

The Influence of Competence, Work Motivation, and Perceived Organizational Support on Employee Performance PT. Pabrik Cat Tunggal Djaja Indah Sidoarjo

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Abstract

This study aims to determine the effect of competence, work motivation, and perceived organizational support on employee performance at PT. Pabrik Cat Tunggal Djaja Indah Sidoarjo. The method used was a quantitative approach with an associative research design. The sample size was 90 participants, and the sampling technique employed was probability sampling using the proportional random sampling method. Data were collected using a questionnaire with a 1–5 Likert scale. The data were processed using SPSS version 26 and analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, the coefficient of determination, the F-test, and the t-test. The results of the study indicate that competence, work motivation, and perceived organizational support simultaneously have a significant effect on the performance of employees at PT. Pabrik Cat Tunggal Djaja Indah. Partially, competence has a significant effect on employee performance at PT. Pabrik Cat Tunggal Djaja Indah, work motivation has a significant effect on employee performance at PT. Pabrik Cat Tunggal Djaja Indah, and perceived organizational support has a significant effect on employee performance at PT. Pabrik Cat Tunggal Djaja Indah. This study is expected to serve as a basis for the company to improve employee performance through human resource management policies, and it is recommended that future research explore other external factors.

INTRODUCTION

The current digital age has brought about a wide range of business competition as a result of technological advancements. Companies must navigate this competitive landscape by consistently maintaining and improving their performance. Human resources serve as the foundation of a company's strength in facing business competition. The importance of human resources requires companies to have the ability to manage them effectively so that the company can perform efficiently. A company's ability to compete in the digital age will be less than optimal if it does not invest in the development of its workforce (Silaen et al., 2022).

Human resource management is an essential component of workforce management, aimed at optimizing employees' roles in achieving company goals (Samsudin et al., 2023). The quality of human resources is reflected in employee performance. Employee performance may decline if the company is not managing its workforce effectively. The workforce is a key factor in a company's innovative success, due to its ability to navigate business competition. Employees' lack of understanding of their assigned tasks can hinder the company's ability to achieve optimal performance and competitiveness (Adini & Hartini, 2024).

Business competition often results in employees being given excessive workloads, causing a decline in their motivation. Employees with low motivation tend to be less enthusiastic about

completing the tasks assigned to them. Only 23% of employees feel engaged in their work, and more than half of employees feel they are not engaged in their work (Gallup, 2023). Low levels of work motivation are one of the factors preventing companies from achieving their goals. Work motivation serves as a driving force that inspires employees to approach their work with enthusiasm, thereby enabling them to deliver their best performance (Sanga et al., 2022).

Employee performance can also decline due to a perceived lack of support from the company. Perceived organizational support refers to the trust employees have in the company when their efforts are valued. A company's ignorance of employee well-being leads employees to perform their duties merely to fulfill their obligations. The perception of low organizational support has the potential to cause a decline in employee performance (Ren et al., 2024). Emotional encouragement through organizational support is necessary to ensure that employees continue to feel that their contributions are valued.

The rapidly evolving business environment poses a unique challenge for manufacturing companies in Indonesia in terms of human resource management through the improvement of employee performance (Hariani & Irfan, 2024). PT. Pabrik Cat Tunggal Djaja Indah is one of Indonesia's leading paint manufacturers. The company produces a wide range of paints, including exterior, interior, wood, and metal paints, automotive paints, paint thinners, and more. The company also manages its human resources by taking into account employees competency levels, work motivation, and perceived organizational support as part of its efforts to improve employee performance. This understanding is essential to ensuring production stability in meeting demand and competing in the marketplace, particularly in the paint industry.

There have been many previous studies examining competence, work motivation, perceived organizational support, and employee performance. A study conducted by Bahri et al. (2025) finds that competence and motivation have a significant impact on employee performance. Ratnasari et al. (2022) also find that perceived organizational support and competence influence employee performance. These findings are in contrast to other studies for example, a study by Sunarsih et al. (2022) finds a negative effect of work motivation on employee performance and Berdiyana et al. (2022) also show that perceived organizational support have no impact on employee performance. There has been no previous research that simultaneously examines competence, work motivation, perceived organizational support, and employee performance.

The varying research findings and the diverse selection of variables highlight a research gap between previous studies and the current study. Furthermore, the existing literature that simultaneously addresses all four variables remains very limited. Research findings may vary due to the characteristics of the employees and the research subject. This study is important to complement previous literature reviews. Therefore, this research needs to be conducted to contribute to the empirical findings regarding the variables that influence employee performance at a manufacturing company in the paint production sector, specifically PT. Pabrik Cat Tunggal Djaja Indah, which serves as the research subject.

Based on the above discussion, this study was conducted to analyze the influence of competence, work motivation, and perceived organizational support on employee performance at PT. Pabrik Cat Tunggal Djaja Indah. The study examined these variables both simultaneously and partially. This study is expected to serve as a basis for companies to evaluate their human resource management practices and as an additional source of information on human resource management.

METHODS

This study employs an associative research design with a quantitative approach. The research process is deductive, with hypotheses formulated based on theory to address the research questions (Sugiyono, 2023). An associative research design with a quantitative approach was chosen for this study to establish causal relationships specifically, the influence of each variable, whether partial or simultaneous.

This study uses three independent variable including competence, work motivation, and perceived organizational support, as well as one dependent variable, namely employee performance. Competence (X1) is measured using indicators such as knowledge, abilities, understanding, values, and attitudes (Gordon in Damayanti & Sitohang, 2025). Work motivation (X2) uses indicators such as responsibility, work performance, opportunities for promotion, recognition of performance, and challenging work (Mangkunegara in Miladi et al., 2023). Perceived organizational support (X3) is measured using the following indicators the company values employees contributions, the company values employees extra efforts, the company addresses all employee complaints, the company cares about employees well-being, the company informs employees when their performance is lacking, the company cares about employees overall job satisfaction, the company shows great concern for employees; and the company takes pride in employees' successes (Anisah et al., 2023). Employee performance (Y) is measured using indicators such as work quality, quantity, timeliness, effectiveness, and independence (Robbins in Husein et al., 2025). These variables are measured using a 1–5 Likert scale, where 1 indicates “strongly disagree” and 5 indicates “strongly agree.”

The population for this study consisted of all 749 employees of PT. Pabrik Cat Tunggal Djaja Indah. The sample was determined using the Slovin formula with a margin of error of 10%, resulting in a sample size of 90 employees. This study employed a sampling technique known as probability sampling, specifically proportional random sampling. This sampling technique was chosen due to the heterogeneous nature of the population, as evidenced by the large number of divisions within the company. This method was selected to ensure that the sample proportionally represents each division.

Data collection utilized quantitative data, drawing on primary data sources through the distribution of questionnaires and secondary data, namely documentation and literature reviews. Data analysis techniques include validity tests, reliability tests, and classical assumption tests, such as normality tests, multicollinearity tests, heteroscedasticity tests, and autocorrelation tests, as well as multiple linear regression analysis, the coefficient of determination, and hypothesis testing, specifically simultaneous tests (F-tests) and partial tests (t-tests).

RESULTS AND DISCUSSION

RESULTS

Validity Test

A validity test was conducted to ensure the accuracy of the research instrument used in this study. The criteria for the validity test were determined based on whether the calculated r_{value} was greater than the table r_{value} or had a significance level below 0.05.

Table 1. Validity Test

Variable	r_{value}	r_{table}	Sig.	Description
Competence (X1)	0.499	0.207	< 0.000	Valid
	0.518	0.207	< 0.000	Valid
	0.610	0.207	< 0.000	Valid
	0.541	0.207	< 0.000	Valid
	0.354	0.207	< 0.001	Valid
	0.556	0.207	< 0.000	Valid
	0.668	0.207	< 0.000	Valid
	0.797	0.207	< 0.000	Valid
Work Motivation (X2)	0.421	0.207	< 0.000	Valid
	0.421	0.207	< 0.000	Valid
	0.782	0.207	< 0.000	Valid
	0.779	0.207	< 0.000	Valid
	0.776	0.207	< 0.000	Valid
	0.777	0.207	< 0.000	Valid
	0.774	0.207	< 0.000	Valid
Perceived Organizational Support (X3)	0.833	0.207	< 0.000	Valid
	0.898	0.207	< 0.000	Valid
	0.902	0.207	< 0.000	Valid
	0.894	0.207	< 0.000	Valid
	0.903	0.207	< 0.000	Valid
	0.860	0.207	< 0.000	Valid
	0.844	0.207	< 0.000	Valid
	0.893	0.207	< 0.000	Valid
	0.870	0.207	< 0.000	Valid
	0.876	0.207	< 0.000	Valid
Employee Performance (Y)	0.633	0.207	< 0.000	Valid
	0.775	0.207	< 0.000	Valid
	0.799	0.207	< 0.000	Valid
	0.759	0.207	< 0.000	Valid
	0.731	0.207	< 0.000	Valid
	0.684	0.207	< 0.000	Valid
	0.693	0.207	< 0.000	Valid

Source: Processed Data by the Author, 2026

Based on Table 1, it was found that $r_{\text{value}} > r_{\text{table}}$ and a significance level of less than 0.05, which meets the normality test criteria for all questionnaire items across each indicator of the four variables used.

Reliability Test

A reliability test is a method used to determine whether a research instrument can be reliably administered repeatedly to the same subjects under the same conditions. The criterion for a research instrument to pass the reliability test is a Cronbach's Alpha > 0.70 .

Table 2. Reliability Test

No.	Variable	Cronbach's Alpha Value	Cronbach's Alpha Minimum	Description
1.	Kompetensi (X1)	0.713	0.70	Reliabel
2.	Motivasi Kerja (X2)	0.818	0.70	Reliabel
3.	Persepsi Dukungan Organisasi (X3)	0.967	0.70	Reliabel
4.	Kinerja Karyawan (Y)	0.844	0.70	Reliabel

Source: Processed Data by the Author, 2026

Based on Table 2, it was found that all the variables used demonstrated good reliability, with Cronbach's Alpha values exceeding 0.70, and can therefore be considered suitable for use.

Classical Assumption Tests

Normality Test

A normality test is used to determine whether the disturbance variables in a regression model are normally distributed. The Kolmogorov-Smirnov test for normality has a significance level of > 0.05 .

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		90
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.50452899
Most Extreme Differences	Absolute	.056
	Positive	.056
	Negative	-.049
Test Statistic		.056
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed Data by the Author, 2026

The results in Table 3 indicate that the normality assumption for the residual data has been well met. This is supported by the Asymp. Sig. (2-tailed) value of 0.200, which is above the minimum significance level of 0.05. These results serve as the basis for concluding that the

regression model used passes the normality test.

Multicollinearity Tests

The multicollinearity test is used to ensure that there is no correlation among the independent variables under study. Multicollinearity does not occur if the Tolerance value is greater than 0.10 and the VIF value is less than 10, as measured by these parameters.

Table 4. Multicollinearity Test

No.	Variable	Tolerance	VIF	Description
1.	Competence (X1)	0.543	1.840	No Multicollinearity
2.	Work Motivation (X2)	0.468	2.137	No Multicollinearity
3.	Perceived Organizational Support (X3)	0.744	1.344	No Multicollinearity

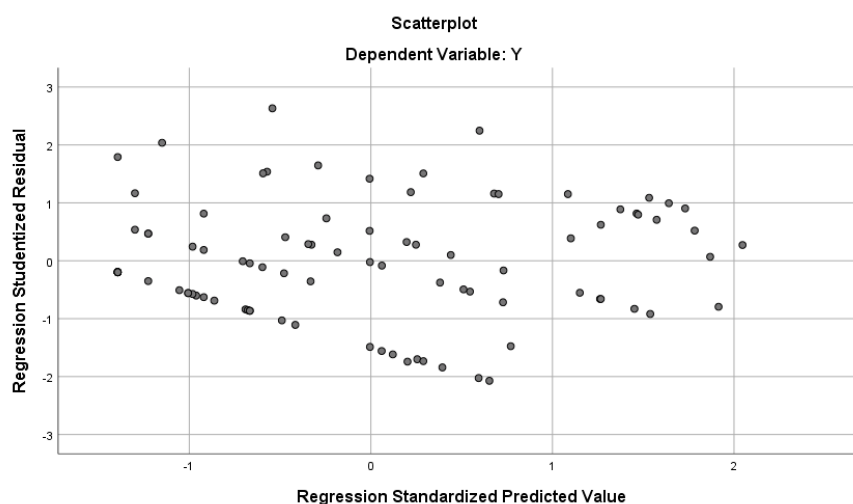
Source: Processed Data by the Author, 2026

Based on the data presented in Table 4, it was found that for each variable Competence (X1), Work Motivation (X2), and Perceived Organizational Support (X3) the Tolerance values exceeded 0.10 and the VIF values were below 10. These data characteristics indicate that none of the independent variables included in the research model exhibit multicollinearity.

Heteroscedasticity Test

A heteroscedasticity test is a procedure used to examine differences in the variability of residuals across observations. Using a scatterplot, the test is conducted by analyzing the distribution of data points. This pattern is formed by plotting the estimated values of the dependent variable (ZPRED) on the X-axis and the standardized residual scores (SRESID) on the Y-axis.

Picture 1. Heteroscedasticity Test



*Source:
Processed
the*

*Data by
Author,*

2026

Referring to the scatterplot shown in Figure 2, it can be observed that the data points are distributed around the value of 0 on the Y-axis, with values extending above and below that axis, and are randomly scattered. Furthermore, the scatterplot does not show any patterns or waves in the distribution of the data. This finding indicates that the proposed regression model is free from heteroscedasticity or, in other words, exhibits homoscedasticity.

Autocorrelation Test

An autocorrelation test is used to investigate, within the framework of linear regression, whether the error term at period t is correlated with that of the previous period. In the autocorrelation test, there is a criterion stating that the regression model is free of autocorrelation, namely $dU < dW < 4-dU$.

Table 5. Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.676 ^a	.458	.439	.51325	1.809
a. Predictors: (Constant), X3, X1, X2					
b. Dependent Variable: Y					

Source: Processed Data by the Author, 2026

Referring to Table 5, the Durbin-Watson statistic is identified as 1.809. As a test with a reference of $\alpha = 5\%$, it is known that with $n = 90$ and $k = 3$, the values of $dL = 1.5889$ and $dU = 1.7264$, and $(4-dU) = (4-1.7264) = 2.2736$. It is known that $dU < dW < 4-dU$, where $1.7264 < 1.809 < 2.2736$, so it can be concluded that the regression model satisfies the assumption of no autocorrelation.

Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical model used to measure the relationship between a dependent variable and independent variables.

Table 6. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.285	.181		1.577	.118
	X1	.434	.139	.336	3.115	.002
	X2	.274	.114	.278	2.398	.019
	X3	.106	.050	.196	2.123	.037
a. Dependent Variable: Y						

Source: Processed Data by the Author, 2026

Based on Table 6, the equation forms from the multiple linear regression analysis can be identified as follows.

$$Y = 0.285 + 0.434 X_1 + 0.274 X_2 + 0.106 X_3 + e$$

Based on the results of the multiple linear regression analysis, a constant value of 0.285 was obtained, indicating that if the variables Competence (X1), Work Motivation (X2), and Perceived Organizational Support (X3) were set to zero, Employee Performance (Y) would have a value of 0.285. Furthermore, the three independent variables show a positive influence on employee performance. A one-unit increase in Competence (X1) will increase Employee Performance (Y) by 0.434, while a one-unit increase in Work Motivation (X2) and Perceived Organizational Support (X3) will each trigger an increase in Employee Performance (Y) of 0.274 and 0.106, assuming the other variables remain unchanged. Thus, the higher the levels of competence, work motivation, and perceived organizational support, the more optimal the employee performance will be in that company.

Coefficient of Determination Test

The coefficient of determination test is a quantitative assessment metric used to determine the extent to which a model can explain the dependent variable.

Table 7. Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 ^a	.458	.439	.51325
a. Predictors: (Constant), X3, X1, X2				

Source: Processed Data by the Author, 2026

Based on the data presented in Table 7, the Adjusted R-Square value was recorded at 0.439. This finding indicates that the independent variables, namely Competence (X1), Work Motivation (X2), and Perceived Organizational Support (X3) account for 43.9% of the variance in the dependent variable, Employee Performance (Y). On the other hand, 56.1% of the variation in the dependent variable is influenced by other factors outside the research model.

Hypothesis Test

F-Test

The F-test is a statistical test designed to simultaneously determine whether or not an independent variable has an effect on a dependent variable. The F-test has the criterion that if the calculated F-value is greater than the critical F-value or the significance level is less than 0.05, then the alternative hypothesis is accepted and the null hypothesis is rejected.

Table 8. F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.113	3	6.371	24.184	.000 ^b

	Residual	22.655	86	.263		
	Total	41.767	89			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X1, X2						

Source: Processed Data by the Author, 2026

Based on the data presented in Table 7, the calculated F-Value is 24.184 and the significance level is 0.00, where $\alpha = 0.05$, $n = 90$, $k = 3$, and $df = 86$, the critical F-Value is 2.71. Therefore, it can be concluded that calculated F-Value > critical F-Value and a significance level < 0.05 indicate that the alternative hypothesis (H_a) is accepted, thus showing that Competence (X1), Work Motivation (X2), and Perceived Organizational Support (X3) simultaneously have a significant effect on Employee Performance (Y).

t-Test

A t-test is a statistical test used to determine whether each independent variable in partially influences the dependent variable. The t-test has the criteria that if the calculated t-Value is greater than the critical t-Value or the significance level is less than 0.05, then the alternative hypothesis is accepted and the null hypothesis is rejected.

Table 8. t-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.285	.181		1.577	.118
	X1	.434	.139	.336	3.115	.002
	X2	.274	.114	.278	2.398	.019
	X3	.106	.050	.196	2.123	.037
a. Dependent Variable: Y						

Source: Processed Data by the Author, 2026

Based on the data presented in Table 8, the calculated t-Value for each independent variable are as follows: Competence (X1) is 3.115, Work Motivation (X2) is 2.398, and Perceived Organizational Support (X3) is 2.123, while the critical t-Value with $\alpha = 0.05$, $n = 90$, $k = 3$, $df = 86$ and critical t-Value = $(\alpha/2; df) = (0.05/2; df) = 0.025; 86$, resulting in a critical t-Value is 1.98793. The Sig. values for each independent variable are as follows: Competence (X1) is 0.002, Work Motivation (X2) is 0.019, and Perceived Organizational Support (X3) is 0.037. The conclusion is that all independent variables have calculated t-Value > critical t-Value and Sig. > 0.05, indicating that the alternative hypothesis (H_a) is accepted. Thus, partially, Competence (X1), Work Motivation (X2), and Perceived Organizational Support (X3) have a significant effect on Employee Performance (Y).

DISCUSSION

The Effect of Competence (X1), Work Motivation (X2), and Perceived Organizational Support (X3) on Employee Performance (Y)

Based on the findings from the simultaneous hypothesis testing using the F-test, it was found that there is a simultaneous effect of the variables Competence (X1), Work Motivation (X2), and Perceived Organizational Support (X3) on Employee Performance (Y). This is indicated by the results of the F-test, where the calculated F-value (24.184) and the critical F-value (2.71) show that the calculated F-value is greater than the critical F-value, and is supported by a significance level (0.000) that is lower than the 0.05 threshold. Both criteria meet the requirements for accepting the hypothesis (H_a), indicating that Competence (X1), Work Motivation (X2), and Perceived Organizational Support (X3) simultaneously have a significant effect on Employee Performance (Y).

The findings of this study indicate that, collectively, competence, work motivation, and perceived organizational support have a significant impact on employee performance. This confirms that the combination of these three variables plays a crucial role in determining fluctuations in employee performance. Competence is a key factor because it encompasses knowledge, skills, and work attitudes (Bahri et al., 2025). Work motivation serves as a driver for employees to utilize their full potential; the higher the work motivation, the higher the employee performance (Rizki, 2024). Meanwhile, the perception of organizational support takes the form of the company's concern for employee well-being through the provision of rewards and employee development (Ratnasari et al., 2022). Therefore, all variables collectively complement and reinforce one another in driving employee performance levels.

The Effect of Competence (X1) on Employee Performance (Y)

Based on the findings from the partial hypothesis testing using the t-test, it was found that there is a partial effect of the Competence variable (X1) on Employee Performance (Y). This is indicated by the calculated t-value (3.115) and the critical t-value (1.98793), which show that the calculated t-value is greater than the critical t-value, and is supported by a significance level (0.002) that is lower than the 0.05 threshold. Both criteria indicate that the alternative hypothesis (H_a) is accepted, thus showing that Competence (X1) has a significant partial effect on Employee Performance (Y).

The findings of this study align with the results of a previous study conducted by Bahri et al. (2025), which partially demonstrated that competencies have a significant impact on employee performance. This finding indicates that competencies are a crucial asset that employees must possess in performing their jobs. Competencies are defined as the combination of an employee's knowledge, skills, and behavioral characteristics in carrying out their work. Employees with strong competencies will certainly influence their performance, and the reverse is also true. Therefore, competencies have a significant influence on employee performance.

The Effect of Work Motivation (X2) on Employee Performance (Y)

Based on the findings from the partial hypothesis testing using the t-test, it was found that there is a partial effect of the Work Motivation variable (X2) on Employee Performance (Y). This is indicated by the calculated t-value (2.398) and the critical t-value (1.98793), which show that the calculated t-value is greater than the critical t-value, and is supported by a significance

level (0.019) that is lower than the 0.05 threshold. Both criteria indicate that the alternative hypothesis (H_a) is accepted, thus showing that Work Motivation (X_2) has a significant partial effect on Employee Performance (Y).

These test results support the findings of Werda & Prabowo (2024) regarding the significant partial influence of work motivation on employee performance. This study confirms that work motivation is a form of psychological drive that guides employees in achieving their goals. The presence of such motivation is essential in sparking employees' work enthusiasm so that they are able to complete assigned tasks optimally. When an employee's work motivation increases, it goes hand in hand with an improvement in the quality of their work performance. Thus, it is certain that work motivation has a significant influence on employee performance outcomes.

The Effect of Perceived Organizational Support (X_3) on Employee Performance (Y)

Based on the findings from the partial hypothesis testing using the t-test, it was found that there is a partial effect of the Organizational Support Perception variable (X_3) on Employee Performance (Y). This is indicated by the calculated t-value (2.123) and the critical t-value (1.98793), which show that the calculated t-value is greater than the critical t-value, and is supported by a significance level (0.037) that is lower than 0.05. Both criteria indicate that the alternative hypothesis (H_a) is accepted, thus showing that Perceived Organizational Support (X_3) has a significant partial effect on Employee Performance (Y).

The findings of this study align with previous research published by Ratnasari et al. (2022), which states that the perception of organizational support has a significant impact on employee performance. This indicates that the perception of organizational support represents employees' subjective assessment of the extent to which the company pays attention to and contributes to their well-being. When employees feel protected, cared for, and appreciated by management, they develop a positive outlook. This positive perception, in turn, fosters a high level of trust in the company, which then encourages employees to maximize their tangible contributions through improved performance. Therefore, the perception of organizational support has been proven to significantly influence employee performance.

CONCLUSION

Based on the findings from the analysis and discussion in the previous chapter, this study draws several conclusions: Competence (X_1), Work Motivation (X_2), and Perceived Organizational Support (X_3) simultaneously have a significant effect on Employee Performance (Y) at PT. Pabrik Cat Tunggal Djaja Indah. Competence (X_1) has a significant partial effect on Employee Performance (Y) at PT. Pabrik Cat Tunggal Djaja Indah. Work Motivation (X_2) has a significant partial effect on Employee Performance (Y) at PT. Pabrik Cat Tunggal Djaja Indah. Perceived Organizational Support (X_3) has a significant partial effect on Employee Performance (Y) at PT. Pabrik Cat Tunggal Djaja Indah.

This study has limitations regarding its scope, as it focuses solely on employees at PT. Pabrik Cat Tunggal Djaja Indah Sidoarjo; therefore, these findings cannot necessarily be generalized to manufacturing companies in other industrial sectors. Furthermore, this study focuses only on the variables used, such as competence, work motivation, and perceived organizational support. However, there are other factors that could potentially influence employee performance, such as discipline, compensation, leadership, employee engagement, work-related stress, and work-life balance. It is hoped that this study can serve as a basis for companies to improve employee performance by enhancing competencies, work motivation, and perceptions of

organizational support. Future researchers may explore other factors influencing employee performance, increase the sample size, and consider the use of moderating variables to expand understanding of the relationships among variables.

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