



## COMPETENCE ANALYSIS IN IMPROVING EMPLOYEE PERFORMANCE AT THE FOOD CROPS AND LIVESTOCK SERVICES SOUTHEAST SULAWESI PROVINCE

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### ABSTRACT

This study aims to determine and analyze (1) the competence of employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province; (2) Employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province; and (3) Competency in improving employee performance at the Food Crops and Livestock Services Office of Southeast Sulawesi Province. The informants in this study were five people. The analysis tool used is the Analysis Interactive Model from Miles and Huberman, which divides the steps in data analysis activities into several parts, namely data collection, data reduction, data display, and data withdrawal. Conclusions or verification (conclusions).

Based on the results of the study, it can be concluded that (1) the competence of employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is good, which is assessed in terms of knowledge, skills, and attitudes, which are good and able to improve employee performance; (2) The performance of employees at the Department of Food Crops and Livestock of the Province of Southeast Sulawesi which is assessed from the quality, quantity, timeliness, effectiveness, and attendance is good; and (3) the competence of employees in improving the performance of employees of the Food Crops and Livestock Service Office of Southeast Sulawesi Province is good. Increasing employee competence through knowledge, skills, and attitudes can also be improved through training and education.

**Keywords:** *Employee Competency and Performance*

## INTRODUCTION

A Competence is a combination of knowledge, skills, values, and attitudes that are reflected in the habits of thinking and acting (Mulyasa, 2013: 66). Law Number 13 of 2003 concerning Manpower defines competence as the work ability of each individual which includes aspects of knowledge, skills, and work attitudes under established standards.

According to George Klemp, in Emron, Yohny, and Imas (2017), competency is a characteristic that underlies a person who produces effective work and superior performance. Every employee has a characteristic or a character based on the abilities that must be mastered. And even that must go through stages and processes so that the competencies possessed can be useful in the world of work.

According to Edison et al (2016), Competence is an individual's ability to carry out a job correctly and have an advantage based on matters relating to knowledge, skills, and attitudes. Competency indicators according to Edion (2016, p.143) to fulfill the competency elements, an employee must fulfill the elements below: knowledge, skills, and attitudes.

Competence in improving performance. Performance is about doing the work and the results achieved from the work. (Wibowo. 2016, p.07) Performance is the result of work achieved by a person based on job requirements. A job has certain requirements to be carried out in achieving goals which are also known as work standards.

The performance standard is the expected level of a particular job to be completed and is a comparison of the goals or targets to be achieved. Work results are the results obtained by an employee in carrying out work according to job requirements or performance standards. An employee is said to be successful in carrying out his work or having good performance if the work results obtained are higher than the performance standards. (Bangun, Wilson. 2012, p.231) According to Mathis and Jackson in Fadillah, et al (2017), employee performance indicators are quality, quantity, timeliness, effectiveness, and attendance.

Based on the results of the initial interview with the head of the Infrastructure and Facilities sector on Friday, December 2, 2022, it was revealed that employee performance was not optimal. This is because there are still some employees who appear to be ineffective, where superiors place employees in certain jobs that are not under their educational background and are not supported by adequate skill abilities causing them to be unable to complete their work properly.

Another phenomenon related to career development at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is that coaching, education and training, promotions, and transfers are considered by some employees to still be unfairly treated, lack of transparency of information about promotion opportunities, and there are still dissatisfied employees because employee expectations are not under the facts that occur and this has an impact on employee performance.

As a reference to support the theory and prepositions in this study, an empirical study of the authors is needed, so some research results are adopted. Research conducted by Fahrozi Hardi, et al. (2022) shows that the performance of the apparatus in improving performance in the South Grogol Village, Kebayoran Lama sub-district, South Jakarta Administrative City has not achieved optimal results.

The results of research conducted by Hasya Harizunnisa and Dyah Pikanti Diwanti (2020) show that competencies consisting of elements of knowledge, skills, and attitudes are interrelated with each other in influencing employee performance at Bank Madina Syariah while the efforts made by Bank Madina Syariah in improving employee competence namely by holding training for employees both internal training and external training. In contrast, the results of research conducted by Poppy Agustina and Dedi Rianto Rahadi (2020), show that there is a good influence between manager competencies to support employee performance.

## LITERATURE REVIEW

### Competence

Competence is a combination of knowledge, skills, values, and attitudes that are reflected in the habits of thinking and acting (Mulyasa, 2013: 66). Law Number 13 of 2003 concerning Manpower defines competence as the work ability of each individual which includes aspects of knowledge, skills and work

attitudes under established standards. Meanwhile, Arifin (2011: 113) defines competence as a unique integrated fabric between knowledge, skills, attitudes, and values that are reflected in patterns of thinking and patterns of action.

The definition of competence by Spencer cited by Moehersono (2014: 5) is as a characteristic that underlies a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference. According to Spencer, competence lies within every human being and will forever exist in a person's personality which can broadly predict behavior and performance in all situations and work tasks.

Curtis and Mc. Kenzie (2002:51) classifies competencies into 3 domains and 3 general abilities, namely the main ability domain in the form of basic abilities and the use of information technology; the domain of intellectual ability, namely thinking ability, contextual understanding, and organizational ability; and the last is the domain of personal traits, namely the ability to continue learning, work traits and attitudes, and intrapersonal abilities.

Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Wibowo (2016, p.271).

### **Employee Performance**

According to Law no. 43 of 1999 concerning the main points of staffing, employees are those who have fulfilled the requirements that have been entrusted to them and have been determined in the applicable laws and regulations, are appointed by authorized officials, and assigned tasks in a state position or entrusted with other assigned state tasks based on the applicable laws and regulations.

Furthermore, Law Number 43 of 1999 Article 5, it is stated that every Civil Servant obeys all applicable laws and regulations and carries out official duties entrusted to him with full dedication, awareness, and responsibility. In carrying out Article 5, it is also stated that Civil Servants are executors of statutory regulations, therefore they are obliged to try to comply with all of these regulations. To be able to realize this, it is necessary to have high work motivation. Employees are human, physical, and spiritual (mental and mental) workers who are always needed and therefore one of the main assets is cooperation to achieve certain goals.

Every employee is expected to have good performance in carrying out his work. In this case, of course, the tasks assigned to him can be completed properly in the sense that they are accompanied by skill, discipline, and high responsibility. If this condition is created, it will be very related to the results, both in quantity and quality. In addition, leaders must also always try to improve the performance of their subordinates.

Performance is about doing the work and the results achieved from the work. (Wibowo. 2016, p.07) Performance is the result of work achieved by a person based on job requirements. A job has certain requirements to be carried out in achieving goals which are also known as work standards. The performance standard is the expected level of a particular job to be completed and is a comparison of the goals or targets to be achieved. Work results are the results obtained by an employee in carrying out work according to job requirements or performance standards. An employee is said to be successful in carrying out his work or having good performance if the work results obtained are higher than the performance standards (Build, Wilson. 2012, p. 231).

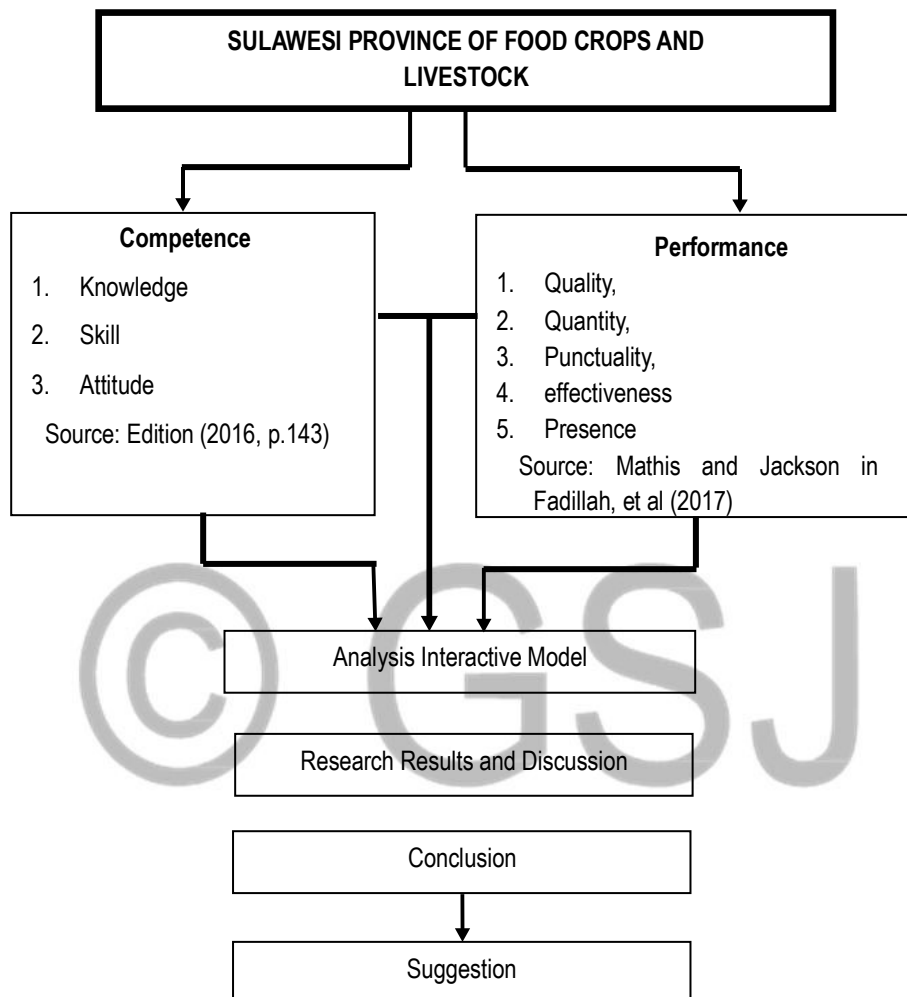
### **Conceptual Framework**

A good frame of mind will theoretically explain the relationship between the variables to be studied. Based on the phenomena and empirical studies it was found that competency analysis in improving employee performance at the Food Crops and Livestock Services Office of Southeast Sulawesi Province has not gone as expected. This is because there are still some employees who are still less effective.

Departing from the existing problems, the researcher is interested in looking at competency analysis in improving employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province. The variables that will be examined later are employee competence and performance. Furthermore, researchers will collect the required primary data such as employee profile data, interview data from

respondents, and profiles of the Food Crops and Livestock Service Office of Southeast Sulawesi Province. Secondary data will also be collected both from the internet and various other references.

**Figure 1. Research Conceptual Framework**



## RESEARCH METHODS

### Research Design

The method used in this research is the descriptive qualitative method. What is meant by qualitative research is research that is used to understand phenomena about what is experienced by research subjects holistically, and with descriptions in the form of words and language, in a special natural context by utilizing various scientific methods. (Lexy J. Moeloeng, 2011)

This research uses descriptive research type. According to Sugiyono (2012: 29), descriptive research is a method that functions to describe or give an overview of the object under study through data or samples that have been collected as they are, without conducting analysis and making general conclusions.

### Research Informants

Informants are people who provide information and research background conditions. In qualitative research, informants or samples cannot be determined absolutely. This type of research is qualitative. The informants in this study were: the Head of the Food Crops Sector, the Head of the Counseling Sector, the Head of the UPTD Center for Food Plant Seed Development, the Head of the Infrastructure and Facilities Sector, and the Head of the Livestock and Animal Health Sector.

### Data Collection Techniques

The method used in collecting data in this study is as follows:

1. Interviews are conversations with a specific purpose. The conversation was conducted by two parties, namely the interviewer who asked the question and the interviewee who answered the question.
2. Documentation, namely collecting documents related to competency analysis in improving employee performance. This documentation was collected both from the Department of Food Crops and Livestock of the Province of Southeast Sulawesi and from the respondents.

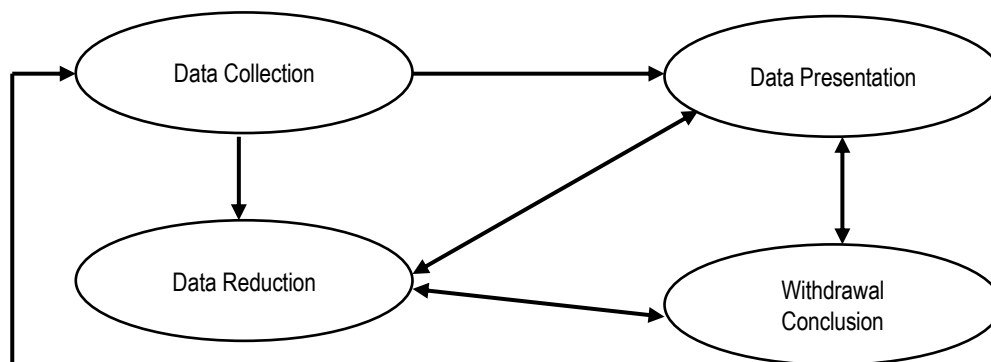
### Data Analysis Technique

To produce and obtain accurate and objective data according to what is the aim of this research, the data analysis used is a qualitative data analysis technique using context analysis from literature review and analysis of statements from interviews with informants.

Miles and Huberman in Sugiyono (2014: 19), argued that activities in qualitative data analysis must be carried out continuously until complete so that the data is saturated. Data analysis in this study was carried out at the time of data collection in a certain period. At the time of the interview, the researcher had analyzed the answers interviewed. If the answers given by the interviewees or informants after being analyzed are felt to be unsatisfactory, the researcher will continue the questions again, up to a certain stage to obtain more credible data or information.

To present data so that it is easy to understand, the data analysis steps used in this study are the Analysis Interactive Model from Miles and Huberman, which divides the steps in data analysis activities into several parts, namely data collection, data reduction ( data reduction), data presentation (data display), and drawing conclusions or verification (conclusions).

**Figure 2. Components in Interactive Model Data Analysis**



Source: Sugiyono, 2014:92

## RESEARCH RESULT AND DISCUSSION

### Employee Competency Analysis at the Food Crops and Livestock Service Office of Southeast Sulawesi Province

The results of this study will analyze the competence of employees at the Department of Food Crops and Livestock of Southeast Sulawesi Province which is good which is assessed in terms of knowledge, skills, and attitudes that are good and able to improve employee performance.

Competence is a unique integrated fabric between knowledge, skills, attitudes, and values that are reflected in patterns of thinking and patterns of action. According to Wibowo (2010), competence is an ability to carry out a given job or task such as skills and knowledge, and is supported by the work attitude demanded by the job. The ability or potential that they have affects performance at work because, in the context of the field, employees must have high potential.

According to George Klemp, in Emron, Yohny, and Imas (2017), competency is a characteristic that underlies a person who produces effective work and superior performance. Every employee has a characteristic or a character based on the abilities that must be mastered. And even that must go through stages and processes so that the competencies possessed can be useful in the world of work. Competence according to Edion (2016, p.143) to fulfill the competency elements, an employee must fulfill the elements below, namely knowledge, skills, and attitudes.

Knowledge is the result of knowing, and this occurs after people sense a certain object. The results showed that the knowledge of employees of the Food Crops and Livestock Service Office of Southeast Sulawesi Province was well assessed in terms of knowledge of using equipment such as computers and printers as well as the knowledge employees had in completing work.

The knowledge of the employees of the Food Crops and Livestock Office of the Province of Southeast Sulawesi is good in terms of education. The formal education of the employees of the Food Crops and Livestock Service Office of Southeast Sulawesi Province is 3 people with Doctoral degrees, 54 people with Masters, 231 people with S1, 3 people with D3, 2 people with D1, 65 people in high school and 2 junior high schools with a total of 1,000 employees. 360 employees.

125 employees have participated in the training so that they can improve employee performance. The training that has been attended by employees increases the competence of employees. The training attended by employees namely Supervisory Leadership Training IV, Supervisory Leadership Training III, Appreciation of Food Processing Training, planning and budgeting training, Sulawesi PW application capital training and Dynamics Capital special, Education and training on SKP strategic plans, education and training on RKPD and SKPD Renstra, training on strengthening the use of facilities and training on OPT Observation, Forecasting and Control (Model).

Expertise is the ability to do something in a role. The results showed that the expertise of the employees of the Food Crops and Livestock Service Office of the Province of Southeast Sulawesi was well assessed in terms of skills in working with colleagues and skills in carrying out assignments.

Attitude is all actions and actions that are based on the convictions and beliefs that are owned. The results showed that the attitude of the employees of the Food Crops and Livestock Service Office of the Province of Southeast Sulawesi was well assessed in terms of the attitude of the employees always complying with the applicable rules and norms and being responsive and diligent in carrying out their work.

The results of this study are in line with research conducted by Poppy Agustina and Dedi Rianto Rahadi (2020) showing that there is a good influence between manager competencies to support employee performance. In contrast, the results of research conducted by Nurul Elmi, Lamsah, and Susila Dewi (2019) show that employees who have inadequate competence are the result of past recruitment processes that were less professional.

Based on the results of the study, it can be concluded that the competence of employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is good, which is assessed in terms of knowledge, skills, attitudes which are good and able to improve employee performance.

### **Analysis of employee performance at the Department of Food Crops and Livestock of Southeast Sulawesi Province**

According to Law no. 43 of 1999 concerning staffing matters, employees are those who have fulfilled the requirements that have been entrusted to them and have been determined in the applicable laws and regulations, are appointed by authorized officials and entrusted with duties in a state position or entrusted with other state duties determined based on the applicable laws and regulations.

Rivai (2015: 15) suggests employee performance, namely the work of a person or group as a whole carrying out tasks and work activities and perfecting them according to their responsibilities. According to Mathis and Jackson in Fadillah, et al (2017), employee performance indicators are quality, quantity, timeliness, effectiveness, and attendance.

The results showed that the performance of the employees of the Southeast Sulawesi Province Food Crops and Livestock Service was good in terms of quality, quantity, timeliness, effectiveness, and attendance. Quality of work relates to the consideration of accuracy, precision, neatness, and completeness in handling existing tasks within the organization. The results showed that the quality of the work of the employees of the Food Crops and Livestock Service Office of the Province of Southeast Sulawesi was carried out well in terms of accuracy and carrying out the work according to established procedures.

The quantity of work is related to the volume of work and work productivity produced by employees in a certain period. The results showed that the quantity of staff at the Food Crops and Livestock Service Office of the Province of Southeast Sulawesi performed well in terms of how to complete tasks and achieve targets.

Timeliness is measured by the employee's perception of an activity that is completed from the beginning of time until it becomes output. Can finish at a predetermined time and maximize the time available for other activities. The results showed that the punctuality of the employees of the Southeast Sulawesi Province Food Crops and Livestock Service was well assessed in terms of completing assignments on time and completing work faster than the allotted time.

Effectiveness is a measure of task results or success in achieving goals. Besides that, effectiveness means also indicating the level of achievement of goals, efforts are said to be effective if the efforts achieve goals. The results of the study showed that the effectiveness of the employees of the Food Crops and Livestock Service Office of the Province of Southeast Sulawesi performed well in terms of the ability of employees and the efforts of employees.

Attendance is the presence of an employee at the workplace/work unit as evidenced by the presence of the employee concerned either manually or electronically. The level of employee presence in the company can determine employee performance. The results showed that the presence of employees of the Food Crops and Livestock Service Office of the Southeast Sulawesi Province was carried out well in terms of employees having commitment and responsibility at work and being present at regular times. Employees who are judged by quality, quantity, timeliness, effectiveness, and attendance are good.

The results of this study are in line with research conducted by Hasya Harizunnisa and Dyah Pikanti Diwanti (2020) which shows that competencies consisting of elements of knowledge, skills, and attitudes are interrelated with one another in influencing employee performance at Bank Madina Syariah.

This is different from the results of research conducted by Fahrozi Hardi, et al. (2022) showing that the performance of the apparatus in improving performance in the South Grogol Subdistrict, Kebayoran Lama sub-district, South Jakarta Administrative City has not achieved optimal results. Based on the results of the study, it can be concluded that the performance of the employees of the Food Crops and Livestock Services Office of the Province of Southeast Sulawesi is good in terms of quality, quantity, timeliness, effectiveness, and attendance.

### **Competency Analysis in improving employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province**

The results showed that the competence of employees in improving the performance of employees of the Food Crops and Livestock Service Office of Southeast Sulawesi Province was good. Increasing employee

competence through knowledge, skills, and attitudes can also be improved through training and education.

Performance is the result of a person's work both in quality, under the responsibilities that have been given, and the quantity that can be measured from the process and results of work directly. Competence is a capability possessed by employees based on skills and experience which is used as a guideline in carrying out their duties under SOP (Standard Operating Procedure).

It can be concluded that good employee performance is inseparable from the competence possessed by employees. Employees who are placed in fields that are under their competence or abilities will certainly be able to produce good performance, making it easier to achieve an agency goal. Thus the competence possessed by employees can affect the performance of employees to achieve an agency goal for the results that have been achieved. So, the higher the competence possessed by employees is expected to be able to make a good contribution to the agency, the higher the performance will be.

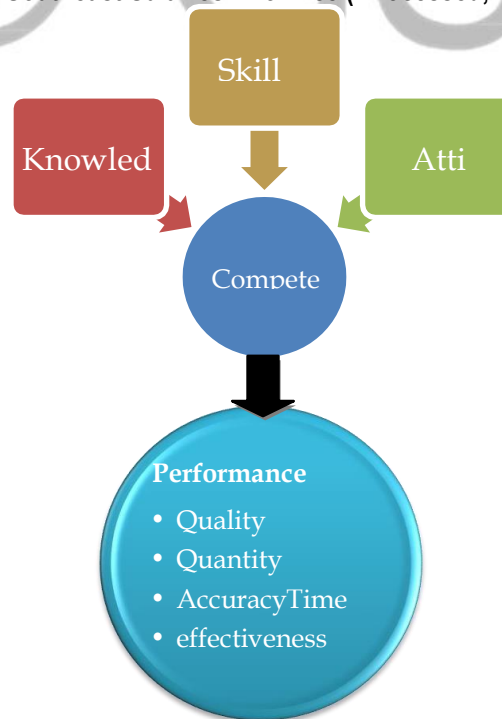
The results of this study will analyze competence in improving employee performance at the Department of Food Crops and Livestock of Southeast Sulawesi Province which is assessed in terms of knowledge, skills, and attitudes that are good and able to improve employee performance.

Prawirosentono in Pasolong (2010) tends to use the word performance in referring to the word performance. According to him, performance is a result that can be achieved by a person or group of people in an organization, under their respective responsibilities to achieve the goals of the organization concerned legally, not violating the law and under morals and ethics.

The results of this study will analyze the performance of the employees of the Food Crops and Livestock Services Office of the Province of Southeast Sulawesi, which is good in terms of quality, quantity, timeliness, effectiveness, and attendance.

The competency development model in improving the performance of employees of the Food Crops and Livestock Services Office of Southeast Sulawesi Province can be seen in the following figure:

**Figure 3. Competency development model in improving the performance of employees of the Food Crops and Livestock Service Office of Southeast Sulawesi Province ( Processed, 2023)**





The importance of human resources as a driver and determinant of the progress or decline of an organization or company, human resources are no longer considered as a factor of production that creates costs for the company, but human resources are an important asset (human capital) for the company. Reni Juwita in (Greer, 2019).

In supporting the development of human capital owned by every company in the technological era. Advanced and developing companies have implemented HR information system technology, in which the system produces information about HR that is systematically arranged and comprehensive. Reni Juwita in (Nawawi, 2019).

From the strategy model above it appears that employee competence can be increased through knowledge, skills, and attitudes in improving the performance of employees of the Food Crops and Livestock Services Office of Southeast Sulawesi Province built by several indicators: quality, quantity, timeliness, effectiveness, and attendance.

Employee competence supported by good education and training attended by employees can increase the knowledge, skills, and work attitudes of good employees so that they can improve employee performance properly as assessed from the results of employee work in terms of quality, quantity, timeliness of employee work, employee work effectiveness and employee work independence in completing assigned tasks and responsibilities. This provides development and progress at the Department of Food Crops and Livestock of the Province of Southeast Sulawesi.

Suharsaputra (2010) explains that ability/competence factors can influence performance because, with high abilities, employee performance will also be achieved. Conversely, if the ability of employees is low or not under their expertise, performance will not be achieved. In line with Wibowo's theory (2007), competence is an ability to carry out or do a job that is based on skills and knowledge and is supported by the work attitude demanded by the job.

Based on the results of the study it can be concluded that the competence of employees in improving the performance of employees of the Food Crops and Livestock Service Office of Southeast Sulawesi Province is good. Increasing employee competence through knowledge, skills, and attitudes can also be improved through training and education.

### **Research Limitations**

The results of this study have provided several findings, but there are still some things that need to be studied further. This condition is strongly influenced by several things which indirectly become limitations of the research, namely:

1. This research does not consider other variables that might affect employee performance so potential possibilities related to competence in improving employee performance have not been included in this study.
2. This research was only conducted based on cross-sectional data, which means that the data was obtained from a certain time or only behavior at the time of research while the research object only focused on the Food Crops and Livestock Service Office of Southeast Sulawesi Province in the future it could be carried out on a wider scope.

### **CONCLUSIONS AND SUGGESTIONS**

#### **Conclusion**

Based on the results of research conducted by researchers on "Competency Analysis in Improving the Performance of Employees of the Food Crops and Livestock Service Office of Southeast Sulawesi Province, it can be concluded that:

1. The competence of employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is good which is assessed in terms of knowledge, skills, and attitudes that are good and can improve employee performance
2. The performance of employees at the Department of Food Crops and Livestock of the Province of Southeast Sulawesi, as assessed by quality, quantity, timeliness, effectiveness, and attendance, is

- good.
3. The competence of employees in improving the performance of employees of the Food Crops and Livestock Service Office of the Province of Southeast Sulawesi is good. Increasing employee competence through knowledge, skills, and attitudes can also be improved through training and education.

### Suggestion

Based on these conclusions, the researcher provides several suggestions, namely:

1. It is expected that the head of the Food Crops and Livestock Service Office of Southeast Sulawesi Province will pay more attention to the capabilities of employees and place positions according to their capabilities.
2. For future research interested in studying similar aspects, namely competence, and employee performance, it is expected that it is necessary to develop not only one agency but several agencies and the addition of informants.

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