

The Influence of Competence and Motivation on Employee Job Satisfaction at the UPT DP3AP2KB in Donggo District

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Article history

Submitted: 2026/02/01; Revised: 2026/03/11; Accepted: 2026/06/19

Abstract

This study aims to analyze and determine the influence of competence and motivation, both partially and simultaneously, on employee job satisfaction at the UPT DP3AP2KB, Donggo District. This study uses multiple linear regression analysis to test the influence of competence and motivation on employee job satisfaction at the UPT DP3AP2KB and the Family Planning Extension Center, Donggo District, with all research instruments proven valid and reliable and fulfilling the classical assumption test. The results of the study indicate that competence and motivation have a positive and significant effect on job satisfaction, both partially and simultaneously, with motivation having a more dominant influence than competence. In addition, the coefficient of determination value of 93.2% indicates that variations in employee job satisfaction can be largely explained by competence and motivation, while the rest is influenced by other factors outside the study. The results of the study indicate that competence has a positive and significant effect on employee job satisfaction at the UPT DP3AP2KB, Donggo District, which means that the better the employee's abilities, knowledge, and skills, the higher the level of job satisfaction they feel. In addition, motivation is also proven to have a positive and significant effect on job satisfaction, so that employees who have high motivation tend to be more enthusiastic and feel more satisfied in carrying out their work. Thus, increasing competence and motivation becomes an important factor in efforts to increase employee job satisfaction.

Keywords

Competence, Motivation, Job Satisfaction, Employees, UPT DP3AP2KB Donggo District



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INTRODUCTION

Human resources are a crucial asset in any organization because they play a key role in achieving organizational goals. The success of a government agency in

providing public services is largely determined by the quality of its employees. Therefore, every organization needs to consider factors that can enhance employee job satisfaction to ensure optimal organizational performance. Job satisfaction is an emotional state that reflects an employee's feelings of satisfaction or dissatisfaction with their work. Employees with high levels of job satisfaction tend to demonstrate greater loyalty, discipline, work ethic, and productivity than those dissatisfied with their jobs. Conversely, low levels of job satisfaction can lead to decreased work motivation, high absenteeism, and poor quality of service to the public.

One factor influencing job satisfaction is competence. Competence reflects an employee's abilities, encompassing knowledge, skills, attitudes, and individual characteristics that support effective task performance. Employees with high competence will more easily complete work according to established standards, thus fostering self-confidence and job satisfaction. Research conducted by Ismail and Prabowo (2025) shows that competence has a positive and significant effect on job satisfaction among State Civil Apparatus (ASN) employees. In addition to competence, motivation is also an important factor influencing employee job satisfaction. Motivation is an internal or external drive that causes someone to be willing to exert their abilities and efforts to achieve organizational goals. Employees with high motivation will be more enthusiastic in carrying out their work, strive to achieve set targets, and have a stronger commitment to the organization. Various studies have shown that work motivation has a positive relationship with job satisfaction because employee needs and expectations can be met through the work they do.

The Donggo District DP3AP2KB Technical Implementation Unit (UPT DP3AP2KB), as a technical implementation unit that handles women's empowerment, child protection, population control, and family planning, is required to provide quality services to the community. Carrying out these duties requires employees with adequate competence and high work motivation. However, in practice, various challenges remain, such as differences in employee abilities in carrying out tasks, the need for skill development, and variations in work motivation that can affect employee job satisfaction levels. If employee competence is not optimal and work motivation tends to be low, this has the potential to reduce job satisfaction, which can ultimately impact the quality of public services. Conversely, improving competence through education and training, along with providing appropriate motivation, can increase employee job satisfaction, thereby making services to the community more effective and efficient.

Several previous studies support the relationship between competence, motivation, and job satisfaction. Research by Ismail and Prabowo (2025) found that competence and work motivation simultaneously significantly influence the job satisfaction of ASN employees, contributing 59.5%. Research by Amalia et al. (2024) also showed that competence and work motivation have a positive influence on the job satisfaction of public sector employees. Based on the results of initial observations conducted by researchers at the UPT DP3AP2KB and the Donggo District Family Planning Extension Center, several conditions were still found that were suspected of influencing employee job satisfaction. In terms of satisfaction, there were still several administrative tasks that could not be completed according to the predetermined time targets, causing delays in completing reports and administrative services. In addition, there were still employees who were unable to complete all tasks on time, requiring adjustments to work schedules to ensure organizational targets could still be achieved.

Based on this description, research on the influence of competence and motivation on employee job satisfaction at the UPT DP3AP2KB in Donggo District is important. The results of this study are expected to provide an overview of employee competency, motivation, and job satisfaction and serve as considerations for leaders in formulating more effective human resource development policies.

METHODS

This study aims to analyze the influence of competence and motivation on employee job satisfaction at the UPT DP3AP2KB and the Family Planning Extension Center in Donggo District. Before testing the hypothesis, the research instrument was tested and the classical assumption test was conducted to ensure that the data used met the requirements for multiple linear regression analysis. The results of the validity test showed that all statement items in the Competence (X1), Motivation (X2), and Job Satisfaction (Y) variables had a calculated r value greater than the table r (0.300). The calculated r value for all indicators was in the range of 0.774 to 0.935. Thus, all statement items were declared valid and able to measure the variables studied accurately.

Furthermore, the reliability test results show that all research variables have a Cronbach's Alpha value above 0.600. The Competence variable obtained a Cronbach's Alpha value of 0.958, Motivation of 0.944, and Job Satisfaction of 0.936. These results indicate that the research instrument has a very good level of consistency and is therefore suitable for use as a data collection tool. Classical assumption testing was conducted to ensure that the regression model meets

statistical requirements. The results of the normality test using the Normal PP Plot graph show that the data points are spread around the diagonal line and follow the direction of the diagonal line. In addition, the results of the Kolmogorov-Smirnov test obtained an Asymp. Sig. value of 0.200, which is greater than 0.05. Thus, the research data is normally distributed.

The multicollinearity test yielded a tolerance value of 0.122 and a Variance Inflation Factor (VIF) of 8.220 for each independent variable. A tolerance value greater than 0.10 and a VIF value less than 10 indicate that multicollinearity does not occur in the regression model. Meanwhile, the results of the heteroscedasticity test using a scatterplot show that the points are randomly distributed above and below the zero line without forming a specific pattern. This indicates that the regression model is free from heteroscedasticity symptoms. Furthermore, the results of the autocorrelation test using Durbin-Watson yielded a value of 1.915, indicating that the regression model does not experience autocorrelation. Based on the results of the multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 3.153 + 0.271X_1 + 0.649X_2$$

The equation shows that if the Competence and Motivation variables are zero, then Job Satisfaction has a value of 3.153. The Competence regression coefficient of 0.271 indicates that every one unit increase in Competence will increase Job Satisfaction by 0.271 units assuming other variables remain constant. Meanwhile, the Motivation regression coefficient of 0.649 indicates that every one unit increase in Motivation will increase Job Satisfaction by 0.649 units. The Motivation coefficient value is greater than Competence indicates that Motivation has a more dominant influence on employee Job Satisfaction.

The results of the correlation coefficient analysis show an R value of 0.965. This value is in the interval of 0.80–1.00 which is included in the very strong category. Thus, the relationship between Competence and Motivation with Job Satisfaction is classified as very strong. Furthermore, the results of the coefficient of determination show an R Square value of 0.932 or 93.2%. This means that the variation in employee Job Satisfaction can be explained by the Competence and Motivation variables by 93.2%, while the remaining 6.8% is influenced by other factors not examined in this study, such as the work environment, workload, career development, organizational culture, and other factors. Partial hypothesis testing using the t test shows that the Competence variable has a calculated t value of 2.060 with a significance level of 0.049. This value is greater than the t table of 2.052 and a significance value less than 0.05. Thus, Competence has a positive and significant effect on Job Satisfaction. These

results indicate that the higher an employee's competency, the higher their perceived job satisfaction. Employees with good knowledge, skills, and abilities tend to be more confident in carrying out their tasks, which can increase job satisfaction.

The Motivation variable also shows a positive and significant influence on Job Satisfaction. The t-test results show a calculated t-value of 4.718 with a significance level of 0.000. This value is greater than the t-table of 2.052 and has a significance value smaller than 0.05. These results indicate that the higher the employee's work motivation, the higher the perceived job satisfaction. Good motivation can encourage employees to work more optimally, achieve work targets, and obtain satisfaction in carrying out their duties and responsibilities. Simultaneously, the F-test results show that Competence and Motivation together have a significant effect on Job Satisfaction. The calculated F-value of 183.792 is greater than the F-table of 3.35 with a significance level of 0.000 which is smaller than 0.05. These results prove that Competence and Motivation are important factors that together can increase employee Job Satisfaction at the UPT DP3AP2KB and the Family Planning Extension Center of Donggo District. Therefore, increasing competence through training and development of human resources as well as providing effective work motivation needs to be continuously carried out in order to optimally increase employee job satisfaction.

FINDINGS AND DISCUSSION

Validity Test

Table 1 Validity Test Results

Competence (X1)	Number	R count	R table	Information
Competence (X1)	1	0.881	0.300	Valid
	2	0.935	0.300	Valid
	3	0.804	0.300	Valid
	4	0.883	0.300	Valid
	5	0.917	0.300	Valid
	6	0.806	0.300	Valid
	7	0.927	0.300	Valid
	8	0.874	0.300	Valid
Motivation (X2)	1	0.923	0.300	Valid
	2	0.872	0.300	Valid
	3	0.774	0.300	Valid
	4	0.841	0.300	Valid
	5	0.883	0.300	Valid
	6	0.816	0.300	Valid

		7	0.824	0.300	Valid
		8	0.846	0.300	Valid
Job Satisfaction (Y)		1	0.878	0.300	Valid
		2	0.827	0.300	Valid
		3	0.800	0.300	Valid
		4	0.800	0.300	Valid
		5	0.894	0.300	Valid
		6	0.778	0.300	Valid
		7	0.864	0.300	Valid
		8	0.810	0.300	Valid

Source: primary data, processed by SPSS ver 23

Based on the table above, the results of the validity test for each question item of the research instrument on the variables of Competence, Motivation, and Job Satisfaction can be above the validity standard, namely >0.300.

Reliability Test

Table 2 Reliability Test Results

Variables	Number of items	Crombach's	Standard	Information
Competence (X1)	8	0.958	0.600	Valid
Motivation (X2)	8	0.944	0.600	Valid
Job Satisfaction (Y)	8	0.936	0.600	Valid

Source: primary data, processed by SPSS ver 23

Based on the table above, the results of the reliability test for each item of the research instrument statement on the variables of Competence, Motivation, and Job Satisfaction can be said to be reliable because they are above the reliability standard, namely >0.600.

Classical Assumption Test

Normality Test

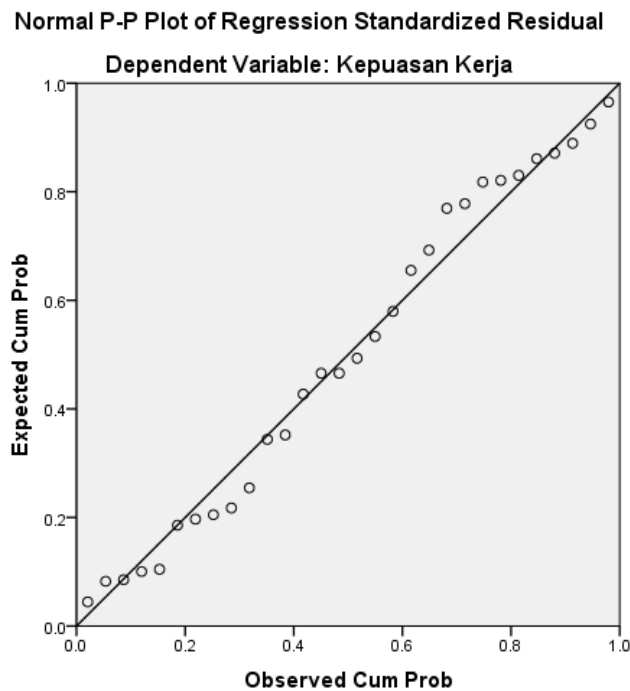


Figure 1 Normality Test

Source: primary data, processed by SPSS ver 23

The image above shows that the normal PP Regression Standardized Residual graph describes the distribution of data around the diagonal line and the distribution follows the direction of the diagonal line of the graph, so the regression model used in this study meets the assumption of normality.

Table 3 Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	1.62720473
Most Extreme Differences	Absolute	.111
	Positive	.091
	Negative	-.111
Test Statistics		.111
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: primary data, processed by SPSS ver 23

Based on the results of the Kolmogorov-Smirnov test above, the Asymp.Sig value is >0.05 ($0.200 >0.05$), this indicates that the data in this study are normally distributed and the regression model is suitable for use to predict the dependent

variable, namely Job Satisfaction, based on the input of independent variables, namely Competence and Motivation. Therefore, the research data is suitable for use as research.

Multicollinearity Test

Table 4 Multicollinearity Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.153	1,545		2,042	.051		
Competence	.271	.132	.297	2,060	.049	.122	8,220
Motivation	.649	.138	.681	4,718	.000	.122	8,220

a. Dependent Variable: Job Satisfaction

Source: primary data, processed by SPSS ver 23

Based on the Tolerance and VIF values in the table above, it can be concluded that there are no symptoms of multicollinearity. Because the Tolerance values of variables X1 and X2 are known to be $0.122 > 0.10$ and the VIF value is $8.220 < 10$, it can be concluded that there are no symptoms of multicollinearity in the regression model.

Heteroscedasticity Test

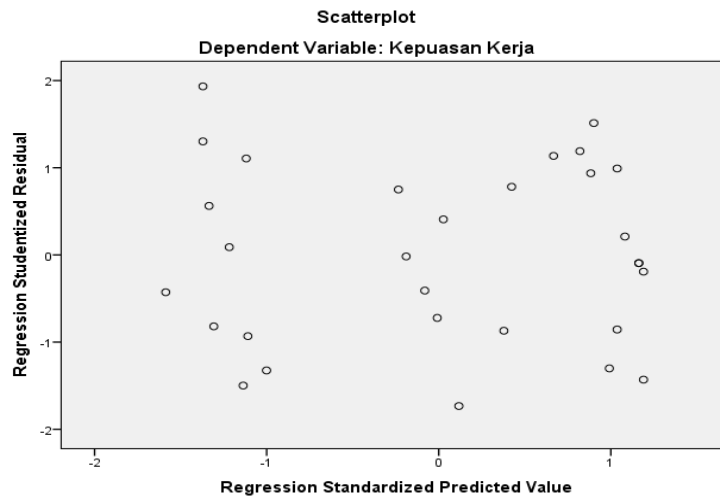


Figure 2 Heteroscedasticity Test Results

Source: primary data, processed by SPSS ver 23

The image above shows that the data is free from heteroscedasticity. Because the points are evenly distributed above and below zero and do not form a specific pattern, the data is said to be free from heteroscedasticity.

Autocorrelation Test

Table 5 Autocorrelation Test Results

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.965a	.932	.927	1.68640	1,915
a. Predictors: (Constant), Motivation, Competence					
b. Dependent Variable: Job Satisfaction					

Source: primary data, processed by SPSS ver 23

Based on the table above, the Durbin Watson value is 1.915. With $n = 30$ and $k = 2$ at $\alpha = 0.05$, the dL value is 1.284 and $dU = 1.567$. Since the DW value = $1.915 > 4-dU = 2.233$, it can be concluded that there are no autocorrelation symptoms in the regression model.

Multiple Linear Regression Test

Table 6 Multiple Linear Regression Test Results

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.153	1,545		2,042	.051
	Competence	.271	.132	.297	2,060	.049
	Motivation	.649	.138	.681	4,718	.000
a. Dependent Variable: Job Satisfaction						

Source: primary data, processed by SPSS ver 23

Based on the results of multiple linear regression analysis, the regression equation is $Y = 3.153 + 0.271X_1 + 0.649X_2 + e$. This equation shows the relationship between the variables Competence (X_1) and Motivation (X_2) on Job Satisfaction (Y) of employees at the UPT DP3AP2KB, Donggo District. The constant value of 3.153 indicates that if the Competence and Motivation variables are considered constant or have a value of zero, then the level of employee Job Satisfaction is estimated at 3.153 units. This value describes the basic level of job satisfaction that employees have without being affected by changes in the Competence and Motivation variables.

The regression coefficient of the Competence variable is 0.271, indicating a positive influence on Job Satisfaction. This means that every one-unit increase in Competence will increase Job Satisfaction by 0.271 units, assuming other variables remain constant. This result indicates that the higher the competency possessed by employees, both in terms of knowledge, skills, and work abilities, the higher the level of job satisfaction felt. Meanwhile, the regression coefficient of the Motivation variable is 0.649 also indicates a positive influence on Job Satisfaction. This means that every one-unit increase in Motivation will increase Job Satisfaction by 0.649 units, assuming other variables remain constant. The large value of the coefficient indicates that Motivation has a more dominant influence than Competence in increasing employee Job Satisfaction. Thus, efforts to increase work motivation through the provision of rewards, organizational support, and opportunities for self-development can be an effective strategy in increasing employee job satisfaction.

Correlation Coefficient Test and Determination Coefficient Test

Table 7 Results of Correlation Coefficient and Determination Coefficient Tests

Model Summary									
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.965a	.932	.927	1.68640	.932	183,792	2	27	.000

a. Predictors: (Constant), Motivation, Competence
 b. Dependent Variable: Job Satisfaction

Source: primary data, processed by SPSS ver 23

Based on these results, the R value is 0.965, indicating that there is an influence between Competence and Motivation on Job Satisfaction. To interpret the strength of this influence, the guidelines shown in the following table can be used:

Coefficient Interval	Relationship Level
0.00 – 0.199	Very Low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1,000	Very strong

So the correlation between Competence and Motivation on Job Satisfaction is 0.965 which is in the interval 0.80 – 1.000 so that the relationship between the variables is included in the very strong category.

Determination Test

So there is an influence between Competence and Motivation on Job Satisfaction, the magnitude of this influence can be expressed quantitatively by testing the coefficient of determination and then obtaining a coefficient of determination (R Square) value of 0.932 or 93.2% with the rest being influenced by other variables not included in this study such as, Work Environment, Workload, Career Development, and other factors that can fulfill employee Job Satisfaction at UPT DP3AP2KB in Donggo District.

T-test

Table 8 T-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.153	1,545		2,042	.051
	Competence	.271	.132	.297	2,060	.049
	Motivation	.649	.138	.681	4,718	.000

a. Dependent Variable: Job Satisfaction

Source: primary data, processed by SPSS ver 23

Ha1: Competence has a significant effect on Job Satisfaction.

It is known that the sig value of Competence is 0.049 < 0.05 and the calculated t value is 2.060 > t table 2.052 so that H1 is accepted. This means that Competence has a positive and significant effect on Job Satisfaction. The results of this analysis are in line with research conducted by Prihartanto & Solichin (2024), which concluded that partially, the Competence variable was proven to have a positive and significant impact on Job Satisfaction. However, different results were found in research conducted by Rachman & Widiartanto (2022), the results of the study rejected the significant influence of the Competence variable on Employee Performance, because the calculated t value produced was only 1.876 from the basic reference t-table value of 1.984 and the significance obtained was at 0.064.

Ha2: Motivation has a significant effect on Job Satisfaction

It is known that Motivation has a calculated t value of 4.718 > t table 2.052 with a sig value of 0.000 < 0.05 so that H2 is accepted. This means that Motivation has a positive and significant effect on Job Satisfaction. The results of this analysis align with research conducted by Endra (2022), which concluded that, partially, the Motivation variable was proven to have a positive and significant impact on Job Satisfaction. However, different results were found in research conducted by Wahyuni (2021). The results rejected a significant influence of the Work Motivation

variable on Job Satisfaction, as the calculated t-value was only 0.912, compared to a baseline t-table value of 1.987, and the significance level was 0.364.

F test

Table 9 F Test Results

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1045,381	2	522,690	183,792	.000
Residual	76,786	27	2,844		b
Total	1122.167	29			
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Motivation, Competence					

Source: primary data, processed by SPSS ver 23

Ha3: Competence and Motivation simultaneously have a significant effect on Job Satisfaction.

Based on the test results, the calculated F value was 183,792 with an F table value of 3.35, so it can be concluded that H3 is accepted, which means there is a simultaneous influence between Competence and Motivation on Job Satisfaction. The results of this analysis are in line with research conducted by Prihartanto & Solichin (2024), which concluded that simultaneously, the variables of Competence and Motivation were proven to have a positive and significant impact on Job Satisfaction. However, different results were found in research conducted by Nurhalizah & Oktiani (2024). The results of the study rejected the significant influence of the variables of Motivation and work discipline together on employee performance, because the resulting F-value was only 1.892 from the baseline F-table value of 3.09 and the significance obtained was at 0.156.

CONCLUSION

Based on the results of research on the influence of competence and motivation on employee job satisfaction at the UPT DP3AP2KB Donggo District, it can be concluded that competence has a positive and significant influence on employee job satisfaction. These results indicate that the better the abilities, knowledge, and skills possessed by employees, the higher the level of job satisfaction they feel. Adequate competence helps employees carry out their tasks effectively, thereby fostering self-confidence and job satisfaction. In addition, motivation has also been shown to have a positive and significant influence on employee job satisfaction. Employees who

have high work motivation tend to be more enthusiastic in carrying out their duties and responsibilities. This condition has an impact on increasing job satisfaction because employees feel that their needs and expectations in work can be met properly.

Simultaneously, competence and motivation have a significant influence on employee job satisfaction at the UPT DP3AP2KB Donggo District. The coefficient of determination (R^2) of 93.2% indicates that variations in employee job satisfaction can be explained by these two variables, while the remaining 6.8% is influenced by other factors not examined in this study. Based on the results of this study, it is recommended that UPT DP3AP2KB Donggo District continue to improve employee competency through various education, training, and skills development programs. In addition, agency leaders need to increase employee work motivation by providing awards, career development opportunities, and creating a conducive work environment. For future researchers, it is recommended to add other variables such as work environment, compensation, leadership, and organizational culture to obtain a more comprehensive understanding of the factors that influence employee job satisfaction.

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