

# The Influence of Individual Competence, Organizational Support, and Management Support on Employee Performance at the Malang City DPRD Secretariat Office

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## Abstract

An important factor supporting the realization of good governance is Human Resources (HR). Quality HR includes the skills, attitudes, knowledge, talents, and performance necessary to carry out tasks and responsibilities within government organizations. The Secretariat of the Regional House of Representatives (DPRD) of Malang City functions as a government agency responsible for the administration of secretarial services. The duties and authorities of the DPRD Secretariat are regulated by Law No. 32 of 2004 and reinforced by Government Regulation No. 41 of 2007 concerning Regional Device Organizations. In carrying out its role, the DPRD Secretariat provides administrative services that support the tasks and functions of the DPRD, including financial administration management. This study aims to analyze the role of individual competence, organizational support, and management support in improving employee performance, as well as to explore the impact of these three factors on the effectiveness, productivity, and work motivation of employees within the organization, with the ultimate goal of identifying the most dominant factor influencing overall employee performance. The research method used is qualitative, utilizing data collection techniques through questionnaires. A questionnaire is a data collection technique that involves forms containing questions to be filled out by several respondents to obtain responses or answers that will be analyzed. The results of this study show that the influence of individual competence, organizational support, and management support significantly and positively affects employee performance. Each of these factors impacts employee performance, with individual competence being the most dominant variable influencing employee performance.

**Keywords:** Individual Competence, Organizational Support, Management Support, Employee Performance

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## 1. INTRODUCTION

The demand to improve accountability in the public sector to achieve good governance is becoming increasingly urgent. One important aspect that contributes to achieving effective governance is Human Resources (HR). Quality HR encompasses various elements, including abilities, attitudes, knowledge, talents, and performance necessary to carry out tasks and responsibilities within government organizations. Performance, in this context, can be understood as the actions or inactions taken by employees while carrying out their duties. Employee performance has a significant impact on the contributions that can be made to the organization. According to (Muh. Agum Nasir et al., 2023) (Hidayatullah, 2022), Performance is the result of work assessed in terms of the quality and quantity achieved by employees in carrying out assigned tasks. One key factor influencing employee performance is ability, which includes technical, managerial, behavioral, and conceptual aspects. Each of these abilities has a significant impact on the effectiveness and efficiency of employees in performing their tasks. (Nursanti, 2018). In addition, (Pramana et al., 2023) (Kapitaraw et al., 2023) emphasizes that performance is influenced by three main elements, namely individual competence, organizational support, and management support.

The Secretariat of the Regional House of Representatives (DPRD) of Malang City functions as a government institution responsible for secretarial administration. The duties and authority of the DPRD Secretariat are regulated by Law No. 32 of 2004 and reinforced by Government Regulation No. 41 of 2007 regarding Regional Device Organization. In carrying out its functions, the DPRD Secretariat provides administrative services that support the duties of the DPRD, including financial administration management. They are also responsible for providing facilities for the conduct of DPRD meetings, such as plenary sessions and leadership meetings. This task includes coordination and the provision of expert personnel needed to ensure the effectiveness of the DPRD's responsibilities. The Secretariat is also involved in formulating administrative policies related to the DPRD's duties and conducting performance evaluations and preparing related reports.

Thus, the Secretariat of the DPRD of Malang City plays an important role in maintaining the operational smoothness of the DPRD through structured administrative support. From the analysis of the position and functions of the DPRD Secretariat, it can be concluded that the effectiveness of the Secretariat's duties greatly influences the success of the DPRD's functions. Therefore, to enhance the effectiveness of the DPRD, the Secretariat needs to perform its role optimally. Based on this understanding, the author is interested in conducting research titled 'The Influence of Individual Competence, Organizational Support, and Management Support on Employee Performance at the Secretariat Office of the DPRD of Malang City.' This research aims to explore the factors that can improve employee performance in the context of local government and to understand the relationship between these elements.

## 2. HYPOTHESES DEVELOPMENT

Employee performance at the Secretariat Office of the Malang City DPRD is an important indicator influenced by various internal factors. Individual competence encompasses the skills, knowledge, and attitudes possessed by employees, which play a significant role in their effectiveness in carrying out tasks. By enhancing these competencies, it is expected that employees can contribute more effectively to the organization.

Organizational support may include adequate resources, supportive facilities, and a conducive work culture. In a supportive environment, employees are likely to feel more motivated to achieve common goals and improve their performance.

Management support includes guidance, feedback, and motivation provided by leaders. With strong support from management, employees are likely to feel more valued and enthusiastic about enhancing their performance.

The combination of individual competence, organizational support, and management support is expected to create an environment that fosters and encourages employees to perform better. Individual

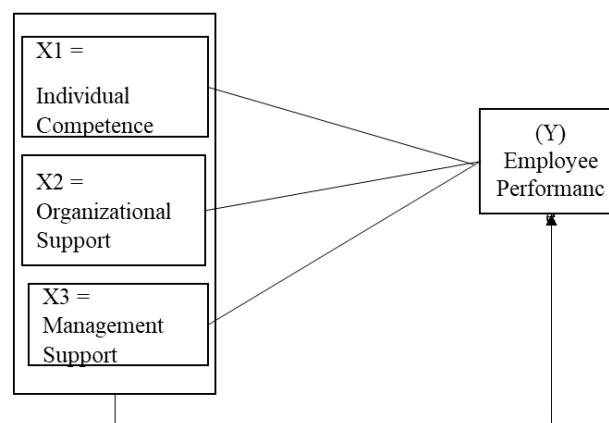
competence is the most dominant factor influencing employee performance, indicating that the abilities and skills of individuals are crucial in determining their success in executing tasks and achieving organizational objectives. The hypotheses in this study are as follows:

- H<sub>1</sub>: There is a positive and significant effect of Individual Competence on Employee Performance at the Secretariat Office of the Malang City DPRD.
- H<sub>2</sub>: There is a positive and significant effect of Organizational Support on Employee Performance at the Secretariat Office of the Malang City DPRD.
- H<sub>3</sub>: There is a positive and significant effect of Management Support on Employee Performance at the Secretariat Office of the Malang City DPRD.
- H<sub>4</sub>: There is a positive and significant joint effect of Individual Competence, Organizational Support, and Management Support on Employee Performance.
- H<sub>5</sub>: Among Individual Competence, Organizational Support, and Management Support, the most dominant factor influencing employee performance is Individual Competence.

### 3. METHODS

This research aims to analyze the influence of three independent variables: Individual Competence (X1), Organizational Support (X2), and Management Support (X3) on the dependent variable, Employee Performance (Y). The focus of the research is in the field of Human Resource Management (HRM), specifically to evaluate employee performance at the Secretariat Office of the DPRD of Malang City.

The location of this research is at the Secretariat Office of the DPRD of Malang City, Jl. Tugu No.1A, Kiduldalem, Kec. Klojen, East Java. The selection of this location is based on the lack of similar research exploring the impact of these three variables on employee performance. The population in this study consists of 54 employees at the Secretariat Office of the DPRD of Malang City. Given the small population size, all employees are taken as samples using a census technique, where each employee is made a respondent. Data analysis will be conducted using SPSS (Statistical Package for the Social Sciences) to process the collected data and perform statistical tests. This research is expected to provide valuable insights into the factors that influence employee performance in the public sector, particularly in the DPRD of Malang City. The conceptual framework of this research can be seen in the following image :



**Figure 1:** Conceptual Framework of the Research

Source: Various articles, processed, 2024

Next, the indicators used in this research can be seen in the following table :

**Table 1 : Instruments in the Research**

No	Variable	Indicator	Questionnaire Item
1	Employee Performance (Dewi Astuti, 2022)	1. Quality	1. Always prioritizes quality in completing a task
			2. I am capable of working according to the work standards/SOP expected by the management of the Malang City DPRD Secretariat.
		2. Quantity	3. The quantity of work performed by employees is in accordance with the work procedures established by the Malang City DPRD Secretariat.
			4. I am capable of completing work according to the targets
		3. Timeliness	5. I always arrive on time according to the specified schedule
			6. I complete my work without involving overtime or extra hours.
		4. Efficiency	7. I complete my work to the best of my ability
			8. I am able to optimize existing technologies to complete my work.
2	Individual Competence (Wardani, 2011)	1. Knowledge	9. I have the ability to express my opinions well
			10. I understand what needs to be done according to my responsibilities
		2. Ability	11. I have the ability to work well with colleagues
			12. I have the technical skills needed to perform my tasks
		3. Attitude	13. I am capable of evaluating work results
			14. I am able to accept suggestions and criticism to improve performance.
3	Organizational Support (Retnowati & Masnawati, 2024)	1. Work facilities	15. I receive training or guidance on the proper use of work equipment.
			16. I am provided with adequate and quality facilities and infrastructure to support the execution of work
		2. Work Environment	17. The availability of equipment such as temperature control tools is essential to support my work
			18. A conducive work atmosphere allows me to work more optimally
		3. Working Conditions and Requirements	19. The Malang City DPRD Secretariat provides training or additional resources to help me improve well-being in the workplace
4	Management Support (Haryati Djonu et al., 2023)	1. Leadership	20. In my opinion, the management of the Malang City DPRD Secretariat has a systematic and structured concept in carrying out its duties.
			21. The management of the Malang City DPRD Secretariat always provides encouragement and motivation to me.
		2. Coordination	22. Management regularly holds meetings or forums to facilitate coordination between me and other employees
			23. I work collaboratively with my colleagues and have good relationships among employees, both with superiors and subordinates

No	Variable	Indicator	Questionnaire Item
		3. Appreciation and recognition	24. My efforts and achievements are appreciated by the management of the Malang City DPRD Secretariat
			25. I feel that the recognition of my performance is adequate at my workplace

Source: Various Articles, processed, 2025

#### 4. RESULTS

##### Characteristics of Respondents

The description of respondents in this study consists of gender, age, education level, and length of employment. A summary of the respondents' characteristics can be seen in the table below :

**Table 2 :** Characteristics of Research Respondents

Gender	Total	Presentase
Female	24	44,44%
Male	30	55,56%
Total	54	100%
Age	Amount	Presentase
Under 25 years old	8	14,81%
25-35 years	15	27,78%
36-45 years	19	35,19%
Over 45 years old	12	22,22%
Total	54	100%
Education	Amount	Presentase
Senior High School	6	11,11%
Diploma	2	3,70%
Strata 1	37	68,52%
Strata 2	8	14,81%
Strata 3	1	1,85%
Total	54	100%
Length of Working Time	Amount	Presentase
Under 5 years old	15	27,78%
5-10 years	26	48,15%
10-15 years	5	9,26%
Over 55 years old	8	14,81%
Total	54	100%

Source: Primary Research Data, processed, 2024

The table presented provides demographic and educational data from 54 respondents across several categories. In terms of gender, there are 24 females, representing 44.44% of the total respondents, while there are 30 males, accounting for 55.56%. Next, regarding the age of the respondents, they are divided into several groups. Eight individuals are under 25 years old, making up 14.81% of the total, while 15 respondents are aged between 25 and 35 years, comprising 27.78%. The age group of 36 to 45 years has 19 respondents, equivalent to 35.19%, and 12 individuals are over 45 years old, contributing 22.22%. Based on the education level of the respondents, the results show that the majority hold a bachelor's degree (S1), with 37 individuals or 68.52%. Meanwhile, 6 respondents have a high school

education (11.11%), 2 individuals hold a diploma (3.70%), 8 have a master's degree (S2) (14.81%), and only 1 person has a doctorate (S3) (1.85%). Regarding work experience, 15 respondents (27.78%) have less than 5 years of experience. The majority, 26 individuals (48.15%), have worked between 5 to 10 years. On the other hand, there are 5 individuals (9.26%) with 10 to 15 years of experience, and 8 people (14.81%) have worked for more than 15 years..

### Data Quality Test

**Validity Test:** Based on the results of the validity test above, the Pearson's Correlation (r-calculated) values for all statements are greater than the r-table value of 0.2262. Therefore, it can be concluded that all statements in this study are valid.

**Reliability Test:** The results of the Reliability Test in this study can be seen in the table below:

**Table 3 :** Research Reliability Test Results

Variable	Nilai Cronbach's Alpha	Description
Individual Competence (X1)	0,838	Reliabel
Organizational Support (X2)	0,815	Reliabel
Management Support (X3)	0,636	Reliabel
Employee Performance (Y)	0,683	Reliabel

**Source:** Processed Primary Data with SPSS, 2024

From the presented table, the Cronbach Alpha ( $\alpha$ ) value for Variable X1 (Individual Competence) is 0.838, for Variable X2 (Organizational Support) is 0.815, for Variable X3 (Management Support) is 0.636, and for Variable Y (Employee Performance) is 0.683, all of which are greater than 0.60. Therefore, it can be concluded that Variables X1, X2, X3, and Y are considered reliable..

### Multiple Regression Analysis Test

**Table 4 :** Results of the Reliability Test of the Study

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	15.380	2.217		6.937	.000
	X1	-.058	.052	-.076	-1.117	.269
	X2	-.203	.055	-.249	-3.668	.001
	X3	.971	.070	.859	13.861	.000

**a. Dependent Variable: Y**

From the table above, a multiple regression model can be formulated as  $Y = 15.380 - 0.058X1 - 0.203X2 + 0.971X3$ . The analysis shows that Individual Competence (X1) has a negative and insignificant effect on Employee Performance (Y), with a significance value of 0.269 and a t-value of -1.117. Since this significance value is greater than 0.05, hypothesis H1 is rejected. In terms of Organizational Support (X2), the analysis found that its effect is negative and significant on Employee Performance (Y), with a significance value of 0.001 and a t-value of -3.668. This significance value, which is less than 0.05, leads to the acceptance of hypothesis H2. Meanwhile, Management Support (X3) is shown to have a positive and significant effect on Employee Performance (Y). The analysis indicates a significance value of 0.000 and a t-value of 13.861, which results in the acceptance of hypothesis H3, as this significance value is less than 0.05.



## 5. DISCUSSION

### **There is a positive and significant effect of Individual Competence on the Performance of Employees at the Secretariat Office of the Malang City DPRD.**

The results of the analysis from this study indicate that individual competence has a negative and insignificant effect on employee performance. This evidence is reflected in the calculated t-value of -1.117 and a significance value of 0.269, which is greater than 0.005. Therefore, Hypothesis 1 is rejected, indicating that there is no significant effect of individual competence on employee performance at the Secretariat Office of the Malang City DPRD. These findings align with previous studies by (Fanzia Mega Fitriana et al., 2021)(Natasya Rizkia Rahmadona et al., 2023), which also found that competence does not significantly affect employee performance. One of the main reasons is the lack of attention to the knowledge, skills, and attitudes of employees, which impacts their performance. Competence, which includes knowledge, skills, and ethics, is crucial for employees to perform their tasks in a professional, effective, and efficient manner. Good competence is key to achieving the expected results at the Secretariat Office of the Malang City DPRD..

### **There is a positive and significant effect of Organizational Support on the Performance of Employees at the Secretariat Office of the Malang City DPRD**

The results of the analysis from this study indicate that organizational support has a significant effect on employee performance. This is evidenced by a calculated t-value of -3.668 and a significance value of 0.001, which is less than 0.05. Therefore, Hypothesis 2 is accepted, indicating a significant effect of organizational support on employee performance at the Secretariat Office of the Malang City DPRD. These findings align with research conducted by (Murthy et al., 2023)(Malinda et al., 2022)(Effendy et al., 2021), which also found a significant effect of organizational support on employee performance. This study proves that organizational support, including work facilities, work environment, as well as working conditions and requirements, can contribute to improving employee performance. Such support provides positive feedback, encouraging employees to achieve optimal performance. The alignment between work facilities and the work environment is also a key factor in supporting the success of both individual and organizational performance.

### **There is a positive and significant effect of Management Support on the Performance of Employees at the Secretariat Office of the Malang City DPRD**

The results of this study's analysis show that management support has a positive and significant effect on employee performance. This is evidenced by a calculated t-value of 13.861 and a significance value of 0.000, which is less than 0.05. Therefore, Hypothesis 3 is accepted, indicating a positive and significant effect of management support on employee performance at the Secretariat Office of the Malang City DPRD. These findings align with research conducted by (Haryati Djonu et al., 2023)(Indrayani et al., 2019), which also emphasizes that management support positively influences employee performance. This study reveals that management support at the Secretariat Office of the Malang City DPRD significantly contributes to employee performance. Systematic and structured leadership can provide encouragement and motivation to employees. Furthermore, management also provides facilities to support relationships among employees and offers recognition for achievements, which positively impacts employee performance.

### **There is a positive and significant joint effect of Individual Competence, Organizational Support, and Management Support on Employee Performance.**

The results of this study's analysis show that individual competence, organizational support, and management support jointly have a positive and significant effect on employee performance. This is evidenced by an F value of 70.294 and a significance level of 0.000, which is less than 0.05. Therefore, Hypothesis 4 is accepted, indicating a positive and significant effect of these three factors on employee performance at the Secretariat Office of the Malang City DPRD. These findings align with research conducted by (Indrayani et al., 2019) (Sedarmayanti, 2017) (Permana et al., 2019) which also notes that

these three factors contribute to employee performance. This study indicates that enhancing individual competence, organizational support, and management support is crucial for improving employee performance. Increasing individual competence through knowledge, skills, and work motivation affects the effectiveness of task completion. Additionally, good organizational support, such as the provision of resources and a conducive work environment, plays an important role in supporting employee performance. Structured management support further strengthens the improvement of employee performance.

**Among individual competence, organizational support, and management support, the most dominant factor influencing employee performance is individual competence**

The results of this study's analysis show that the variable most dominantly affecting employee performance (Y) is management support (X3). This is evidenced by the Standardized Coefficients Beta, where management support has the highest value of 0.859. These findings indicate that management support is a key factor at the Secretariat Office of the Malang City DPRD, as both organizational and individual performance heavily depend on the managerial capabilities of leaders. Effective management can establish a good working system, maintain harmonious relationships, support the development of employee competencies, and mobilize all resources to work optimally (Pranciulyte-Bagdžiuniene & Petraite, 2019)(Gaspar et al., 2024)(Santoso et al., 2025) . Therefore, attention to management support is crucial at the Secretariat Office of the Malang City DPRD to achieve the established shared goals and enhance overall employee performance.

## 6. CONCLUSION

This study shows that Individual Competence does not have a significant effect on Employee Performance at the Secretariat Office of the Malang City DPRD. These findings align with previous studies indicating that a lack of attention to employee knowledge and attitudes can affect their performance. Conversely, Organizational Support has been proven to have a significant impact, contributing to improved employee performance through good facilities and work environments. This support encourages employees to achieve optimal performance. Additionally, Management Support also shows a positive and significant effect, with structured leadership providing motivation and recognition to employees. This study emphasizes the importance of the three factors—Individual Competence, Organizational Support, and Management Support—in enhancing overall employee performance. Among these three factors, Management Support is the most dominant, highlighting the critical role of management in creating an effective and harmonious work system. Therefore, attention to management support is crucial for achieving organizational goals and improving employee performance at the Secretariat Office of the Malang City DPRD.

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