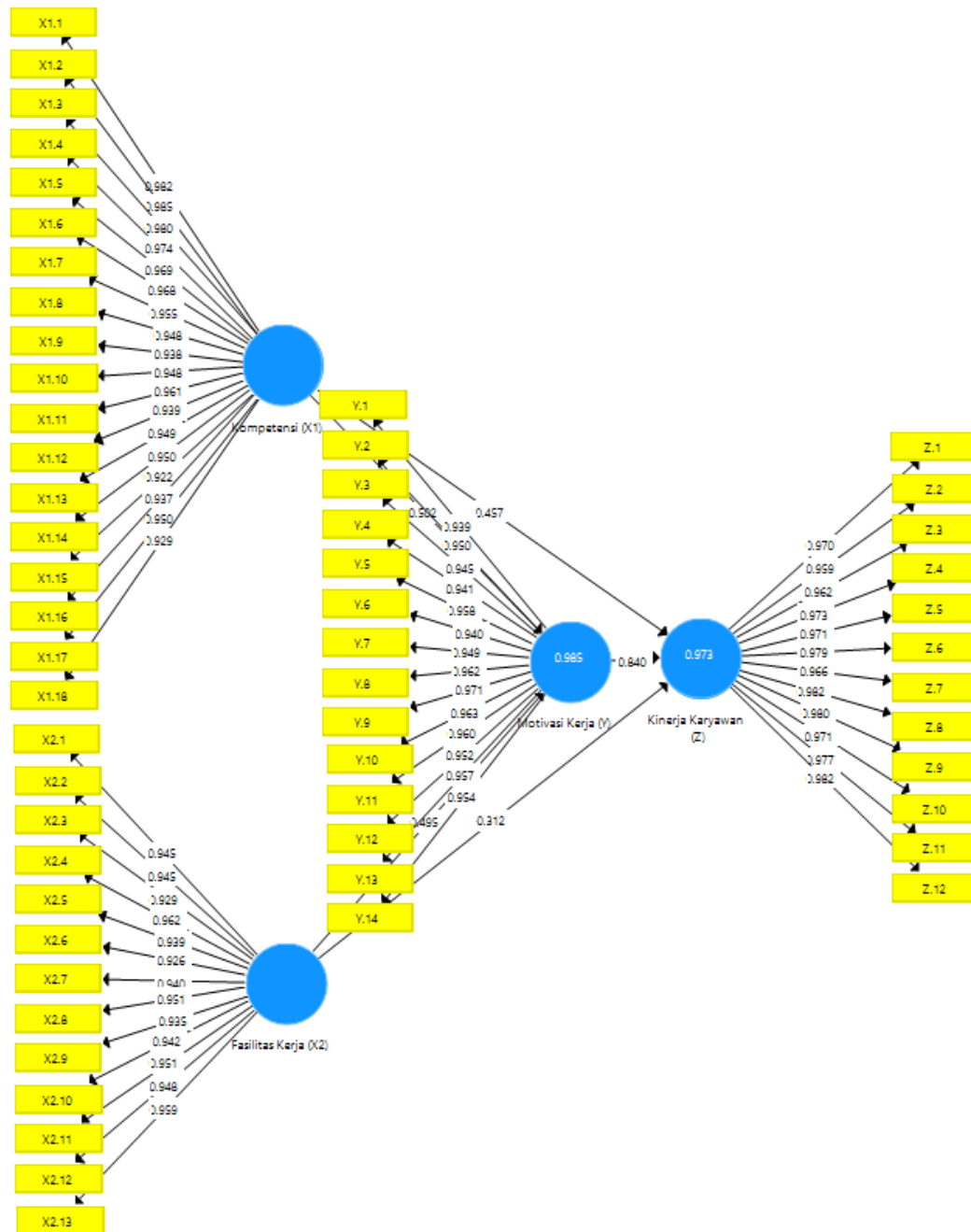


Figure 1. Full Outer Model

Based on the outer loading results displayed in Figure 1 above, it can be concluded that all indicators in each research variable, namely Competence (X1), Work Facilities (X2), Motivation (Y), and Employee Performance (Z), have loading values above 0.70. This indicates that each indicator has excellent convergent validity and is suitable for use to represent its construct. In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), an outer loading value exceeding 0.70 indicates that the indicator provides a strong contribution to the latent variable it measures. In addition, Composite Reliability and

Cronbach Alpha of the four variables have values above 0.70, which is the minimum threshold for declaring a construct reliable in a PLS (Partial Least Squares)-based measurement model.

b. Inner Model Evaluation

Structural model testing in SEM-PLS analysis uses SmartPLS.3, namely the coefficient of determination (R^2) to measure how far the model's ability to explain the variance of the dependent variable. Hair et.al. (2017) revealed that the coefficient of determination is a measure of the combined ability of exogenous latent variables to predict the construct of the endogenous variable, that is, the coefficient represents the amount of variance in the endogenous construct explained by all the exogenous constructs associated with it. The R^2 value ranges from 0 to 1, with higher levels indicating a higher level of predictive accuracy. As with multiple regression, the adjusted coefficient of determination (Adjusted R^2) is used as a criterion to avoid bias towards complex models. This criterion is modified according to the number of exogenous variable constructs (Hair et.al., 2017).

1) R-Square

In assessing a model with PLS, we begin by looking at the R-square for each dependent latent variable (Hair et al., 2017). Table 3 shows the results of the R-square estimation using SmartPLS 3:

Table 3. R Square Results

Variabel	R Square
Motivation (Y)	0,985
Employee performance (Z)	0,973

Source: Data Processing with PLS, 2025

Based on Table 3, the R-square value for motivation is 98.5 percent, and for employee performance, it is 97.3 percent. This indicates that competence and work facilities have a strong influence on motivation. Furthermore, the influence of competence and work facilities on employee performance is also strong.

2) Q Square

Wiyono (2011), A model is considered to have relevant predictive value if the Q square value is greater than 0 (> 0). The predictive-relevance value is obtained using the following formula. The predictive-relevance value is obtained using the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,985^2) (1 - 0,973^2)$$

$$Q^2 = 1 - (1 - 0,970) (1 - 0,947)$$

$$Q^2 = 1 - (0,030)(0,053)$$

$$Q^2 = 1 - 0,002$$

$$Q^2 = 0,998$$

The result of the Q square calculation in this study is 0.998, meaning that the model in this study is suitable for explaining endogenous variables because the value of $0.998 > 0$.

3) Structural Model Testing

In SEM PLS analysis, the structural value of the model in this study can be seen from the direct effects value, also known as the path coefficient. Next, path coefficients between constructs are measured to determine the significance and strength of the relationship and also to test the hypothesis.

Table 4. Path Coefficients

	Path Coefficient
Competence (X1) -> Motivation (Y)	0.502
Work Facilities (X2) -> Motivation (Y)	0.495
Competence (X1) -> Employee Performance (Z)	0.457
Work Facilities (X2) -> Employee Performance (Z)	0.312
Motivation (Y) -> Employee Performance (Z)	0.840
Competence (X1) -> Motivation (Y) -> Employee Performance (Z)	0.422
Work Facilities (X2) -> Motivation (Y) -> Employee Performance (Z)	0.416

Source: Data Processing with PLS, 2025

Based on the results of the patch coefficient analysis in Table 4 above, the following conclusions can be drawn:

- a) The direct effect of Competence on Motivation is 0.502, meaning that if Competence increases by one unit, Motivation can increase by 0.502. This effect is positive.
- b) The direct effect of Work Facilities on Motivation is 0.495, meaning that if Work Facilities increase by one unit, Motivation can increase by 0.495. This effect is positive.
- c) The direct effect of Competence on Employee Performance is 0.457, meaning that if Competence increases by one unit, employee Performance can increase by 0.457. This effect is positive.
- d) The direct effect of Work Facilities on Employee Performance is 0.312, meaning that if Work Facilities increase by one unit, employee Performance can increase by 0.312. This effect is positive.
- e) The direct effect of Motivation on Employee Performance is 0.840, meaning that if Motivation increases by one unit, employee Performance can increase by 0.840. This effect is positive.
- f) The indirect effect of Competence on Employee Performance through Motivation is 0.422, meaning that if Competence increases by one unit, employee Performance can indirectly increase by 0.422 through Motivation. This effect is positive.
- g) The indirect effect of Work Facilities on Employee Performance through Motivation is 0.416, meaning that if Work Facilities increase by one unit, employee Performance can indirectly increase by 0.416 through Motivation. This effect is positive.

c. Hypothesis Testing

Hypothesis testing is a statistical process used to determine whether sample data provide sufficient evidence to reject an initial hypothesis about a population. The goal is to make a decision about the truth of a statement or claim based on the collected data. The results of this study include testing the direct and indirect effect hypotheses.

In theory, the hypothesis of the influence of exogenous variables on endogenous variables is carried out by comparing the results of the p value of the path coefficient with a significance level of $\alpha = 0.05$. The test can be said to be very significant if the p value is smaller or equal to 0.05 ($p \text{ value} \leq 0.05$) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic $>$ t count then the hypothesis is rejected, and if the t-statistic $<$ t count then the hypothesis is accepted (Hair et.al., 2017).

The results of the hypothesis testing carried out using the bootstrapping method can be seen in Figure 2 and Table 5 below.

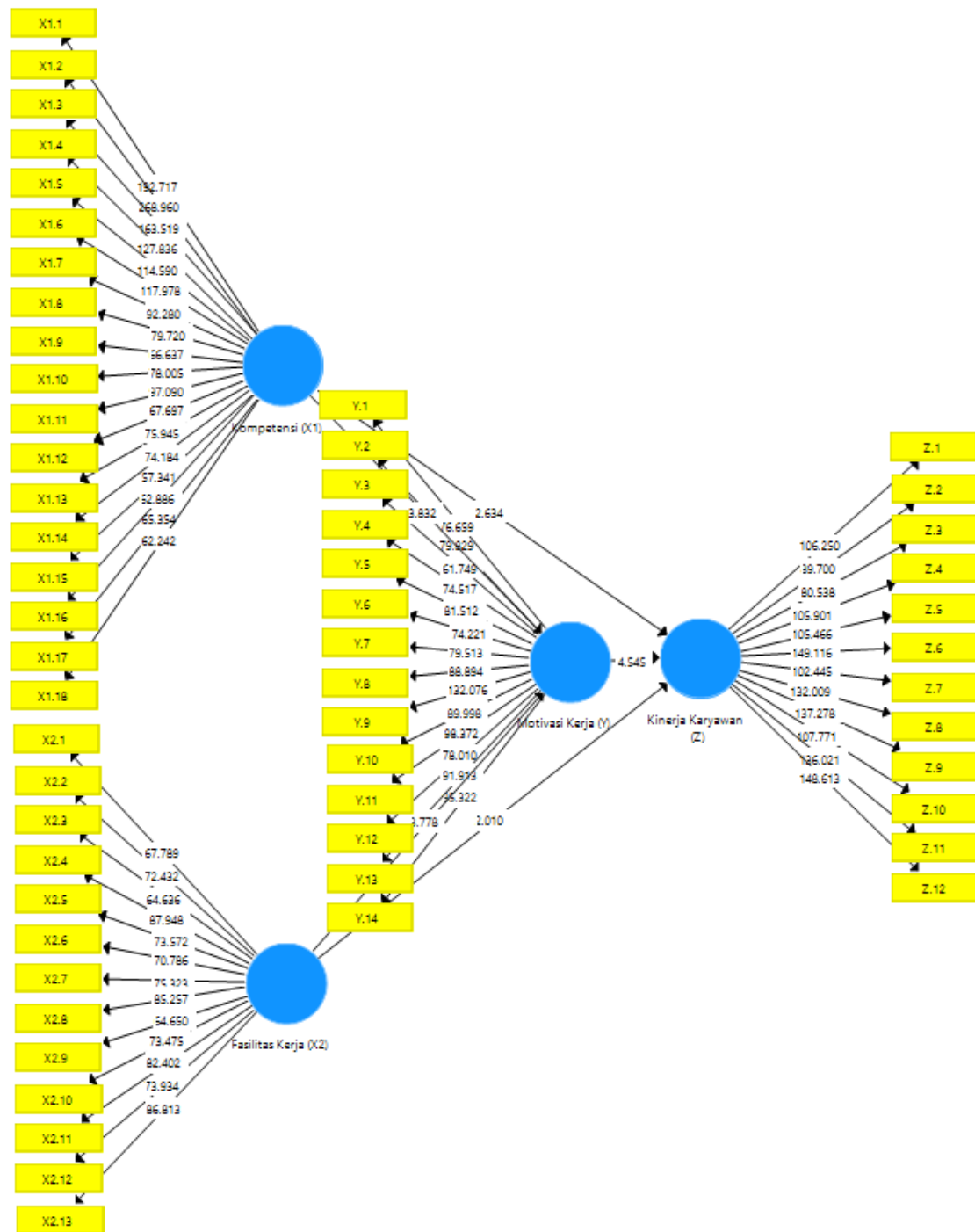


Figure 2. Bootstrapping output on SmartPLS 3.0

Apart from being seen in the image above, the results of hypothesis testing using the bootstrapping method can also be seen in the following table.

Table 5. Hypothesis Testing of Direct and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competence (X1) -> Work Motivation (Y)	0.451	0.455	0.070	6.428	0.000
Work Facilities (X2) -> Work Motivation (Y)	0.549	0.545	0.070	7.851	0.000

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competence (X1) -> Employee Performance (Z)	0.165	0.172	0.074	2.236	0.026
Work Facilities (X2) -> Employee Performance (Z)	0.474	0.474	0.075	6.314	0.000
Work Motivation (Y) -> Employee Performance (Z)	0.361	0.354	0.097	3.709	0.000
Competence (X1) -> Work Motivation (Y) -> Employee Performance (Z)	0.163	0.161	0.051	3.172	0.002
Work Facilities (X2) -> Work Motivation (Y) -> Employee Performance (Z)	0.198	0.193	0.059	3.384	0.001

Source: Data Processing with PLS, 2025

Based on the results of the bootstrapping hypothesis testing, as shown in Table 5 above, all exogenous variables exhibit a T-statistic value > 1.96 and a P-value < 5% (0.05). Based on these results, it can be concluded that all hypotheses are accepted. This means that competency and work facilities significantly influence employee performance, both directly and indirectly through motivation.

Discussion

The Influence of Competence on Motivation

The results of this study indicate that competency has a positive and significant effect on motivation. This finding aligns with research by Gaputri et al., 2023 and Sudirman et al., 2024, which found a positive and significant influence of competency on work motivation. The influence of competency on work motivation stems from employees' high ability to convey information honestly, not conceal mistakes, and to initiate work without a superior's instructions. Employees also demonstrate high initiative by actively seeking opportunities to improve their performance and maintaining a courteous attitude toward all parties in the workplace. The ability to understand and explain tasks, as well as systematically organize work steps, demonstrates a high level of mastery of their field. With such competency, employees feel confident and have a strong internal drive to continue performing well. When someone thoroughly understands their tasks and possesses adequate technical skills, work motivation increases because work is no longer a burden but rather a means of self-actualization. This aligns with motivation theory, which states that fulfilling competency is one of the triggers for strong intrinsic motivation within an individual.

The Influence of Work Facilities on Motivation

The results of the study indicate that work facilities have a positive and significant effect on motivation. This finding aligns with findings by Arita & Agustin (2022) and Jufrizen (2021), who stated that work facilities have a positive and significant effect on motivation. The influence of work facilities on employee motivation is due to their direct impact on comfort and smoothness in carrying out tasks. The data presented shows that the majority of employees assess the available work facilities, such as computers, printers, and Wi-Fi connections, as being in good condition and supporting their daily activities. When employees feel supported by a complete and functional work environment, they tend to be more motivated to complete their work effectively. The absence of technical difficulties in using work tools reduces stress and improves focus, thus increasing productivity. Conversely, inadequate facilities can reduce morale by making work more difficult or delaying completion. Therefore, the availability of good facilities will build positive employee perceptions of the organization, ultimately resulting in increased work motivation.

The Influence of Competence on Employee Performance

The results of this study indicate that the relationship between competency and employee performance is positive and significant. This finding aligns with research conducted by Mardiana et al. (2021) and Lianasari & Ahmadi (2022), which found that competency has a positive and significant effect on employee performance. The influence of competency on employee performance stems from the crucial role employee competency plays in determining the quality and effectiveness of their performance. When an employee possesses technical skills relevant to their field of work, a clear understanding of duties and responsibilities, and skills in using the necessary tools and technology, they are able to perform their work accurately and efficiently. This competency encompasses not only technical expertise but also analytical skills, logical decision-making, and independent problem-solving. With adequate competency, employees are able to work without constant direction or close supervision from superiors, resulting in more consistent and productive performance. This, of course, has a direct impact on achieving overall organizational goals.

The Influence of Work Facilities on Employee Performance

The results of this study indicate a positive and significant relationship between work facilities and employee performance. This finding aligns with research conducted by Jufrizen (2021) and Thomas et al. (2018), which found that work facilities have a positive and significant impact on employee performance. Work facilities significantly impact employee performance because adequate and high-quality facilities can create a comfortable and conducive work environment for carrying out daily tasks. When employees have access to resources such as computers, fast and stable internet connections, printers, and other properly functioning equipment, work can be completed more efficiently and without technical obstacles. This directly increases productivity and work quality, as employees can focus on their primary tasks without being distracted by inadequate facilities. Furthermore, good facilities also reduce stress and fatigue that may arise from difficulties using work equipment, enabling employees to perform more optimally and consistently.

The Influence of Motivation on Employee Performance

The results of the study indicate that motivation has a positive and significant effect on employee performance. This finding aligns with research conducted by Wastika et al., 2022, Putri & Nawatmi, 2024, and Pratiwi & Rizky, 2024, which found that motivation has a positive and significant effect on employee performance. Motivation significantly impacts employee performance because it is an internal drive that drives individuals to achieve work goals to the fullest. When employees are highly motivated, they tend to be more proactive, persistent, and committed in carrying out their tasks. Motivation encourages employees to give their best effort, complete work on time, and innovate to improve work results. With strong motivation, employees feel that their work is meaningful and satisfying, thus making them more focused and enthusiastic in contributing to the organization.

The Influence of Competence on Employee Performance Through Motivation

Competence influences employee performance by increasing work motivation because it provides employees with confidence and assurance in carrying out their duties. When an employee feels they possess sufficient knowledge, skills, and abilities to complete a job well, this increases job satisfaction and enthusiasm. With strong competence, employees are less likely to feel doubtful or afraid of facing work challenges, thus increasing work motivation, which serves as an internal drive to achieve. The motivation that arises from this competence encourages employees to work harder, be more creative, and take initiative in achieving organizational goals.

The Influence of Work Facilities on Employee Performance Through Motivation

Work facilities influence employee performance through motivation because adequate and comfortable facilities create a work environment that supports employee enthusiasm and comfort in carrying out their duties. When facilities such as a functioning computer, fast internet connection, comfortable workspace, and other supporting facilities are optimally available, employees feel valued and cared for by the organization. This sense of appreciation leads to increased work motivation because employees feel their basic needs are met, leading to greater enthusiasm, focus, and commitment to completing their work well. This high level of motivation creates positive energy that directly improves employee performance.

CONCLUSION

Based on the analysis and discussion presented in the previous chapter, the following conclusions can be drawn:

1. The descriptive analysis shows that the Competence variable (X1) obtained a total score of 5,517 with an average score of 307, which falls into the "High" category. Furthermore, the Work Facilities variable (X2) obtained a total score of 3,810 with an average score of 293, falling into the "Good" category. The Motivation variable (Y) had a total score of 4,040 with an average score of 289, indicating that employee work motivation was also "High." Meanwhile, the Employee Performance variable (Z) had a total score of 3,491 with an average score of 291, also categorized as "High" at PT. Telekomunikasi Indonesia Jambi Branch.
2. Competence has a positive and significant effect on motivation at PT. Telekomunikasi Indonesia Jambi Branch. This means that as competence increases, motivation increases by 50.2%.
3. Work facilities have a positive and significant effect on motivation at PT. Telekomunikasi Indonesia Jambi Branch. This means that as work facilities improve, motivation will increase, with an effect of 49.5%.
4. Competence has a positive and significant effect on employee performance at PT. Telekomunikasi Indonesia Jambi Branch. This means that as competency improves, employee performance will increase by 45.7%.
5. Work facilities have a positive and significant effect on employee performance at PT. Telekomunikasi Indonesia Jambi Branch. This means that as work facilities improve, employee performance will increase by 31.2%.
6. Motivation has a positive and significant effect on employee performance at PT. Telekomunikasi Indonesia Jambi Branch. This means that as motivation improves, employee performance will increase by 84%.
7. Competence has a positive and significant effect on employee performance through motivation at PT. Telekomunikasi Indonesia Jambi Branch. This means that as competency improves, employee motivation and performance will increase by 42.2%.
8. Work facilities have a positive and significant effect on employee performance through motivation at PT. Telekomunikasi Indonesia Jambi Branch. This means that the more work facilities are improved, the more employee motivation and performance will increase with an influence of 41.6%.

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