



Competence, workload, and motivation as predictors of employee performance : Case Study in DPRD Muara Enim Regency

Harmison¹, Marzuki Alie²

^{1,2}Management Science Department, Economy Faculty, Indo Global Mandiri University, Indonesia

ARTICLE INFO

ABSTRACT

Article history:

Received Jan 08, 2026
Revised Jan 17, 2026
Accepted Jan 30, 2026

Keywords:

Competence;
Workload;
Motivation;
Performance.

This study aims to analyze and examine the partial and simultaneous effects of competence, workload, and motivation on the performance of employees at the Secretariat of the Regional House of Representatives (DPRD) of Muara Enim Regency. The research employs a quantitative method with a survey, confirmatory, and verificative approach. This study is classified as associative research focusing on the relationships among variables. The research population consists of 90 employees, all of whom were included as the research sample using a saturated sampling technique. The data comprise primary and secondary data, collected through observation, questionnaire-based interviews, and documentation. Data analysis was conducted using multiple linear regression using SPSS version 30. The results indicate that competence and motivation have a significant positive effect on employee performance, while workload has a significant negative effect on employee performance. Simultaneously, employee performance is positively and significantly influenced by the combination of competence, workload, and motivation. These three variables demonstrate a substantial relationship in improving employee performance. This research contributes to developing comprehensive human resource management science and further research in this field. Improving employee performance can be done by simultaneously paying attention to aspects of competence, workload, and motivation.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Harmison

Management Department, Economy Faculty, Indo Global Mandiri University, Indonesia
Address Street of Jenderal Sudirman, Ilir Timur I, Kota Palembang, Sumatera Selatan, 30129,
Indonesia.

Email: 2023502012@students.uigm.ac.id

1. INTRODUCTION

The achievement of organizational performance is largely determined by the performance of its members. Factors influencing individual performance, as leverage variables in the diversification of scientific literature, include competence, workload, and motivation (Manafe et al., 2025; F. R. Riwu Kore et al., 2025; J R Riwu Kore & Haba Ora, 2021; J R Riwu Kore et al., 2022; Susanto et al., 2021). Various research conclusions still reveal contradictory, differing, and inconsistent findings. Studies by Danila & Riwu Kore (2019), Alie et al. (2022), Marnisah et al. (2022), and Muday et al. (2024) demonstrate that

competence has a significant positive effect on employee performance. However, other studies have found that employee performance is not influenced by competence (2024; Rosmaini & Tanjung, 2019; Suwondo, 2025). Research findings by Diyahanip et al. (2022), Manafe et al. (2025), F. R. Riwu Kore et al. (2025), and J R Riwu Kore et al. (2022) indicate a significant relationship between workload and employee performance, while other studies confirm no effect of workload on employee performance (Setyowati & Nurhayati, 2019; Sudiarditha et al., 2019). Similarly, motivation has been found to have a significant relationship with employee performance (Alie et al., 2022; J R Riwu Kore et al., 2022; K. B. Riwu Kore et al., 2022), yet other studies have demonstrated that employee performance is not influenced by motivation (Rosmaini & Tanjung, 2019; Setiawan & Tricahyadinata, 2024). These differences in research findings and conclusions form a research gap that needs to be confirmed and addressed through this study.

Therefore, the phenomenon of the research findings described above needs to be examined through an analysis that links the relationships among competence, workload, and motivation with employee performance. To measure the effects of these factors, the researcher selected the Secretariat Office of the Regional House of Representatives (Acronym in Indonesia : SetDPRD) of Muara Enim Regency as the research locus. There are several reasons why SetDPRD was chosen, namely: (1) employees lack confidence in carrying out their duties due to low levels of technical and non-technical competence; (2) employee performance is disrupted by sudden increases in workload resulting from ad hoc DPRD meetings, responses to public aspirations, and overlapping schedules between Setwan and Setda activities; (3) appreciation and recognition tend to prioritize DPRD members rather than employees, which reduces employee motivation; and (4) political dynamics and the interests of DPRD members compel Setwan DPRD employees to manipulate performance outcomes, leading to decreased motivation and increased workload without being supported by adequate competence.

Thus, this study aims to analyze and examine the influence of competence, workload, and motivation on employee performance, both partially and simultaneously. This research seeks to confirm the existence of these three variables as predictors of employee performance at the Secretariat of the Regional House of Representatives of Muara Enim Regency. The relationship between the research variables is that competence influences performance as hypothesis one. Workload influences performance as hypothesis two. Motivation influences performance as hypothesis three. Competence, workload, and motivation influence performance as hypothesis four.

2. RESEARCH METHOD

This study is limited to the discipline of Human Resource Management, with a focus on employees of the Secretariat of the Regional House of Representatives of Muara Enim Regency (SetDPRD Muara Enim). The research adopts a quantitative approach, utilizing SPSS version 30 for data analysis, and focuses on competence, workload, and motivation as factors influencing employee performance.

The research design employs a confirmatory-verification survey to test associative hypotheses using a quantitative field-based approach. The confirmatory-verification approach is chosen because this study aims to test and confirm the relationships among variables that have been formulated based on established theories and previous research findings. This approach enables empirical verification of the hypotheses through measurable and objective quantitative analysis.

The research population consists of 90 employees, all of whom were included as research samples through a census method (saturated sampling). Primary data were collected through closed-ended questionnaires using a Likert scale, while secondary data were obtained from official documents and previous studies. The Likert scale used ranges from 1 to 5, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 =

strongly agree. Data collection techniques included questionnaires, interviews, observations, and documentation.

The research instruments were tested for validity and reliability, and the data were analyzed using classical assumption tests (normality, multicollinearity, heteroskedasticity, and autocorrelation) prior to conducting multiple linear regression analysis. Hypothesis testing was carried out using the t-test for partial effects and the F-test for simultaneous effects, with a significance level of 5%. The results of this study will determine whether competence, workload, and motivation have a significant effect on employee performance within the research setting.

The measurement of the performance variable consists of six indicators, namely quality, quantity, timeliness, effectiveness, independence, and commitment. The competency variable is measured using four indicators: knowledge, skills, interpersonal abilities, and attitude and work ethic. Workload is measured using four indicators: number of tasks, task difficulty, time available to complete tasks, and work-life balance. Motivation is measured using four indicators: physiological and safety needs, social needs, esteem needs, and self-actualization needs as well as extrinsic and intrinsic motivation.

3. RESULTS AND DISCUSSIONS

3.1 Instrument Testing (Validity and Reliability)

The criterion for the validity test is the Pearson Product Moment correlation, in which the calculated correlation coefficient (r -calculated) must be greater than the critical value (r -table) at a significance level of 0.05.

Table 1. Results of Validity Test

Variable	Items	r-count	r-table	Results
Competence (KP)	KP ₁	0.621	0.207	Valid
	KP ₂	0.654	0.207	Valid
	KP ₃	0.682	0.207	Valid
	KP ₄	0.701	0.207	Valid
Workload (BK)	BK ₁	0.578	0.207	Valid
	BK ₂	0.602	0.207	Valid
	BK ₃	0.645	0.207	Valid
	BK ₄	0.671	0.207	Valid
Motivation (M)	M ₁	0.612	0.207	Valid
	M ₂	0.653	0.207	Valid
	M ₃	0.691	0.207	Valid
	M ₄	0.724	0.207	Valid
Performance (K)	K ₁	0.612	0.207	Valid
	K ₂	0.645	0.207	Valid
	K ₃	0.688	0.207	Valid
	K ₄	0.571	0.207	Valid
	K ₅	0.704	0.207	Valid
	K ₆	0.722	0.207	Valid

Source : Output SPSS, 2025

As shown in Table 1, all measurement items of the research variables have r -calculated values exceeding r -table, indicating that the data are valid. Thus, each item is able to accurately measure the variables under investigation.

The criterion for the reliability test is a Cronbach's Alpha value greater than 0.60, which indicates acceptable reliability or strong reliability. As presented in Table 2, all Cronbach's Alpha values exceed 0.60, indicating that the data are reliable.

Table 2. Results of Reliability Test

Variable	Cronbach's Alpha	Criteria	Results
Competence (KP)	0.856	≥ 0.60	Reliable
Workload (BK)	0.821	≥ 0.60	Reliable
Motivation (M)	0.842	≥ 0.60	Reliable

Performance (K)	0.874	≥ 0.60	Reliable
-----------------	-------	-------------	----------

Source : Output SPSS, 2025

Thus, the questionnaire items exhibit good internal consistency and are capable of measuring the research constructs in a stable and consistent manner, making them suitable for use in subsequent analysis stages.

3.2 Classical Assumption Test: Normality Test

The normality test criterion is the Kolmogorov–Smirnov test (Z-test), in which the Asymp. Sig. (2-tailed) value must be greater than or equal to $\alpha = 0.05$. As shown in Table 3, the Asymp. Sig. (2-tailed) value is 0.065, which is greater than $\alpha = 0.05$, indicating that the data are normally distributed.

Table 3. Normality Test with Kolmogorov-Smirnov

		Unstandardized Residual
N		90
Normal Parameters ^{a,b}	.0000000	.0000000
	3.03082695	3.03082695
Most Extreme Differences	0.089	.089
	0.046	.046
	-0.089	-.089
Test Statistic		0.089
Asymp. Sig. (2-tailed)		0.200

Source : Output SPSS, 2025

Passing the normality test indicates that the research data are normally distributed. Therefore, the data meet the statistical assumptions and are suitable for further analysis.

3.3 Classical Assumption Test: Multicollinearity Test

The criterion for the multicollinearity test is a tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) value less than 10. As presented in Table 4, all variables exhibit tolerance values above 0.10 and VIF values below 10, indicating that multicollinearity is not present in the regression model.

Table 4. Results of Multicollinearity Test

Variable	Tolerance	VIF	Results
Competence (KP)	0.712	1.405	Free from Multicollinearity
Workload (BK)	0.684	1.462	Free from Multicollinearity
Motivation (M)	0.631	1.584	Free from Multicollinearity

Source : Output SPSS, 2025

Passing the multicollinearity test indicates that there is no high correlation among the independent variables. Therefore, each independent variable can independently explain its effect on the dependent variable.

3.4 Classical Assumption Test: Heteroscedasticity Test

Based on the Glejser test, heteroscedasticity does not occur if the significance value is greater than 0.05. The results show that all exogenous variables have significance values above 0.05, indicating that the data are free from heteroscedasticity.

Table 5. Results of Heteroscedasticity Test

Variable	t	Sig.	Results
Competence (KP)	1.112	0.269	Free from Heteroscedasticity
Workload (BK)	-1.283	0.203	Free from Heteroscedasticity
Motivation (M)	1.447	0.151	Free from Heteroscedasticity

Source : Output SPSS, 2025

Passing the heteroscedasticity test means that the regression model does not suffer from heteroscedasticity, indicating that the residual variance is constant. Therefore, the estimated regression coefficients are reliable and suitable for hypothesis testing.

3.5 Classical Assumption Test: Autocorrelation Test

The criterion for the autocorrelation test is the Durbin–Watson (DW) statistic, where the condition $dL < (4 - dW) > dU$ must be satisfied. Based on the results presented in Table 5, the calculation yields $1.5889dL < 2.088 (4-dw) > 1.7264dU$, indicating that there is no autocorrelation in the data.

Table 6. Results of Autocorrelation Test

Durbin-Watson	Sample Total (n)	dL Value	dU Value	(4-dW) Value
1.912	90	1.5889	1.7264	2.088

Source : Output SPSS, 2025

Passing the Durbin–Watson test indicates the absence of autocorrelation in the residuals, making the regression model suitable for use.

3.6 Hypothesis Test

Hypothesis testing in this study was conducted through the t-test, F-test, and the coefficient of determination test. The decision-making criterion for the t-test is that the calculated t value must be greater than the t table value and the significance value must be less than $\alpha = 0.05$. The t table value in this study is 1.98761 at a 5% significance level, with $df = 87$, $k = 3$, and $n = 90$. The results of the partial (t-test) analysis are presented in Table 7. Furthermore, the decision-making criterion for the F-test is that the calculated F value must be greater than the F table value and the significance value must be less than $\alpha = 0.05$. The F table value in this study is 2.71 at a 5% significance level, with $df (N2) = 86$, $df (N1) = 3$, $n = 90$, and $k = 4$. The results of the simultaneous (F-test) analysis are presented in Table 8.

Table 7. Result of t test (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Results
	B	Std. Error	B			
(Constant)	4.112	1.221		3.36	0.001	Constant
Competence (KP)	0.421	0.081	0.389	5.21	0.000	Positive Significant
Workload (BK)	-0.203	0.077	-0.187	-2.64	0.010	Negative Significant
Motivation (M)	0.533	0.093	0.482	5.73	0.000	Positive Significant

Source : Output SPSS, 2025

The results of the t-test on the effect of competence on employee performance show a t-calculated value of 5.21, which is greater than the t-table value of 1.98761, with a significance value of $0.000 < \alpha 0.05$. The results of the t-test on the effect of workload on employee performance produce a t-calculated value of -2.64, with a significance value of $0.010 < \alpha 0.05$. Furthermore, the results of the t-test on the effect of motivation on employee performance show a t-calculated value of 5.73, which is greater than the t-table value of 1.98761, with a significance value of $0.000 < \alpha 0.05$.

Table 8. Results of F Test (Simultan)

Model	Sum of Squares	df	Mean Square	F	Sig.	Results
Regression	1784.12	3	594.70	132.82	0.000	Positive and Significant
Residual	731.88	86	8.51			
Total	2516.00	89				

Source : Output SPSS, 2025

The results of the F-test on the simultaneous effect of competence, workload, and motivation on employee performance show an F-calculated value of 132.82, which is greater than the F-table value of 2.71, with a significance value of $0.000 < \alpha 0.05$. This indicates that competence, workload, and motivation simultaneously have a positive and significant effect on employee performance.

The results of the coefficient of determination analysis are presented in Table 9. The correlation value is 0.842, indicating a very strong relationship among the variables. The coefficient of determination (R^2) is 0.709, which means that 70.9% of the variation in employee performance can be explained by competence, workload, and motivation, while the remaining 29.1% is influenced by other factors not examined in this study.

Table 9. Determinants Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.842	0.709	0.698	2.117

Source : Output SPSS, 2025

3.7 The Effect of Competence on Employee Performance

The results of hypothesis testing regarding the effect of competence on employee performance indicate that competence has a positive and significant effect on employee performance. The standardized beta coefficient test shows that competence has a strong and positive relationship with employee performance. The resulting model indicates that every increase in competence leads to an improvement in employee performance.

This study confirms the consistency of its findings with the competency theory proposed by Spencer & Spencer (1993), which states that individual performance can improve when supported by competencies consisting of knowledge, skills, and personal characteristics. The findings also support the human resource management theory of Mathis & Jackson (2011), which emphasizes that individuals with high competence are more effective in completing their work. In addition, the new dimension of performance measurement theory proposed by J R Riwu Kore & Haba Ora (2022), which asserts that individual performance output is significantly influenced by competence is also empirically validated in this study.

Beyond confirming established human resource management theories, this research also provides empirical evidence that competence positively and significantly affects employee performance, consistent with previous studies (Alie et al., 2022; Danila & Riwu Kore, 2019; Marnisah et al., 2022; Muday et al., 2024). These findings offer practical implications for leaders and the DPRD organization, indicating that employees with high competence are more effective and efficient in mastering their tasks, possess greater experience and administrative capability, and are better able to provide operational support to members of the DPRD of Muara Enim Regency.

Nevertheless, other studies have reported that competence has a negative effect and/or no significant effect on employee performance (Rosmaini & Tanjung, 2019; Suwondo, 2025). Differences in research findings are strongly influenced by organizational systems. This study focuses on a DPRD institution whose performance is routinely scheduled according to the DPRD's political agenda and supported by a flexible bureaucratic system. In contrast, differing findings from other studies arise because their research subjects are local government institutions that are heavily influenced by rigid bureaucracy, diverse public service demands, and task workloads without adequate compensation. Susanto et al. (2021), state that the effect of competence on performance is highly dependent on organizational systems that enable competence to be applied optimally in the workplace.

3.8 The Effect of Workload on Employee Performance

The results of hypothesis testing regarding the effect of workload on employee performance indicate that workload has a negative and significant effect on employee performance. The standardized beta coefficient test shows that workload has a weak and negative relationship with employee performance.

The resulting model indicates that every increase in workload leads to a decrease in employee performance. This study confirms the consistency of its findings with organizational behavior theory proposed by Gibson et al. (2012) which states that excessive workload causes work-related stress, resulting in a decline in employee performance. The findings also support theory by Gawron (2019) which explains that excessive workload increases turnover, burnout, weak retention, and low individual performance output.

In addition to confirming established human resource management theories, this study also provides empirical evidence consistent with previous research showing that workload has a negative and significant effect on employee performance (Manafe et al., 2025; F. R. Riwu Kore et al., 2025). These findings offer important insights and scientific recommendations for leaders and the DPRD of Muara Enim Regency to pay greater attention to workload management and support it with appropriate financial compensation, so that employees remain focused on their duties and can maintain optimal performance.

The results of this study imply differences in research findings compared with several previous studies which reported that workload has a negative effect and/or no significant effect on employee performance (Setyowati & Nurhayati, 2019; Sudiarditha et al., 2019). These differences are strongly influenced by the type of employment system, in which for DPRD employees, workload is associated with increased income because competence is aligned with additional remuneration. In contrast, in other studies, the research subjects are civil servants in public government institutions where increased workload does not affect income enhancement due to regulatory constraints. According to Manafe et al. (2025), the effect of workload on performance is situational and depends on the employment system and the reward scheme.

3.9 The Effect of Motivation on Employee Performance

The results of hypothesis testing regarding the effect of motivation on employee performance indicate that employee performance is positively and significantly influenced by motivation. The standardized beta coefficient test shows that motivation has a strong and positive relationship with employee performance. The resulting model indicates that every increase in motivation leads to an improvement in employee performance.

This study confirms the consistency of its findings with theory Victor Vroom, which posits that motivation is an essential factor in achieving organizational goals through individual performance. The results are also in line with theory Abraham Maslow (1943) which emphasizes that organizational success can be achieved effectively and efficiently when organizations fulfill the motivational needs of their members. Furthermore, this study supports theory Frederick Herzberg (1987), which states that performance improvement is largely determined by intrinsic motivation factors, such as existence, relationships, and personal development.

In addition to confirming motivational theories within human resource management, this study provides empirical evidence of the significant influence of motivation on improving employee performance and supports previous research with similar findings (Alie et al., 2022; J R Riwu Kore et al., 2022;2025). These findings offer valuable insights and guidance for leaders and the DPRD of Muara Enim Regency to pay greater attention to motivational aspects in efforts to enhance employee performance. Given that employees in the DPRD organization are government staff whose performance is largely supported by financial compensation, non-financial compensation mechanisms

can be strengthened to enhance intrinsic motivation, such as recognition, career development opportunities, and a supportive work environment.

The results of this study present findings that differ from several previous studies which reported that motivation has a negative effect and/or no significant effect on employee performance (Rosmaini & Tanjung, 2019; Setiawan & Tricahyadinata, 2024). In this study, employee motivation increases because every task performed is consistently supported by political compensation aspects provided by members of the DPRD. In contrast, in other studies, motivation shows a negative or insignificant effect because the research subjects are government institutions (offices and schools) oriented toward public service, where compensation is regulated under the civil service system in the service sector. According to F Haba Ora (2022), motivation often has no effect or even a negative effect because the fixed and regulatory nature of the civil servant compensation system limits the direct relationship between motivation levels and performance improvement.

3.10 The Effect of Competence, Workload, and Motivation on Employee Performance

The simultaneous test results indicate that competence, workload, and motivation have a positive and significant joint effect on employee performance, demonstrating that the regression model effectively explains variations in performance. This study confirms the Job Demands–Resources (JD-R) Model proposed by Demerouti, which posits that job resources such as competence and motivation can mitigate the negative effects of job demands, including workload, and enhance employee performance.

Simultaneously, when employees possess high competence, experience a fair workload, and receive consistent motivation, organizations are able to create a conducive and productive work environment. These three factors complement one another: competence enhances innovation and creativity at work, a fair workload increases retention and commitment, and motivation maintains consistency and focus in task execution. This combination results in a significant improvement in employee performance in terms of quality, quantity, timeliness, innovation, and task orientation.

The combination of competence, workload, and motivation contributes significantly to improving employee performance, accounting for 70.9 percent, while the remaining percentage is influenced by other variables such as leadership style, individual characteristics, discipline, and others. The relationship among these three variables is identified as substantial, with a coefficient of determination (R) of 0.842, which is consistent with Chin (1998) guideline that an R value greater than 0.67 indicates a substantial relationship.

Overall, the research findings confirm that improvements in employee performance can only be achieved through an integrated human resource management approach, namely by enhancing competence, maintaining workload-based compensation, and increasing motivation through non-physical compensation (facilities). The simultaneous implementation of these three aspects is key to creating a productive, healthy, and sustainable organization.

4. CONCLUSION

This study successfully confirms and demonstrates that, partially, the exogenous variables competence and motivation have a positive and significant effect on improving employee performance, while the exogenous variable workload has a negative and significant effect on employee performance. Simultaneously, the three exogenous variables—competence, workload, and motivation—have a positive and significant influence on the improvement of employee performance. The combined contribution of these three exogenous variables to employee performance exhibits a substantial (strong) relationship. The limitation of this study lies in not including compensation as a research variable, which could further explain the income disparity between employees working in

political institutions such as the DPRD and those in local government institutions that rely solely on public service delivery.

REFERENCES

- Alie, J., Riwu Kore, J. R., & Hawai, G. R. S. (2022). Contribution of leadership style, competence, and motivation to employee performance in the Badan Keuangan and Aset Daerah Kota Kupang. *Enrichment : Journal of Management*, 12(2), 2452–2464. <https://doi.org/10.35335/enrichment.v12i2.546>
- Chin, W. W. (1998). The Partial Least Squares Approach to Structural Equation Modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research* (pp. 295–336). Lawrence Erlbaum Associates Publishers.
- Danila, & Riwu Kore, J. R. (2019). Pengaruh kompetensi dan motivasi terhadap kinerja pegawai di Dinas Pekerjaan Umum Bina Marga Provinsi Sumatera Selatan. *Jurnal Ecoment Global : Kajian Bisnis Dan Manajemen*, 4(2), 39–51. <https://doi.org/http://dx.doi.org/10.35908/jeg.v4i2.754>
- Demerouti, E. (2025). Job demands-resources and conservation of resources theories: How do they help to explain employee well-being and future job design? *Journal of Business Research*, 192, 115296. <https://doi.org/10.1016/j.jbusres.2025.115296>
- Diyahanip, L., Marnisah, L., & Yustini, T. (2022). The influence of workload, work environment, and compensation on employee performance at PT. Bintang Selatan Agung. *Syntax Literate: Jurnal Ilmiah Indonesia*, 7(11), 16146–16156. <https://doi.org/https://doi.org/10.36418/syntax-literate.v7i11.10095>
- Gawron, V. J. (2019). *Workload measures*. CRC Press.
- Gibson, J. L., Ivancevich, J. M., & Donnelly Jr, J. H. (2012). *Organizations : Behavior, Structure, Processes* (14th ed.). McGraw - Hill.
- Haba Ora, F. (2022). *Evaluasi kinerja pegawai berdasarkan iklim pandemi Covid-19, kompetensi, budaya organisasi, gaya kepemimpinan, motivasi, pengembangan karir, komitmen organisasi dan disiplin di Sekretariat Daerah Pemerintah Kota Kupang*. Universitas Indo Global Mandiri.
- Manafe, E., Riwu Kore, J. R., Wadud, M., & Marnisah, L. (2025). Professionalism, Workload, and Organizational Climate: Their Impact on Employee Productivity. *BIMA Journal (Business, Management, & Accounting Journal)*, 6(1), 307–322. <https://doi.org/10.37638/bima.6.1.307-322>
- Marnisah, L., Riwu Kore, J. R., & Haba Ora, F. (2022). Employee performance based on competency, career development, and organizational culture. *Jurnal Aplikasi Manajemen*, 20(3), 629–647. <https://doi.org/10.21776/ub.jam.2022.020.03.13>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
- Mathis, R. L., & Jackson, J. H. (2011). *Human Resource Management*. South-Western Chengage Learning.
- Muday, F., Marnisah, L., & Yustini, T. (2024). Kinerja pegawai berdasarkan pengaruh disiplin, kompetensi dan budaya organisasi. *JMII: Jurnal Multidisiplin Ilmu Indonesia*, 1(2), 111–148. <https://jurnal.rumahpintarayho.com/index.php/jmii/article/view/26>
- Riwu Kore, F. R., Yustini, T., Alie, J., Marnisah, L., & Riwu Kore, J. R. (2025). Workload, Emotional Intelligence, and Leadership Style: Their Impact on Employee Performance DLHK Kota Kupang. *BIMA Journal (Business, Management, & Accounting Journal)*, 6(1), 323–338. <https://doi.org/10.37638/bima.6.1.323-338>
- Riwu Kore, J R, & Haba Ora, F. (2021). The Influence of Competence and Work Motivation to Teacher Performance in Smp Negeri At Kota Kupang. *İlköğretim Online*, 20(1), 1010–1017. <https://doi.org/10.17051/ilkonline.2021.01.73>
- Riwu Kore, J R, & Haba Ora, F. (2022). New dimensions and indicators in performance measurement. *Asia for Earth-2022: 2nd International Conference on Education, Management and Social Science*, 350.
- Riwu Kore, J R, Yustini, T., & Likur, A. (2022). Employee performance based on discipline, workload, and emotional intelligence at the Dinas Sosial Kota Kupang. *Enrichment: Journal of Management*, 12(2), 1857–1870. <https://doi.org/10.35335/enrichment.v12i2.497>
- Riwu Kore, J R, Yustini, T., Zamzam, F., & Haba Ora, F. (2022). Influence of Covid-19 pandemic climate, discipline, motivation to performance in BAERT Kupang City. *Management and Economics Journal (MEC-J)*, 6(1), 1–18. <https://doi.org/10.18860/mec-j.v6i1.12967>

- Riwu Kore, Jefirstson R, Manafe, Y. M., Wadud, M., & Yustini, T. (2025). Endogeneity of Performance Based On Work Environment, Creativity and Motivation. *BIMA Journal (Business, Management, & Accounting Journal)*, 6(1), 651-660. <https://doi.org/10.37638/bima.6.1.651-660>
- Riwu Kore, Jefirstson R, Marnisah, L., & Haba Ora, F. (2022). Employee performance analysis based on the effect of discipline, motivation, and organizational commitment at the Regional Secretariat of the Kupang City Government. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 12(1), 76-99. <https://doi.org/10.30588/jmp.v12i1.1009>
- Riwu Kore, K. B., Yustini, T., & Alie, J. (2022). Employee performance based on organizational culture, work discipline, and work motivation (Case study in Kelapa Lima District, Kupang City). *Mantik: Manajemen, Teknologi Informatika Dan Komunikasi*, 6(2), 2639-2649. <https://doi.org/https://doi.org/10.35335/mantik.v6i2.2774>
- Rosmaini, & Tanjung, H. (2019). Pengaruh kompetensi, motivasi dan kepuasan kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 122-135. <https://doi.org/10.30596/maneggio.v2i1.3366>
- Setiawan, E., & Tricahyadinata, I. (2024). Pengaruh Motivasi Kerja terhadap Disiplin dan Kinerja Tenaga Kependidikan. *Kinerja: Jurnal Ekonomi Dan Manajemen*, 21(1), 131-136. <https://doi.org/10.30872/jkin.v21i1.14793>
- Setyowati, A., & Nurhayati, M. (2019). The Effect of Workload and Job Characteristics On Employee Performance Through Work-School Conflict as Mediation Variable. *Dinasti International Journal of Digital Business Management (DIJDBM)*, 1(1), 100-115. <https://doi.org/10.31933/dijdbm.v1i1.119>
- Spencer, L. M. J., & Spencer, S. M. (1993). *Competence at Work Models for Superior Performance*. John Wiley & Sons.
- Sudiarditha, I. K. R., Mardi, & Margaretha, L. (2019). Study of Employee Performance Workload on Job Satisfaction and Work Stress. *Jurnal Ilmiah Econosains*, 17(1), 31-40. <https://doi.org/https://doi.org/10.21009/econosains.0171.04>
- Susanto, Y., Riwu Kore, J. R., Oktovianus, F., & Haba Ora, F. (2021). The effect of compensation and competence on performance with motivation as a variable intervening an employee in partners of the Central Statistics Agency, Lubuklinggau City, South Sumatra, Indonesia. *Review of Management and Entrepreneurship*, 5(2), 113-136. <https://doi.org/10.37715/rme.v5i2.1778>
- Suwondo, N. (2025). The Influence of Competence and Employee Engagement on Employee Performance With Job Crafting as an Intervening Variable. *International Journal of Integrative Sciences*, 4(9), 2205-2224. <https://doi.org/10.55927/ijis.v4i9.589>