



# THE INFLUENCE OF POSITION ANALYSIS, CAREER DEVELOPMENT, AND COMPETENCY ON THE PERFORMANCE OF EMPLOYEES AT THE FOOD CROPS AND LIVESTOCK DEPARTMENT OF SOUTHEAST SULAWESI PROVINCE

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## ABSTRACT

This study aims to find out and analyze (1) the influence of job analysis, career development, and competency on employee performance; (2) the influence of job analysis on employee performance; (3) the influence of career development on employee performance; (4) Influence competence on employee performance. The population in this study was all employees of 152 employees. The determination of the number of samples in this study was by using the census method, namely the number of samples taken from the entire population of 152 civil servants. The analytical tool used is multiple linear regression using SPSS software.

Based on the results of the study it can be concluded that (1) job analysis, career development, and competence have a positive and significant effect on employee performance; (2) job analysis has a positive and significant effect on employee performance; (3) career development has a positive and significant effect on employee performance; and (4) competence has a positive and significant effect on employee performance.

**Keywords:** *Job Analysis, Career Development, Employee Competency, and Performance*

## INTRODUCTION

According to Mangkunegara (2002) in Pasolong (2010) performance is the result of work in quality and quantity achieved by someone in carrying out their functions under the responsibilities given to them. Employee performance evaluation is explained in Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Evaluation of Civil Servants and Regulation of the Minister of Administrative and Bureaucratic Reform or Permenpan RB Number 8 of 2021 concerning the PNS (Civil Servant) Performance Management System. The indicators in this study are quality, quantity, time, cost, service orientation, commitment, work initiative, cooperation, and leadership.

Factors that influence employee performance are job analysis, career development, and competence. Job analysis is something that needs to be done by organizations and companies to determine the right human resource management strategy for dealing with the dynamics of an organization. According to Suprpto, (2011) and Tanumiharjo (2013) lowered job analysis consists of two elements, first job description, and job specification.

Samsudin (2006) defines career development as an effort to improve the technical, theoretical, conceptual, and moral abilities of employees under the needs of the job/position through education and training. Career development indicators According to Siagian (2012), put forward Factors that influence career development are fair treatment in a career, concern for direct superiors, information about various promotion opportunities, interest in being promoted, and level of satisfaction.

According to George Klemp, in Emron, Yohny, and Imas (2017), competency is a characteristic that underlies a person that 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 properly 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.

Based on initial observations at the Department of Food Crops and Livestock of Southeast Sulawesi Provincelt is known that employee performance is not optimal. This is because there are still some employees who seem to be still 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 Hesti Sugesti, et al, (2021) shows that job analysis affects employee performance. In contrast, to the results of research conducted bySarnama L. Tambunan and Desmawaty Hasibuan, (2016) show that job analysis has no significant effect on employee performance.

Research conducted by Ammar Balbedand Urges Ketut Sintaasih, (2019) discovered that there is a relationship between career development, and performance. The research conducted by Muhammad, (2017) shows that career development does not affect employee performance.

Relevant research, namely research conducted byJunaidi, (2021) found about competence positive and significant effect on performance. The research conducted by Rosmaini and Hasrudy Tanjung, (2019) shows that competency has a positive and insignificant influence on employee performance.

## **LITERATURE REVIEW**

### **Job Analysis Concept**

Job analysis (Job Analysis) is an activity to collect information related to the position systematically and regularly, among others regarding the dimensions/functions and indicators of work; education and competence of personnel required; technology/equipment required; operating procedures carry out work; working result; compensation for implementing personnel; techniques for assessing performance (Wirawan, 2015). Job analysis (job analysis) is carried out to obtain a description of the job. And become the basis of the next process of human resource management (Goffin et al. 2011).

According to (Nawawi, 2012) the notion of job analysis is formulated in different editorials, although in general the intent and meaning are not different from one another, instead, they complement each other. The definition of job analysis is the process of gathering information about each position, which is useful for realizing the business goals of a company. Job analysis can be interpreted as the process of collecting and studying various information, which is operationally related to work and its responsibilities

### **Career Development Concept**

According to Marwansyah (2015), there are two perspectives on careers as described below. From one perspective, a career is a series of jobs a person undertakes during his or her lifetime which is called a career objective. Meanwhile, from another perspective, a career includes changes in values, attitudes, and motivation that occur with increasing age, which is called a subjective career. Both of these perspectives put the focus on the individual. Both also assume that people have control over their destinies so that they can take advantage of opportunities to maximize the success and satisfaction of their careers.

A career is a person's work history or series of positions held during working life, career is a sequence of promotions or transfers to positions that are more demanding of responsibility or to better locations in the hierarchy of work relations during one's working life.

### **Competency Concept**

According to Emron, Yohny, and Imas (2017, P.140), competency is an individual's ability to carry out a job properly and has advantages based on matters relating to knowledge, skills, and attitudes. According to George Klemp, in Emron, Yohny, and Imas (2017), competency is a characteristic that underlies a person that 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 Wibowo (2016), Competence is the ability to carry out or do a job that is based on skills and experience and is supported by the work attitudes demanded by workers. According to Edison et al (2016), Competence is an individual's ability to carry out a job properly and have an advantage based on matters relating to knowledge, skills, and attitudes.

### **Employee Performance Concept**

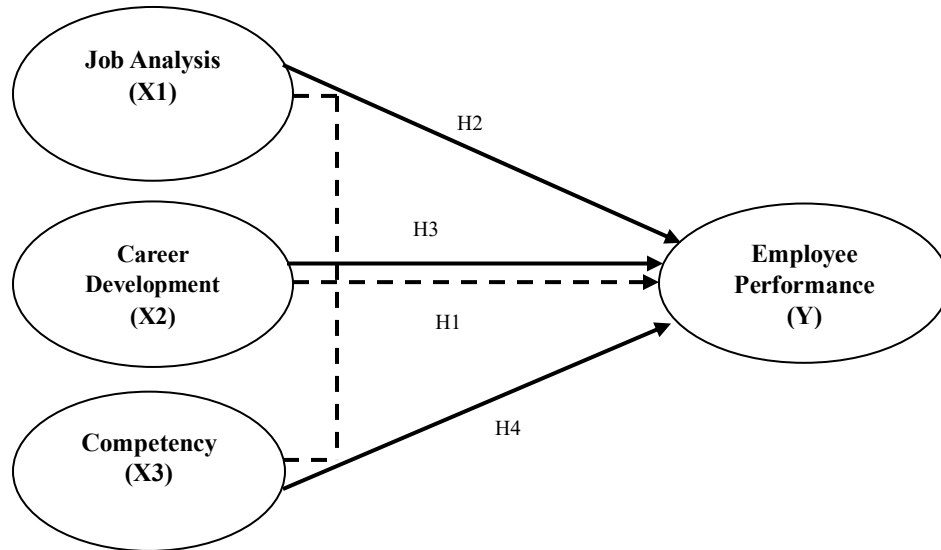
An organization, whether government or private, is always driven by a group of people who play an active role in achieving the goals to be achieved by the organization. Organizational goals certainly will not be achieved if the performance of members or employees is not optimal. According to Mangkunegara (2002) in Pasolong (2010) performance is the result of work in quality and quantity achieved by someone in carrying out their functions under the responsibilities given to them.

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.

## Conceptual Framework

Based on the theory described above, a conceptual model or theoretical framework that can be developed in this study is as follows:

**Figure 1. Research Conceptual Framework**



## Hypothesis

Based on the theoretical basis and framework that has been put forward, a hypothesis can be put forward as a temporary conclusion as follows:

- H1 : Job analysis, career development, and competence simultaneously have a positive and significant effect on employee performance.
- H2 : Job analysis has a positive and significant effect on employee performance.
- H3 : Career development has a positive and significant effect on the performance of the employee.
- H4 : Competence has a positive and significant effect on the performance of the employee.

## RESEARCH METHODS

### Research Design

This study uses a quantitative approach, which is a method used to answer research problems related to data in the form of numbers and statistical programs (Wahid Murni, 2017). Quantitative research is research that uses a deductive-inductive approach. The quantitative approach aims to test a theory, establish facts, show relationships between variables, provide statistical descriptions, estimate, and predict results.

### Population

The population according to Sugiyono (2013: 117), is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. Based on the definition of the population, the population of this study is the entire population an employee with the status of a Civil Servant at the Food Crops and Livestock Services Office of Southeast Sulawesi Province which amounted to 152 people outside the leadership.

### Sample

In this study, the sample used was all employees with the status of Civil Servants at the Food Crops and Livestock Services Office of Southeast Sulawesi Province. Which amounted to 152 people outside the

leadership.

### Data Type

The types of data in this study are:

1. Quantitative Data  
Quantitative data is data that can be inputted into a statistical measurement scale. The facts and phenomena in this data are not stated in descriptive language but in numbers.
2. Qualitative Data  
Qualitative data is data that can include almost all non-numeric data. This data can be used in words to describe the facts and phenomena observed at the Department of Food Crops and Livestock of Southeast Sulawesi Province.

### Data Collection Technique

The data collection technique used in this study is as follows:

1. The questionnaire is a data collection technique that is carried out by giving a set of questions to respondents to answer to obtain the required information.
2. Documentation, namely by collecting and studying supporting documents obtained directly from the Department of Food Crops and Livestock of Southeast Sulawesi Province.

### Data Analysis Technique

This study uses two kinds of analysis, descriptive statistical analysis and inferential statistical analysis of the data obtained in the field. Descriptive analysis is used to describe each research variable. While quantitative techniques are used to see the strength and weaknesses of the influence between the independent variables and the dependent variable, namely by analyzing the data that has been given a score according to the measurement scale that has been determined through multiple linear regression analysis using Microsoft Excel and SPSS software.

## RESEARCH RESULT

### Simultaneous Model Testing Results

To prove the research hypothesis proposed in this study, multiple linear regression methods are used with the following analysis results:

**Table 1. Simultaneous Influence Relationship between Variables (Test F)**  
**ANOVA<sup>a</sup>**

	Model	Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	3922,793	3	1307,598	45,235	,000b
	residual	4278,201	148	28,907		
	Total	8200,993	151			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Primary Data Processed

Job analysis (X1), career development (X2), and competence (X3) separately have simultaneous positive and significant effects on employee performance (Y) in the Department of Food Crops and Livestock of Southeast Sulawesi Province. This is shown by the results of the F test at a confidence level of 0.95, where the probability value = 0.000 < 0.05. This means that job analysis, career development, and competence simultaneously have a positive and significant effect on employee performance Department of Food Crops and Livestock of Southeast Sulawesi Province.

### Partial Model Testing Results

Statistical testing whether job analysis, career development, and competence positive and significant effect on employee performance in the Department of Food Crops and Livestock of Southeast Sulawesi Province can be seen in table 2. as follows:

**Table 2. Partial Effect of Relations between Variables (t test)**

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas		
1	(Constant)	1,564	1,174		4,400	,000
	X1	,420	,464	,099	2,907	,008
	X2	,226	,246	,115	3,919	,003
	X3	,555	,307	,516	5,065	,000

a. Dependent Variable: Y

Source: Primary Data Processed

Results of computer analysis (SPSS program) table 2. it can be known that:

1. Job analysis (X1) partially has a positive and significant effect on employee performance (Y) at the Department of Food Crops and Livestock of Southeast Sulawesi Province. This is shown by the results of the significance test at the 0.95 level of confidence or the real level = 0.05, where the probability value = 0.008 < 0.05.
2. Career development (X2) partially has a positive and significant effect on employee performance (Y) at the Department of Food Crops and Livestock of Southeast Sulawesi Province. This is shown by the results of the significance test at the 0.95 level of confidence or the real level = 0.05, where the probability value = 0.003 < 0.05.
3. Competence (X2) partially has a positive and significant effect on employee performance (Y) at the Department of Food Crops and Livestock of Southeast Sulawesi Province.

### Correlation Coefficient (r) and Coefficient of Determination (R Square)

Coefficient analysis results correlation (R) and determination (R Square) can be seen in table 3 as follows:

**Table 3. Coefficient analysis results in correlation (R) and determination (R Square)**

		Summary model <sup>b</sup>							
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Change Statistics				
					R Square Change	FChange	df1	df2	Sig. FChange
1	,891a	,794	,775	5.37650	,794	45,235	3	148	,000

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: Primary Data Processed

Analysis results coefficient correlation (R) based on table 3 the result is that the magnitude of the correlation coefficient (R) obtained is 0.891. Those results mean that job analysis, career development, and competence are positively and strongly related to improvement efforts in employee performance in the Department of Food Crops and Livestock of Southeast Sulawesi Province. It means when job analysis, career development, and competency improved then employee performance will be higher.

The results of the analysis of the coefficient of determination (R Square) in table 3 stated that the magnitude of the coefficient of determination (R Square) is 0.794. This shows that variations in changes in

employee performance on Department of Food Crops and Livestock of Southeast Sulawesi Province determined or influenced by job analysis, career development, and competency of 79.4%. The remaining 20.6% is determined by other factors outside this research model.

## **DISCUSSION**

Based on the results of the research that has been done, further discussion of the analysis will be carried out. The discussion is carried out by looking at the causality relationship that occurs as proof of the hypothesis raised in this study. Theories or results of previous empirical research will be used in discussing research results, and whether the theories or research results support or contradict the results of hypothesis testing conducted in this study. A more detailed description of the influence of the latent variables designed in this study is as follows:

### **Influence Job Analysis, Career Development, and Competency in Employee Performance**

The results of the analysis of testing the first hypothesis that job analysis, career development, and competency influence over employee performance in The Office of Food Crops and Livestock of the Province of Southeast Sulawesi were found to be positive and significant. This can be interpreted as an increase in employee performance because it's getting better job analysis, career development, and competency at the Department of Food Crops and Livestock of Southeast Sulawesi Province.

Job Analysis (Job Analysis) is an activity to collect information related to the position in a systematic and orderly manner, including regarding dimensions/functions and job indicators; education and competence of personnel required; technology/equipment required; operating procedures carry out work; working result; compensation for implementing personnel; techniques for assessing performance (Wirawan, 2015). Job analysis (job analysis) is carried out to obtain a description of the job. And become the basis of the next process of human resource management (Goffin et al. 2011). According to Suprpto, (2011) and Tanumiharjo (2013) lowered job analysis consists of two elements, first job description, and job specification.

Samsudin (2006) defines career development as an effort to improve the technical, theoretical, conceptual, and moral abilities of employees under the needs of the job/position through education and training. Career development indicators According to Siagian (2012), put forward factors that influence career development are fair treatment in a career, concern for direct superiors, information about various promotion opportunities, interest in being promoted, and level of satisfaction.

According to Edison et al (2016), Competence is an individual's ability to carry out a job properly 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.

The results of the analysis with multiple linear regression indicate that there is a positive and significant effect simultaneously between job analysis, career development, and competency on employee performance. These findings show the importance of job analysis, career development and competency to be carried out to improve employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province.

### **The Effect of Job Analysis on Employee Performance**

The results of the analysis of testing the second hypothesis that job analysis influences employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province were found to be positive and significant. This can be interpreted that the increase in employee performance is due to the better analysis of employee positions at the Food Crops and Livestock Service Office of Southeast Sulawesi Province.

Job Analysis (Job Analysis) is an activity to collect information related to the position in a systematic and orderly manner, including regarding dimensions/functions and job indicators; education and competence of personnel required; technology/equipment required; operating procedures carry out work; working result;

compensation for implementing personnel; techniques for assessing performance (Wirawan, 2015). Job analysis is something that needs to be done by organizations and companies to determine the right human resource management strategy for dealing with the dynamics of an organization. According to Suprpto, (2011) and Tanumiharjo (2013) lowered job analysis consists of two elements, first job description, and job specification.

The results of the description of the variables show that the job analysis variable has been well perceived by the respondents, meaning that the respondents have assessed the job analysis well at the Food Crops and Livestock Service Office of Southeast Sulawesi Province if it is perceived from the job description and job requirements.

The results of this study are in line with the research of Hesti Sugesti, et al, (2021) which shows that job analysis affects employee performance. In contrast, the results of research conducted by Sarnama L. Tambunan and Desmawaty Hasibuan, (2016) show that job analysis has no significant effect on employee performance.

### **The Effect of Career Development on Employee Performance**

The test results in this study prove that career development has a positive and significant effect on employee performance. The results of this study can be concluded that career development affects employee performance improvement. This means that the better career development, the performance of employees at the Department of Food Crops and Livestock of Southeast Sulawesi Province will increase.

Samsudin (2006) defines career development as an effort to improve the technical, theoretical, conceptual, and moral abilities of employees under the needs of the job/position through education, and training. Indicators of career development according to Siagian (2012), the factors that influence career development are fair treatment in a career, concern for direct superiors, information about various promotion opportunities, interest in being promoted, and satisfaction levels.

The results of the variable description show that the career development variable owned by employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is in a good category, this shows that the training possessed by employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is assessed in terms of treatment fairness in career, a concern of direct superiors, information about various promotion opportunities, interest to be promoted, and level of satisfaction.

The results of this study support the results of research by Ammar Balbed and Desak Ketut Sintaasih, (2019) discovered that there is a relationship between career development and performance. In his research, it was revealed that career development positive and significant effect on performance. This is in line with research conducted by Abdul Haeba Ramli and Rizki Yudhistira, (2018) which shows that career development can significantly improve employee performance. The research conducted by Muhammad, (2017) shows that career development does not affect employee performance.

### **The Effect of Competence on Employee Performance at the Department of Food Crops and Livestock in Southeast Sulawesi Province**

The test results in this study prove that competence has a positive and significant effect on employee performance. The results of this study can be concluded that competency affects employee performance improvement. This means that the better the competency, the performance of employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province will increase.

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). According to Wibowo (2016), Competence is the ability to carry out or do a job that is based on skills and experience and is supported by the work attitudes demanded by workers.

The performance of employees owned by employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is in a good category, this shows that the performance of employees owned by employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province both assessed in terms of quality, quantity, time, cost, service orientation, commitment, work initiative, cooperation, and



leadership.

The results of this study support the results of research by Junaidi, (2021) find about competence positive and significant effect on performance. The research conducted by Rosmaini and Hasrudy Tanjung, (2019) shows that competency has a positive and insignificant influence on employee performance.

### **Research Limitations**

The results of this study have provided many 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 study does not consider other variables that might affect employee performance, only assuming variables job analysis, career development, and competencies that have potential possibilities related to employee performance have not been included in this study.
2. The results of this study only represent the Department of Food Crops and Livestock of the Province of Southeast Sulawesi, so the results do not represent all Regional Apparatus Organizations (OPD) in the Province of Southeast Sulawesi and cannot be generalized.

### **Conclusion and Suggestion**

#### **Conclusion**

Based on the results of data analysis, proof of hypotheses, and discussion of research results, it can be concluded that:

1. Job analysis, career development, and competence have a positive and significant impact on employee performance. This means that any change in the increase in the indicators of job analysis variables, career development, and competencies can improve employee performance.
2. Job analysis has a positive and significant effect on employee performance. This means that any change in the increase in the indicators of the job analysis variable can improve employee performance.
3. Career development has a positive and significant effect on employee performance. This means that any change in the increase in career development variable indicators can improve employee performance.
4. Competence positive and significant effect on employee performance. This means that any change in increasing the competency variable indicators can improve employee performance.

#### **Suggestion**

Suggestions in this study are as follows:

1. The Department of Food Crops and Livestock of the Province of Southeast Sulawesi should pay more attention to job analysis, especially to job descriptions, meaning that the employee's authority has been clearly identified and clarity regarding the responsibilities carried out as a whole but still needs to be improved.
2. The Department of Food Crops and Livestock of the Province of Southeast Sulawesi should pay attention to career development, especially to fair treatment of a career employee feel the agency is fair in career development and gets fair treatment in the current career system but still needs to be improved.
3. The Department of Food Crops and Livestock of the Province of Southeast Sulawesi should pay attention to competence, especially knowledge employee have knowledge in using equipment such as computers and printers and can finish the job well but still needs to be improved
4. This study identified employee performance, thus suggesting further research to add variables that can improve employee performance such as knowledge, organizational justice, and time management.

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