

THE INFLUENCE OF HUMAN RESOURCES COMPETENCE, WORK MOTIVATION, AND WORK FACILITIES ON EMPLOYEE PERFORMANCE: A LITERATURE REVIEW

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ABSTRACT

This literature review analyzes and synthesizes empirical findings regarding the influence of human resources competence, work motivation, and work facilities on employee performance across various organizational contexts. Using a systematic literature review (SLR) approach guided by PRISMA procedures. A total of 132 articles were initially identified from several academic databases, including Scopus, Web of Science, ScienceDirect, and Google Scholar, using relevant keywords related to competence, motivation, work facilities, and employee performance. After applying inclusion and exclusion criteria, 20 empirical studies published between 2014 and 2024 were selected for analysis. Most of the reviewed studies employed quantitative methods, utilizing statistical techniques such as multiple linear regression, Structural Equation Modeling (SEM), and path analysis. The result show human resources competence consistently demonstrates a positive and significant influence on employee performance and emerges as the most dominant predictor across studies. Work motivation also significantly affects performance; however, its role as a mediating variable between competence and performance shows inconsistent results depending on organizational context. Work facilities and environmental support function as enabling factors that strengthen performance, although facilities alone are insufficient without competent and motivated employees. This review underscores the importance of integrating individual capability, psychological motivation, and organizational support systems in performance management models. The study also identifies gaps in the literature, particularly the need for more integrative and healthcare-focused research examining the simultaneous interaction of these variables. Future research is encouraged to develop comprehensive structural models and longitudinal designs to better understand performance dynamics, especially within hospital and public service organizations.

Keywords: Human Resource Competence; Work Motivation; Work Facilities; Employee Performance; Literature Review

INTRODUCTION

The healthcare sector is widely recognized as a labor-intensive industry in which service quality is highly dependent on the competence and performance of its human resources. Hospitals, as complex health service organizations, require employees who possess not only adequate professional competence but also strong motivation and sufficient work facilities. Performance is how a person is expected to function and behave in accordance with the tasks assigned to him [1]. Employee performance directly influences service quality, patient satisfaction, institutional reputation, and long term organizational sustainability [2]. Consequently, understanding the determinants of employee performance has become a central theme in human resource management research.

Among the most frequently examined determinants of performance are human resources competence, work motivation, and work facilities. Human resources

competence refers to the integration of knowledge, skills, abilities, and professional attitudes that enable employees to perform their duties effectively. Empirical studies consistently demonstrate the importance of competence in improving employee performance. Research at PT. Semen Bosowa Maros found that competence positively and significantly affects employee performance [3]. Similar findings were reported by [4] and [5], confirming the direct contribution of competence to performance across different organizational contexts.

Beyond its direct influence, competence has also been examined in relation to motivation as a mediating mechanism. Study [6] identified motivation as a full mediating variable between competence and performance. Likewise, [7] reported that competence significantly influences work motivation, which subsequently improves employee performance. However, inconsistent findings were identified by [8], which showed that although competence significantly affects motivation, motivation did not mediate the relationship between competence and performance. These mixed findings indicate that the relationship among competence, motivation, and performance is not yet theoretically consolidated and requires systematic synthesis.

Work motivation itself is widely acknowledged as a critical factor influencing employee behavior and performance outcomes. Motivation reflects internal and external forces that determine the direction, intensity, and persistence of work-related behavior. Empirical evidence shows that motivation significantly affects performance [9], and also contributes indirectly through job satisfaction mechanisms [10]. Within the healthcare sector, [11] emphasized that motivation plays a crucial role in workforce retention and service sustainability. Furthermore, [7] and [12] demonstrated that organizational factors such as leadership, incentives, training, and work environment significantly influence motivation, which in turn enhances employee productivity and performance.

In addition to competence and motivation, work facilities and environmental support are important enabling factors. Work facilities encompass physical infrastructure, equipment, technological support systems, and other resources that assist employees in performing their tasks effectively. Studies [13] and [4] found that work facilities have a significant positive effect on employee performance. Similarly, [12] highlighted the importance of technological support facilities in strengthening productivity, while [14] and [5] confirmed that supportive work environments significantly contribute to performance improvement. These findings suggest that employee performance is not solely determined by individual capability or psychological drive but also by structural and organizational support systems.

Although numerous studies have examined competence, motivation, facilities, and performance, the existing literature remains fragmented across corporate, governmental, and public service sectors. Differences in research models, mediating variables, and contextual settings have produced varying conclusions, particularly concerning the mediating role of motivation. Some studies support full mediation [6], others indicate partial or indirect influence [14], while some reject the mediating effect altogether [8]. Furthermore, limited integrative reviews specifically synthesize these variables within the healthcare or hospital context.

Therefore, this article, entitled “The Influence of Human Resources Competence, Work Motivation, and Work Facilities on Employee Performance: A Literature Review”, aims to systematically review, synthesize, and critically analyze previous empirical findings related to these variables. This literature review aims to analyze and synthesize

previous empirical studies examining the relationship between human resource competencies, work motivation, work facilities, and employee performance. Through a structured synthesis of these previous studies, this review contributes to a clearer understanding of how competencies, motivation, and work facilities influence employee performance, particularly in hospitals and healthcare organizations.

RESEARCH METHODS

This study employed a systematic literature review (SLR) approach to identify, evaluate, and synthesize empirical research related to the influence of human resources competence, work motivation, and work facilities on employee performance. The systematic approach was chosen to ensure transparency, replicability, and comprehensive coverage of relevant studies across various organizational contexts, including healthcare, public institutions, and private sectors.

The review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to ensure a structured screening and selection process. The literature search was conducted using several reputable electronic databases, including Scopus, Web of Science, Google Scholar, ScienceDirect. The search strategy utilized combinations of keywords in both English and Indonesian using Boolean operators (AND, OR). The main keywords included human resources competence OR employee competence OR Kompetensi SDM, work motivation OR motivasi kerja, work facilities OR work environment OR fasilitas kerja, employee performance OR kinerja pegawai OR kinerja karyawan, hospital OR healthcare organization OR public organization.

Inclusion criteria:

1. Published in peer-reviewed scientific journals, conference proceedings, or academic theses within 2014-2024
2. Examined at least one of the following relationships:
 - a. Competence → Employee Performance
 - b. Motivation → Employee Performance
 - c. Work Facilities/Work Environment → Employee Performance
 - d. Mediating or moderating effects involving motivation
3. Employed empirical quantitative or mixed-method research designs.
4. Available in full-text format.
5. Published in English or Indonesian.
6. Conducted within organizational contexts relevant to public services, private companies, educational institutions, or healthcare organizations.

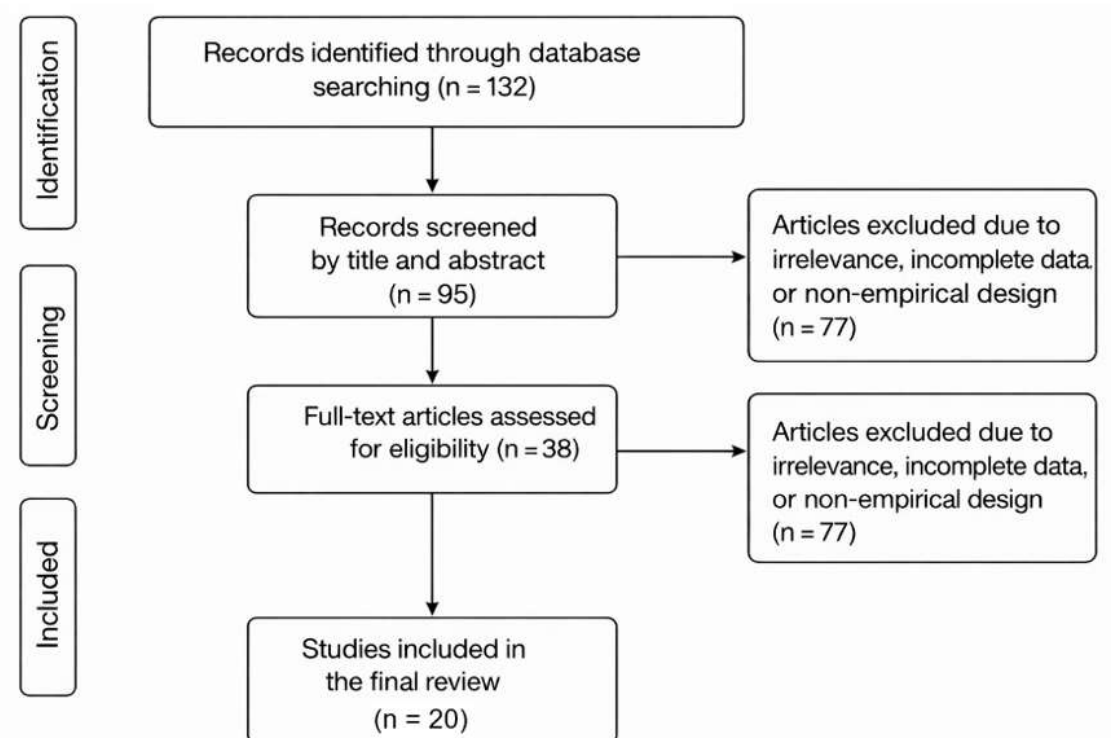
Exclusion criteria:

1. They were opinion papers, editorials, conceptual discussions without empirical data, or literature without clear methodology.
2. Full text access was unavailable.
3. They did not directly analyze relationships between competence, motivation, facilities, and employee performance.
4. They were non-academic reports, news articles, or unpublished materials without academic review.

PRISMA Flow Summary:

1. Records identified through database searching: 132
2. Records screened by title and abstract: 95

3. Full-text articles assessed for eligibility: 38
4. Studies included in the final review: 20
5. Articles excluded due to irrelevance, incomplete data, or non-empirical design: 77



Picture 1. PRISMA flow chart

Data extraction and synthesis

Data extraction was conducted systematically using a standardized extraction table that included: author(s) and year of publication, research setting and sector, research design and methodology, sample size, variables examined, statistical techniques used. Each selected study was evaluated based on clarity of research objectives, appropriateness of methodology, validity and reliability testing, statistical rigor (Regression, SEM, path analysis), relevance to the research variables

Operational definition of variables

1. Human Resources Competence
Refers to the knowledge, skills, abilities, and professional attitudes possessed by employees that enable them to perform tasks effectively and efficiently.
2. Work Motivation
Refers to internal and external forces that initiate, direct, and sustain work behavior, influencing effort intensity, persistence, and commitment toward organizational goals.
3. Work Facilities
Refers to physical infrastructure, equipment, technology, and supporting resources provided by the organization to facilitate task completion and improve work efficiency.

4. Employee Performance

Refers to the level of employee achievement in completing tasks based on quality, quantity, timeliness, and contribution to organizational objectives.

RESULTS AND DISCUSSION

Tabel.1
 The Influence of Human Resources Competence, Work Motivation, and Work Facilities on Employee Performance: A Literature Review

No	Author (year)	Research purposes	Research methods	Research result
1	Ali Baba, 2014	To examine the effect of competence, communication, and organizational culture on employee performance.	Quantitative study; multiple linear regression using SPSS; questionnaire (n=93).	Competence, communication, and organizational culture have a positive and significant effect on performance. Communication has the dominant influence.
2	Agustine Pariesti, Usup Riassy Christa, Meitiana, 2022	To analyze the effect of competence and transformational leadership on performance through motivation.	Quantitative explanatory research; SEM-PLS; questionnaire (n=54).	Competence does not directly affect performance but has an indirect effect through motivation (full mediation). Transformational leadership affects performance directly and indirectly (partial mediation).
3	Alpij Albar Rosayu, Didik Harjadi, Dede Djuniardi, 2023	To analyze the effect of competence, workload, and work facilities on teacher performance and the moderating role of motivation.	Quantitative descriptive and verificative; SEM-PLS; questionnaire (n=100).	Competence, workload, and work facilities significantly affect performance. Work motivation does not moderate these relationships.
4	Putu Venny Sri Rahayu, Nengah Landra, Ni Made Dwi Puspitawati, 2022	To determine the influence of competence, motivation, and career development on employee performance.	Quantitative; census method (n=50); multiple linear regression; questionnaire, observation, interview.	Competence, motivation, and career development positively and significantly influence employee performance.
5	Rizki Prasetya Wardana, Indra Prasetyo, 2022	To analyze the effect of competence and work environment on motivation and its impact on performance.	Quantitative explanatory; path analysis and multiple regression using SPSS; questionnaire (n=42).	Competence and work environment significantly affect motivation, which subsequently improves employee performance.
6	Adefrida, Yunus Handoko, Ike Kusdyah Rachmawati, 2024	To examine the effect of competence, motivation, and work facilities on employee performance.	Quantitative; census sampling (n=47); multiple regression and path analysis using SPSS; questionnaire and observation.	Competence, motivation, and work facilities individually and simultaneously have a positive and significant effect on performance.

No	Author (year)	Research purposes	Research methods	Research result
7	Sugiyanto, 2018	To examine the influence of leadership, incentives, and training on motivation and productivity.	Explanatory research; SEM (AMOS & SPSS); census (n=30); questionnaire.	Leadership, incentives, training, and motivation significantly influence employee productivity.
8	Satria Panji Herlambang, Sarman Sinaga, Nikous Soter Sihombing, 2022	To test the effect of competence, compensation, and workload on performance with motivation as an intervening variable.	Quantitative; probability sampling (n=140); path analysis and Sobel test using SPSS.	Competence, compensation, and workload significantly affect motivation. However, motivation does not mediate their effect on performance.
9	Mayroza Wiska, Eka Ermawati, Metri Ronaldi, 2022	To analyze the influence of competence, work environment, and motivation on employee performance.	Quantitative explanatory survey; questionnaire (n=50); t-test and F-test using SPSS.	Competence and work environment significantly affect performance. Motivation does not significantly affect performance.
10	Deswarta, 2017	To determine the effect of competence and motivation on job satisfaction and lecturer performance.	Quantitative descriptive; purposive sampling (n=129); multiple regression (two-stage) using SPSS.	Competence and motivation significantly affect job satisfaction, which subsequently influences lecturer performance.
11	Marc Bonenberger, Moses Aikins, Patricia Akweongo, Kaspar Wyss, 2014	To explore the effect of motivation and job satisfaction on turnover intention among health workers.	Cross-sectional study; systematic sampling (n=256); structured questionnaire; logistic regression.	Motivation and job satisfaction significantly influence turnover intention. Improving HR management can reduce turnover.
12	Intan Wardani S Peristiwati Y, 2020	To determine the effect of motivation, competence, and work environment on employee performance in Brawijaya Hospital.	Quantitative study; total sampling (n=102); multiple linear regression.	Motivation, competence, and work environment simultaneously and partially have a positive and significant effect on employee performance. Adjusted R ² = 78.3%.
13	Agus G Herminingsih A, 2023	To analyze the effect of training, competence, and motivation on the performance of halal supervisors.	Quantitative survey; census method (n=110); Likert-scale questionnaire; multiple linear regression.	Training, competence, and motivation have a positive and significant effect on performance. Competence shows the strongest relationship with work quality.

No	Author (year)	Research purposes	Research methods	Research result
14	Widzayanto L Endratno H Darmawan A, 2023	To examine the influence of self-efficacy, intrinsic motivation, Islamic work ethic, and psychological well-being on nurse performance.	Quantitative study; purposive sampling (n=129); questionnaire via Google Forms; multiple regression using SPSS 26.	Self-efficacy, intrinsic motivation, and psychological well-being positively and significantly affect performance. Islamic work ethic does not significantly affect performance.
15	Nasim I Cheema S Imtiaz S Naeem K, 2024	To identify the impact of green HRM practices on environmental performance with mediating roles of OCBE and psychological green climate.	Quantitative study; online survey (n=384 hospital workers); simple random sampling; structural model analysis.	Psychological green climate significantly mediates the relationship between GHRM and environmental performance. OCBE does not mediate the relationship.
16	Yusuf, 2024	To analyze the influence of competence, motivation, facilities and infrastructure, and leadership style on performance and work achievement.	Descriptive and explanatory survey; sample (n=91); path analysis.	Competence, motivation, and leadership style significantly affect performance; facilities and infrastructure do not significantly affect performance. Performance significantly influences work achievement.
17	Mohamad Fajar Budiman Akadun Milwan, 2022	To analyze the effect of competence, motivation, work environment, and work facilities on expenditure treasurer performance.	Quantitative study; simple random sampling (n=139); questionnaire; multiple linear regression using SPSS.	Competence, motivation, work environment, and facilities have a positive and significant effect on performance.
18	Muhammad Rizki Ahmad Suriansyah Sunarno Basuki, 2023	To analyze the direct and indirect effects of teacher competence, school facilities, and work motivation on teacher performance.	Quantitative correlational study; proportional random sampling (n=231); path analysis.	Competence, school facilities, and motivation significantly affect performance both directly and indirectly through work motivation.
19	Putri Aziziah, D. Diana, S. A. N. Anugrah, and K. Kartono, 2024	Investigate how motivation and competence affect worker performance	Uses interview and questionnaire methods with statement items.	Employees at Cirebon City Bappelitbangda perform better when they are competent, but no discernible correlation between employee motivation and performance. Employee performance is impacted by both competence and motivation.

No	Author (year)	Research purposes	Research methods	Research result
20	M. Khansa Nadhilah, M. Setiawan, and C. Susilowati,, 2024	To examines the effect of work motivation and work-life balance on employee performance with job satisfaction mediation	quantitative using a questionnaire to 185 nursing staff at X Hospital. Uses non-probability sampling with the Quota sampling type. Analyzed by SEM-PLS.	Work motivation does not directly affect performance but increases job satisfaction, which improves performance. Work-life balance improves performance but does not affect job satisfaction. Job satisfaction mediates the effect of motivation on performance but not work-life balance.

Based on the systematic screening process following the PRISMA guidelines, a total of 132 articles were initially identified from the selected databases. After removing duplicate records and screening titles and abstracts, 95 articles remained for further review. Subsequently, 38 full-text articles were assessed for eligibility, and 20 empirical studies met the inclusion criteria and were included in this literature review. The selected studies were conducted across various sectors, including corporate organizations, public institutions, educational institutions, and healthcare settings. The methodological approaches were predominantly quantitative, utilizing multiple linear regression, Structural Equation Modeling (SEM), path analysis, and logistic regression. Sample sizes ranged from 30 to 384 respondents, indicating variation in research scale and context.

The findings of the reviewed studies demonstrate three dominant patterns:

1. Human Resources Competence has a significant positive effect on employee performance.
 The majority of studies, including [3],[9], [4], [15], [16], [17], [7], [18] and confirm that competence directly improves employee performance. Competence contributes to work quality, productivity, and achievement of organizational goals. Some studies, such as [16], highlight competence as the strongest predictor of performance compared to other variables.
2. Work Motivation significantly influences employee performance, although its mediating role varies.
 Studies such as [9], [4], [15], [19] and [20] show that motivation directly and positively affects performance. However, inconsistencies appear regarding its mediating role. Study [6] identifies motivation as a full mediator between competence and performance, while [14] reports partial mediation. In contrast, [13] and [8] find that motivation does not mediate the relationship between competence and performance. These mixed findings indicate contextual differences in organizational environments.
3. Work Facilities and Work Environment generally have a positive effect on performance, though not always significant.
 Studies [13], [4], [5], [17], and [7] demonstrate that work facilities significantly enhance performance. Adequate infrastructure, technological support, and work environment conditions facilitate employee effectiveness. However, [16] reports that facilities and infrastructure do not significantly affect performance, suggesting that structural support alone may not guarantee improved

outcomes without accompanying competence and motivational factors.

In healthcare-specific contexts, studies such as [11], [15], [19], and [21] provide additional insight. For example, [15] found that competence, motivation, and work environment significantly influence hospital employee performance, with an Adjusted R^2 of 78.3%, indicating strong explanatory power. Study [11] emphasizes the importance of motivation in reducing turnover intention among health workers, highlighting its strategic role in workforce sustainability.

Discussion

The synthesis of findings reveals that employee performance is influenced by an integrated interaction of individual capability, psychological drive, and organizational support systems. Human resources competence emerges as the most consistent and dominant predictor of performance across sectors. This finding aligns with human capital theory, which posits that knowledge and skills are primary drivers of productivity and organizational success. Competent employees are better able to meet performance standards, adapt to work demands, and deliver high-quality outputs.

Work motivation functions as both a direct determinant and a conditional mechanism in performance models. The variation in mediation results suggests that motivation may depend on contextual variables such as leadership style, compensation systems, organizational culture, and job design. In organizations with strong managerial support and clear career pathways, motivation may fully mediate competence-performance relationships, as seen in [6]. Conversely, in more rigid or structurally constrained settings, motivation may not significantly alter the competence-performance link, as shown in [8].

This inconsistency indicates that motivation is not universally a mediating variable but rather context sensitive. Therefore, future empirical research, particularly in hospital environments, should consider moderating variables such as leadership effectiveness, workload, and job satisfaction.

Work facilities and environmental support play an enabling role in strengthening performance outcomes. The majority of studies confirm their positive contribution. However, findings from [22] suggest that infrastructure alone is insufficient without competent and motivated personnel. This supports the systems perspective in organizational theory, where performance is seen as a product of interaction between human, structural, and psychological components.

In healthcare contexts, the integration of competence, motivation, and facilities becomes even more critical due to the complexity and risk-sensitive nature of service delivery. Hospitals require high technical accuracy, collaborative teamwork, and emotional resilience. Therefore, improving only one dimension (e.g., facilities) without strengthening competence and motivation may produce limited results.

Overall, the literature indicates that:

1. Competence is the foundational driver of performance.
2. Motivation enhances or conditions performance relationships.
3. Facilities function as structural enablers but are not independently sufficient.
4. The mediating role of motivation remains theoretically contested and context-dependent.

These findings suggest that future research should develop integrative structural models specifically tailored to healthcare organizations to clarify how these

variables interact simultaneously. Longitudinal designs and multi-sector comparisons may further strengthen theoretical consolidation.

CONCLUSION

Based on the systematic review of 20 empirical studies, it can be concluded that human resources competence, work motivation, and work facilities are important determinants of employee performance across various organizational contexts. Among these variables, human resources competence emerges as the most consistent and dominant predictor of performance. The literature strongly supports that employees who possess adequate knowledge, skills, and professional abilities are more capable of achieving higher quality and quantity of work outcomes. Competence forms the fundamental foundation upon which performance is built.

Work motivation also plays a significant role in influencing employee performance. The majority of studies confirm that motivated employees demonstrate higher productivity, stronger commitment, and better achievement of organizational goals. However, the mediating role of motivation between competence and performance remains inconsistent. Some studies identify motivation as a full or partial mediator, while others report no significant mediating effect. These differences indicate that motivation is context-dependent and influenced by organizational factors such as leadership, compensation systems, work culture, and job design.

Work facilities function as enabling factors that support the effectiveness of employee performance. Adequate infrastructure, technological systems, and work environments facilitate employees in carrying out their duties efficiently. Nevertheless, several findings suggest that facilities alone are insufficient to guarantee improved performance without being accompanied by strong competence and motivation. This highlights that performance is the result of an interaction between individual capability, psychological drive, and structural organizational support.

Overall, the findings emphasize that employee performance should be understood through an integrated perspective that combines human capital, motivational dynamics, and organizational support systems. Despite the abundance of empirical studies, the literature remains fragmented across sectors, and inconsistencies persist regarding the mediating role of motivation. Furthermore, limited integrative reviews specifically focus on healthcare and hospital settings, where performance has direct implications for service quality and public well being.

Addressing these gaps provides important opportunities for future research to develop more comprehensive structural models that simultaneously examine competence, motivation, facilities, and contextual moderating variables. Focus on healthcare studies are particularly needed to strengthen theoretical consolidation and practical application. By integrating these factors, organizations especially hospitals can design more effective human resource management strategies to enhance employee performance, organizational competitiveness, and long-term sustainability.

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