



The influence of employee competence and work environment on service quality

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ABSTRACT

The purpose of this study was to determine the effect of competence and work environment simultaneously on the quality of employee services at the Sabang City Port Authority Office. The type of research in this study is survey research, the research design used in this study is a correlational design to draw the influence between the independent variable (X) and the dependent variable (Y). The population in this study were all employees of the Sabang City Port Authority and Port Authority Office totaling 39 people, as well as being used as research samples. The results showed that the significance value (Sig) for the Competency variable was 0.628 and the calculated t value was $0.489 < t_{table} (2.028)$ and the significance value (Sig) for the work environment variable was 0.257 and the calculated t value was $-1.152 < t_{table} (2.028)$. It can be concluded that there is no effect of competence and work environment on the quality of employee services at the Sabang City Port Authority Office.

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1. INTRODUCTION

Changes in technology and information require all components to keep up with the changes that continue to occur (Aminanda, 2016). The changes that occur are a challenge that needs serious attention from agency managers in managing their organizations. Every situation that is constantly changing without us realizing it requires a prudent attitude so that organizational managers as soon as possible make adjustments to the changes that occur in order to continue to survive the pace of the change process. Competition that arises in the business world today requires all components in the organization to always prepare themselves, especially the quality of their human resources in the face of the emergence of new competitors in the business world (Muchtar, 2010).

Human resources are an important meaning of the reality that every human individual is the most important element because it always exists in an organization (Nitisemito, 2011; Mathis and Jackson, 2002; Sedarmayanti, 2009). The most important resource of an agency or organization is human resources, namely people who have given their energy, talent, creativity and effort to the organization. Therefore, the progress of an

agency can be determined from human resources who are able to display the best quality of service from each individual. The overall resources contained in an agency are human resources, which are the most important and decisive resources. All human potential such as skills, motivation, and intelligence greatly affects the organization's efforts to achieve goals. Human behavior that varies in characteristics and behavior makes human resource management not run easily. The problem of human resources is a challenge for management, because the success of the agency depends on the quality of human resources owned / employed (Talim, 2006).

Resource management is related to and affects the quality of organizational services by creating value or using human resource expertise related to management practices and its goals are quite broad (Sedarmayanti, 2013). Therefore, in addition to human factors that need to get attention from leaders or managers, other factors must also be considered such as work environment factors, so that employees can work better and the goals of the organization can be achieved if supported by a good work environment as well. In order to provide quality services in the field of Sabang City Port Authority and Port Authority, this agency must continuously provide institutional development. This step is important to improve the services provided to the community from time to time. This coaching step is needed by an institution / institution because the level of satisfaction received by service users will certainly continue to change along with the better quality of human resources. Thus, in an effort to improve services, serious and continuous efforts are needed so that what is expected can be achieved. Efforts to improve the services provided by an institution, one of the factors that also cannot be ignored is the quality of adequate human resources, in this case employees of the institution or institution (Wibowo, 2007; Kotler, 2007).

The Sabang City Port Authority Office must be able to provide maximum satisfaction to users or the public as consumers and provide a good image in the eyes of customers by providing quality service. Seeing this situation, the manager of the Sabang City Port Authority and Port Authority Office is trying to improve the situation by providing the best service to its users. The quality of employee service is the result of the thought and energy of an employee towards the work he does, it can be tangible, visible, calculated in number, but in many cases the results of thought and energy cannot be calculated and seen, such as ideas for solving a problem, new innovations for a product or service, it can also be an invention of a more efficient work procedure. The quality of service of employees greatly affects the success of an organization (Tjiptono, 2006). If the quality of employee service is good, the quality of agency service will improve. Conversely, if the quality of employee service is poor, it can cause a decrease in the quality of agency services. Human resources are the agency's most important asset because of their role as subjects of implementing agency policies and operational activities. In order for the agency to continue to exist, it must dare to face challenges and implications, namely facing changes and winning the competition. Resources owned by agencies such as capital, methods and machines cannot provide optimal results if they are not supported by human resources who have optimal service quality. With agency support in improving the work environment, physical career development, which is adequate can provide a better service quality boost for employees, so that agencies can achieve their expected goals.

To be able to produce maximum service quality, the competence of human resources who carry out various important tasks of the agency (Sutrisno, 2009) (Putri, 2023; Sukmana & Hakim, 2023). In order for competence to be improved, it is necessary to pay attention to the level of education of current employees, because education is an effort to develop human resources, especially for the development of intellectual aspects and human personality. Formal education in the organization is a process of developing abilities in the desired direction (Argote et al., 2021; Subotnik et al., 2011). The level of education is often an indicator that shows the degree of one's intellectuality, the higher the education, the higher the knowledge and level of one's intellect (Palan, 2007; Majid,

2008). With an adequate level of education, it is easier for someone to carry out their duties. Work experience in an organization is also an indicator that someone has more abilities (Suparno, 2005; Hadi, S.A, 2018). The longer an employee works in a field in the organization, the more experienced the employee is and the more he understands what the duties and responsibilities assigned to the employee are (Olson dan Bolton, 2002). The Sabang City Port Authority and Harbor Authority Office carries out one of the functions of supervising shipping safety and security related to loading and unloading of dangerous goods, special goods, hazardous and toxic waste (B3), refueling, orderly embarkation and debarkation of passengers, construction of port facilities, dredging and reclamation, seaworthiness and seamanship, orderly ship traffic in port waters and shipping lanes, guiding and delaying ships, and issuing Sailing Approval Letters. To improve the quality of human resources, the operational office employees of the Sabang City Port Authority have understood some basic things such as job descriptions or work guidelines that have been given to all employees in each work section. The Sabang City Port Authority and Port Authority Office has the task of carrying out supervision and law enforcement in the field of shipping safety and security, coordinating government activities at the port as well as regulating, controlling and supervising port activities at commercially operated ports.

The results of interviews and preliminary observations conducted showed that the Sabang City Port Authority and Harbor Authority Office, as the provider of services, facilities and security, is still faced with a government system that is not effective and efficient and the quality of human resources is not adequate. One private shipping agent confirmed that there were still complaints from shipping agents in the processing of shipping documents. This complaint creates an unfavorable image, towards the image of the organization at the Office of the Sabang City Harbor and Port Authority. The Sabang City Port Authority Office in carrying out its duties is to provide services and serve private shipping agents in the processing of shipping documents. Competence and work environment are expected to have a significant influence on service quality. Competencies include the skills, knowledge and abilities possessed by employees to carry out their duties effectively. The work environment includes physical and non-physical conditions that affect employee comfort and motivation at work. High competence will improve individual performance, while a conducive work environment will support employees in providing the best service. The combination of these two factors will directly contribute to improving the quality of services provided by the organization. The problem faced by the Sabang Port Authority Office is an ineffective and inefficient government system and inadequate quality of human resources, which has an impact on the slow administrative process and the emergence of complaints from shipping agents. These complaints create a negative image of the organization. Therefore, the main focus of this study is to explore how competencies and work environment affect service quality at the Sabang Port Authority Office. The research aims to identify the most influential factors and provide concrete recommendations for improvement.

This makes the administrative process run slowly and not according to plan. The emergence of consumer dissatisfaction with the services provided by the office shows that there are several factors that influence it such as competence and work environment. Studying human resource competence is an effort to study the role of HR in the organization, so that the results can be used to sort out the normative competencies and potential competencies of employees as well as can be used as a pattern of employee selection, task transfer or mutation programs, performance appraisal, and employee potential development (Muchtar, 2010). The role of leaders in maintaining the work environment is also very important in order to realize harmony even though the work environment is not a production process, but the work environment has a direct influence on employees in carrying out the production process. According to Robbin (2006) the work environment can be interpreted as everything that is around the workers

who can influence him in explaining the tasks he carries. An adequate work environment can create enthusiasm for employees at work.

This is in line with research conducted by Supit (2019) which shows that the work environment is a factor that indirectly affects performance. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment has a direct influence on individuals in completing responsibilities to the organization. If the employee likes the work environment where he works, then the employee will feel at home in his workplace to carry out activities and complete his tasks properly. The work environment can be categorized into two things, namely the non-physical and physical work environment. The work environment consists of physical and non-physical environments that are attached to employees so that they cannot be separated to get good employee performance. According to Sedarmayanti (2013) the physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. However, there is a research gap regarding the specific effects of competence and work environment on service quality in the port sector, particularly at the Sabang Port Authority Office. This research is expected to make a new contribution to knowledge in this field by providing empirical data that can be used for policy making or managerial practices at the Sabang Port Authority Office. The results of this study can assist in the formulation of better policies related to HR development and work environment management, which in turn will improve the quality of services provided.

Theoretically, this research aims to enrich the literature on human resource management, particularly in understanding the influence of competence and work environment on service quality. By examining the interaction between competence, work environment, and service quality, this research seeks to develop or improve the conceptual framework that explains these relationships in the context of public sector organizations. Practically, the results of this study are expected to provide insights that can be applied by the Sabang Port Authority Office in improving their service quality by focusing on improving employee competencies and the work environment. The findings of this study can also assist policy makers and organizational leaders in formulating effective policies and human resource management strategies. In addition, this research can serve as a benchmark for similar organizations looking to improve their service quality through better human resource management practices.

The specific objectives of this research include several things. First, to evaluate the competency levels of employees at the Sabang Port Authority Office and how they affect service quality. Second, to investigate the condition of the working environment and its impact on employees' ability to provide quality services. Third, to analyze the relationship between human resource competencies, work environment and service quality. Fourth, to identify specific areas in human resource management and the work environment that require improvement to enhance overall service quality. Fifth, to provide recommendations to organizational leaders and policy makers on how to effectively improve human resource competencies and the work environment to achieve better service quality. Finally, to measure the impact of changes in human resource competencies and work environment on the perceived quality of services provided to the public and other stakeholders.

2. RESEARCH METHOD

The research method used in this study is quantitative method. Quantitative methods are used to collect data that can be measured and analyzed statistically (Margono, 2010). In the context of this research, quantitative methods are used to measure the effect of competence and work environment on the quality of employee services at the Sabang City Port Authority Office. This research uses a survey approach as a data collection method (Arikunto, 2010). The survey was conducted by distributing questionnaires to

respondents who were employees of the Sabang City Port Authority Office which amounted to 39 respondents. Due to total sampling, the number of respondents who participated was 39 respondents. The questionnaire was designed to measure the level of employee competence, work environment conditions, and perceptions of the quality of services provided.

The collected data were then analyzed using statistical techniques, such as linear regression, to identify the relationship between competency and work environment variables with employee service quality (Ghozali, 2018). This statistical analysis aims to test the research hypothesis and gain a deeper understanding of the factors that influence the quality of employee services at the Sabang City Port Authority Office. In this study, the data obtained were tested using the t test, F test and multiple linear regression tests. By using quantitative methods and a survey approach, this study can provide strong data and objective analysis of the relationship between competence, work environment, and employee service quality.

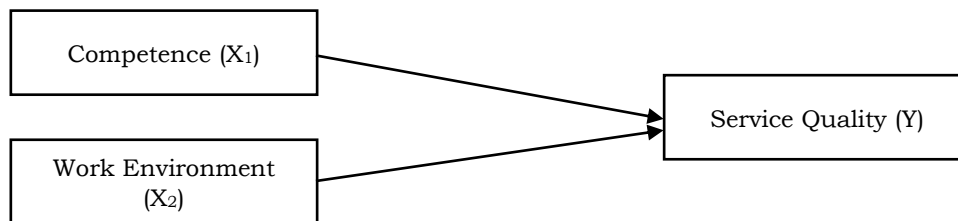


Figure 1. Framework of Thought

3. RESULTS AND DISCUSSIONS

Tabel 1. Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Respondent Competency	39	1	2	1.92	.270
Respondent Work Environment	39	1	2	1.90	.307
Respondent Service Quality	39	1	2	1.87	.339
Valid N (listwise)	39				

The minimum value of the Competency variable is 1, the maximum value is 2. The calculated average value of 1.92 and the standard deviation value (standard deviation) of 0.270 means that employee competence as measured through a questionnaire with a Likert scale, shows an average employee competency value of 1.92. The minimum value of the work environment variable, of the 39 respondents who have filled out the work environment questionnaire, is 1, the maximum value is 2. The standard deviation value (standard deviation) of 0.307 means that the work environment of employees in providing services as measured by a questionnaire with a Likert scale, shows an average work environment value of 1.90. Statistically the service quality variable of 39 respondents who filled out the questionnaire can be described that the minimum value is 1, the maximum value is 2. The calculated average value is 1.87. The standard deviation value (standard deviation) of 0.339 means that service satisfaction as measured by a questionnaire with a Likert scale, shows an average service quality value of 1.87.

Tabel 2. Normality Test Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		39
Normal Parameters ^{a,b}	Mean	.00000
	Std. Deviation	9.416355
Most Extreme Differences	Absolute	.137

	Positive	.103
	Negative	-.137
Test Statistic		.137
Asymp. Sig. (2-tailed)		.061 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on table 4.23 above, it can be seen that the Kolmogorov Smirnov (K-S) value is 0.061, which means that the test of the dependent variable regression model and the independent variable are said to be normally distributed because the Kolmogorov Smirnov (K-S) value is $0.061 > 0.05$.

Tabel 3. Coefficients

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.987	8.738		1.257	.217		
	Competence	.332	.142	.352	2.334	.025	1.000	1.000
	Work Environment	.358	.234	.231	1.530	.135	1.000	1.000

a. Dependent Variable: Service Satisfaction

Based on table 4.23 above, it is known that for the competency and work environment variables, the Variance Inflation Factor (VIF) value is 1.000 and the Tolerance value is 1.000. Because the Variance Inflation Factor (VIF) value of $1,000 < 10.00$ and the tolerance value of $1,000 > 0.10$, it can be concluded that the multiple regression model is free from the Multicollinearity test or no multicollinearity occurs.

Then the Glejser Test is carried out. The Glejser test in this study uses 2 independent variables, namely the Competency variable and the Work Environment variable with the test results can be seen in table 4.4 below:

Tabel 4. Glejser Test

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.760	4.749		2.266	.030
	Competence	.038	.077	.080	.489	.628
	Work Environment	-.147	.127	-.188	-1.152	.257

a. Dependent Variable: ABS_RES

Based on the results of the heteroscedasticity test using the Glejser test in table 4.24, it can be seen that the significance value of the competency variable is $0.628 > 0.05$. So these results can be concluded that the regression equation model does not experience heteroscedasticity, then it can also be seen in the work environment variable, namely with a significant value of $0.257 > 0.05$, it can be stated that the results of the Glejser test on the work environment variable also do not experience symptoms of heteroscedasticity, so that the two variables are free from the presence of heteroscedasticity symptoms and fulfill one of the prerequisites for the Multiple Linear Regression test.

Tabel 5. Multiple Linear Regression Test

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.760	4.749		2.266	.030
	Competence	.038	.077	.080	.489	.628
	Work Environment	-.147	.127	-.188	-1.152	.257

a. Dependent Variable: ABS_RES

The constant value (a) has a positive value of 10,760. a positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. The regression coefficient value for the Competency variable (X1) has a positive value of 0.038. This shows that if the Competency variable increases by 1%, the value of Service Satisfaction at the Sabang city port authority and harbor authority office will increase by 0.038 assuming other independent variables are considered constant. The positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. The regression coefficient value for the Work Environment variable (X2) is - 0.147. This value indicates a negative influence (opposite direction) between the Work Environment variable and Service Satisfaction at the harbormaster's office.

Tabel 6. Test T

Model	t	Sig.
1 (Constant)	2.266	.030
Competence	.489	.628
Work Environment	-1.152	.257

Based on the SPSS output table "Coefficientsa" above, it is known that the Significance value (Sig) of the Competency variable (X1) is 0.628. Because the value of Sig. 0.628 > probability 0.05, it can be concluded that H1 or the first hypothesis is rejected. This means that there is no effect of Competence (X1) on Service Satisfaction at the sabang city port authority office (Y). and the known Significance value (Sig) of the Work Environment variable (X2) is 0.257. Because the value of Sig. 0.257 > probability 0.05, it can be concluded that H2 or the second hypothesis is also rejected. This means that there is no effect of Work Environment (X2) on Service Satisfaction at the sabang city port authority office (Y).

Tabel 7. Uji F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.826	2	21.413	.775	.468 ^b
	Residual	995.071	36	27.641		
	Total	1037.897	38			

a. Dependent Variable: ABS_RES
b. Predictors: (Constant), Lingkungan Kerja, Kompetensi

It is known that the F value in table 4.27 above is 0.775 this number is the calculated F value, then further compared with the F table value. If the calculated F value is greater than the F table, it is concluded that there is a significant influence between Competence (X1) and Work Environment (X2) simultaneously on Service Satisfaction at the Sabang City Port Authority Office (Y) and vice versa. Furthermore, from the test, it can be seen that F count is 0.775 < 3.32 F Table, then H1 is rejected or which means

that a set of independent variables is proven to significantly not affect the dependent variable. Which means that the variables of Competence (X1) and Work Environment (X2) do not affect the Service Satisfaction variable at the Sabang City Port Authority Office (Y). The test criterion is if the 'Sig.' value is smaller than the significance level used (0.05), it can be concluded that there is a significant influence between Competence (X1) and Work Environment (X2) simultaneously on Service Satisfaction at the Sabang City Port Authority and Port Authority Office (Y) and vice versa. Furthermore, testing, it can be seen that the 'sig' value is $0.468 > 0.05$ significance level, then H1 is rejected, which means that a set of independent variables is proven to significantly not affect the dependent variable. Which means that the variables of Competence (X1) and Work Environment (X2) do not affect the Service Satisfaction variable at the Sabang City Port Authority Office.

Tabel 8. Koefisien Determinasi (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.203 ^a	.041	-.012	5.25746

a. Predictors: (Constant), Work Environment, Competence
b. Dependent Variable: ABS_RES

Based on the table above, it is known that the coefficient of determination or R Square is 0.619. This R Square value of 0.619 comes from multiplying the value of the correlation coefficient or "R", which is $0.203 \times 0.203 = 0.041$. The magnitude of the coefficient of determination (R Square) is 0.041 or equal to 4.1%. This means that the variables of competence and work environment simultaneously together affect the quality of service by 4.1%. While the rest ($100\% - 4.1\% = 95.9\%$) is influenced by other variables outside this regression equation or variables that are not examined.

From the results of the research that has been conducted, descriptively from the results of interviews with respondents it is known that competence, work environment and service quality at the Sabang City Port Authority and Port Authority Office are good, there are only a few problems that occur regarding the quality of service provided. From the observations made by researchers in the field, it can be seen that there is still dissatisfaction from consumers or customers with the quality of service provided by the Sabang City Port Authority and Port Authority Office. The lack of quality of service provided by employees to customers can be caused by several factors such as lack of employee competence, lack of work environment atmosphere, motivation obtained by employees and others.

Based on the descriptive research results, it is known that 87.2% of employees at the Sabang City Port Authority Office stated that the quality of service provided was good. And from the research obtained that competence and work environment do not significantly affect the Quality of Service of the Sabang City Port Authority and Port Authority Office. This can be seen in the results of the Determinant Test, the coefficient of determination (R Square) is 0.041 or equal to 4.1%. This means that the variables of competence and work environment simultaneously together affect the quality of service by 4.1%. This means that the variables of competence and work environment owned by employees at the Sabang City Port Authority and Port Authority Office do not greatly influence employees in providing services to consumers, employee competence includes knowledge, skills, self-concept, personal characteristics and motivation in providing services.

Based on the descriptive results, it is known that 92.3% of employees at the Sabang City Port Authority Office have good competence. And from the results of the partial significance test that the Competency variable does not have a positive and significant influence on the Service Quality of the Sabang City Harbor Authority Office. This can be

seen from the significance level of $0.628 > 0.05$ while the tcount value is $0.489 < t$ table 2.028, this means that the Competency variable in this study which is seen from the indicators of knowledge, skills, self-concept, personal characteristics and motivation, does not affect the Quality of Service provided by the Office of the Sabang City Port Authority and Sabang City Port to consumers.

4. CONCLUSION

Based on research results reveals several relevant findings related to the relationship between employee competence, work environment, and service quality at the Sabang City Port Authority Office. Although employee competence and work environment are important factors in the service context, this study shows that simultaneously, they do not have a significant influence on the satisfaction of services provided to customers. However, factors such as poor employee competence, poor work environment and employee motivation can affect the quality of service provided. This shows the complexity in the factors that influence service satisfaction in a particular work environment. In addition, this research also highlights the importance of a positive work culture in improving employee productivity and performance. A positive work culture, such as integrity, professionalism, responsibility and results orientation, can contribute to the quality of service provided to customers.

Although the work environment at the Sabang City Port Authority Office has some shortcomings, such as uncomfortable coworker relationships and incomplete facilities, employees still show dedication in completing tasks in accordance with applicable rules. Thus, this study provides valuable insights for the management of the Sabang City Port Authority to pay attention to factors that can improve service quality, including increasing employee competence, improving the work environment, and building a positive work culture. In addition, this study also shows the complexity in the dynamics of the relationship between employee competence, work environment, and service satisfaction, which requires a holistic and sustainable approach in improving organizational performance and customer satisfaction.

This research adds to existing knowledge by identifying that although competence and work environment individually may not have a significant effect directly on service satisfaction, they are still critical elements that must be improved to achieve better service quality. The findings provide insight that increasing employee competence, improving the work environment, and increasing employee motivation are practical steps that can be taken by the management of the Sabang Port Authority Office to address the service quality issues they face. The practical implication of this research finding is that the management of the Sabang Port Authority Office should focus on improving employee training and competency development, as well as creating a more supportive and comfortable working environment. By doing this, it is expected that the quality of service provided to customers will improve. In addition, building a positive work culture that includes integrity, professionalism, responsibility and results orientation can also contribute significantly to service improvements.

However, this study also has some limitations. First, this study did not explore in depth how each element of employee competencies and specific aspects of the work environment affect individual service satisfaction. Secondly, this research is limited to the Sabang Port Authority Office, so the results may not be fully generalizable to other organizations with different contexts. For future research, it is recommended to further explore the relationship between specific elements of employee competencies and more detailed aspects of the work environment. Future research could also expand the scope of the study to other organizations or industries to see if similar findings can be applied. In addition, examining the influence of other factors such as technology and management policies may also provide more comprehensive insights.

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