
(Original Article)

Influence of Competence and Workload on Employee Performance Mediated by Work Culture in Tanah Bumbu

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Abstract : *Employee performance in public sector organisations is influenced by several human resource factors, particularly competence, workload, and work culture. This study aims to examine the direct and indirect effects of competence and workload on employee performance, with work culture acting as a mediating variable, at the Environmental Service Office of Tanah Bumbu Regency. A quantitative approach with a correlational research design was employed. The population consisted of 102 employees, and 50 respondents were selected through random sampling. Data were collected using structured questionnaires and analysed using Structural Equation Modelling–Partial Least Squares (SEM–PLS) with SmartPLS software. The results indicate that competence has a significant positive effect on employee performance ($\beta = 0.390$, $t = 4.776$, $p < 0.05$). Workload also significantly influences employee performance ($\beta = 0.373$, $t = 3.680$, $p < 0.05$), while work culture has a significant positive effect on performance ($\beta = 0.386$, $t = 5.270$, $p < 0.05$). Furthermore, competence does not significantly affect work culture ($\beta = 0.187$, $t = 1.386$, $p > 0.05$), whereas workload significantly affects work culture ($\beta = 0.623$, $t = 5.555$, $p < 0.05$). The mediation analysis reveals that work culture does not mediate the relationship between competence and employee performance. However, work culture significantly mediates the relationship between workload and employee performance. The model explains 93.5% of the variance in employee performance and 53.7% of the variance in work culture.*

Keywords: *competence; workload; work culture; employee performance; public sector*

1. Introduction

Employee performance is a crucial indicator in assessing the effectiveness of public sector organisations. High levels of employee performance contribute to the achievement of organisational objectives, the improvement of public service quality, and the optimisation of available resources. Employee performance is influenced not only by individual factors but also by organisational factors that shape employees' work behaviour (Mangkunegara, 2019). Therefore, identifying the determinants of employee performance remains an important issue in public sector human resource management.

The Environmental Service Office of Tanah Bumbu Regency is a regional government agency with strategic responsibilities in environmental management. However, the organisation faces several challenges related to human resource management. Personnel data in 2024 indicate that only 44 Civil Servants were available compared to the ideal requirement of 114 employees, supported by 383 non-civil servant personnel. This condition suggests a considerable imbalance in workload distribution that may affect organisational effectiveness. Furthermore, the results of the Employee Performance Target evaluation show that although employees generally achieved a “Good” performance rating, several aspects still require improvement, particularly regarding timeliness in task completion and information technology proficiency.

Competence is widely recognised as a critical factor in enhancing employee performance. It reflects a combination of knowledge, skills, abilities, and attitudes required to perform job responsibilities effectively (Mulyasa, 2018). Evidence from the Environmental Service Office of Tanah Bumbu Regency indicates the existence of competency gaps, particularly in information technology skills. At the same time, the limited number of civil servants has resulted in increased workloads. According to Robbins and Judge (2018), excessive workloads may generate work-related stress, which can adversely affect work quality and productivity.

In addition to competence and workload, work culture is an important factor influencing employee behaviour and performance. A strong work culture can foster values, norms, and work practices that support organisational productivity. Previous studies have demonstrated that work culture significantly influences employee performance and may mediate the relationship between individual factors and performance outcomes (Wahyoedi et al., 2022; Yandri & Aziz, 2021). Nevertheless, previous findings remain inconclusive, particularly regarding the mediating role of work culture.

Although numerous studies have examined competence, workload, work culture, and employee performance, research integrating these variables within a single mediation model in regional environmental government agencies remains limited. Consequently, a research gap exists, particularly in the context of public sector organisations facing human resource constraints. The novelty of this study lies in examining the mediating role of work culture in the relationships between competence, workload, and employee performance within the Environmental Service Office of Tanah Bumbu Regency using the Structural Equation Modelling–Partial Least Squares (SEM–PLS) approach.

Therefore, this study aims to analyse the direct effects of competence, workload, and work culture on employee performance and to examine the mediating role of work culture in the relationships between competence, workload, and employee performance at the Environmental Service Office of Tanah Bumbu Regency.

2. Method

This study employed a quantitative approach with a correlational research design to examine and analyse the relationships among variables using statistical analysis. The quantitative approach was selected because the study focused on testing hypotheses based on numerical data collected through standardised research instruments (Sugiyono, 2022). The research was conducted at the Environmental Service Office of Tanah Bumbu Regency, South Kalimantan Province, Indonesia.

Population and Sample

The population consisted of all employees of the Environmental Service Office of Tanah Bumbu Regency, totalling 102 individuals. The sample size was determined using Slovin's formula with a 10% margin of error, resulting in 50 respondents. A simple random sampling technique was employed, whereby each member of the population had an equal opportunity to be selected as a respondent (Arikunto, 2020).

Variables and Research Instrument

The study involved four variables. Competence (X1) was measured using five indicators: skills, knowledge, social role, self-image, and attitude, adapted from Wibowo (2018). Workload (X2) was measured using three indicators: job conditions, utilisation of working time, and performance targets, based on Ndraha as cited in Hidayati (2022). Work culture (Z) was assessed through two indicators: attitudes towards work and behaviour at work, adapted from Ndraha (2020). Employee performance (Y) was measured using four indicators: quality of work, quantity of work, task implementation, and responsibility, based on Mangkunegara (2019).

Data were collected using a structured questionnaire with a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaires were distributed directly to the respondents.

Data Analysis

Data were analysed using Structural Equation Modelling-Partial Least Squares (SEM-PLS) with SmartPLS 4 software. The PLS approach was chosen because it is distribution-free, suitable for relatively small sample sizes, and capable of simultaneously estimating models involving mediating variables (Ghozali, 2019; Hussein, 2019).

The measurement model (outer model) was evaluated through convergent validity, with a minimum loading factor threshold of 0.50 (Chin, 1998, as cited in Ghozali, 2019), discriminant validity using cross-loadings, and reliability assessment through Composite Reliability and Average Variance Extracted (AVE), with minimum acceptable values of 0.70 and 0.50, respectively. The structural model (inner model) was evaluated using the coefficient of determination (R^2) for each endogenous latent variable. Hypothesis testing was conducted using the bootstrapping procedure, with

hypotheses accepted when the t-statistic exceeded 1.96 or the p-value was less than 0.05 at the 5% significance level.

3. Results And Discussion

Respondent Characteristics

Of the 50 respondents involved in this study, the majority were female (58%), while males accounted for 42% of the sample. Based on length of service, most respondents had worked for more than 20 years (34%), followed by those with 13–20 years of service (26%), 6–12 years (24%), and less than 5 years (16%). In terms of educational attainment, the majority held a bachelor's degree (Diploma IV/Bachelor's degree) (82%), followed by a master's degree (10%) and diploma qualifications (Diploma I–III) (8%). These findings indicate that employees of the Environmental Service Office of Tanah Bumbu Regency generally possess substantial work experience and relatively high educational qualifications.

Descriptive Statistics of Research Variables

The descriptive statistics indicate that the mean score for competence (X1) was 4.13, which falls within the high category. The mean scores for workload (X2) and work culture (Z) were both 3.98, representing a moderately high category. Employee performance (Y) recorded a mean score of 4.03, which is also categorised as high. All mean values exceeded the theoretical median value of 3.00, suggesting that respondents generally held positive perceptions regarding all variables examined in this study.

Measurement Model Evaluation (Outer Model)

The evaluation of the measurement model demonstrated that all indicators retained in the final model achieved factor loadings above the minimum threshold of 0.50, indicating acceptable convergent validity. In the initial model, two competence indicators (km4 and km5) exhibited factor loading values below 0.50, specifically 0.181 and 0.199, respectively. As these values did not meet the recommended criterion, the indicators were removed from the model, and the measurement model was subsequently re-estimated. The results of the revised measurement model are presented in Table 1.

Table 1. Factor Loadings of Measurement Indicators

| Variable | Indicator | Factor Loading | Status |
|---------------|-----------|----------------|--------|
| Workload (X2) | Beb1 | 0.579 | Valid |
| | Beb2 | 0.741 | Valid |
| | Beb3 | 0.612 | Valid |
| | Beb4 | 0.723 | Valid |

| | | | |
|---------------------------------|------|-------|-------|
| | Beb5 | 0.792 | Valid |
| Work Culture (Z) | Bud1 | 0.757 | Valid |
| | Bud2 | 0.701 | Valid |
| | Bud3 | 0.694 | Valid |
| | Bud4 | 0.813 | Valid |
| | Bud5 | 0.799 | Valid |
| Competence (X1) | km1 | 0.723 | Valid |
| | km2 | 0.810 | Valid |
| | km3 | 0.756 | Valid |
| Employee Performance (Y) | Kin1 | 0.668 | Valid |
| | Kin2 | 0.603 | Valid |
| | Kin3 | 0.651 | Valid |
| | Kin4 | 0.838 | Valid |
| | Kin5 | 0.680 | Valid |
| | Kin6 | 0.676 | Valid |
| | Kin7 | 0.787 | Valid |
| | Kin8 | 0.829 | Valid |

Source: Source: Researchers with SmartPLS Data Processing, 2025.

The results presented in Table 1 indicate that all retained indicators achieved factor loading values above the recommended threshold of 0.50, confirming adequate convergent validity. The factor loadings ranged from 0.579 to 0.838, suggesting that each indicator was sufficiently correlated with its respective latent construct. Among the workload indicators, Beb5 demonstrated the highest loading value (0.792), while Beb1 recorded the lowest (0.579). For work culture, Bud4 exhibited the strongest contribution to the construct with a loading value of 0.813. Regarding competence, km2 showed the highest loading factor (0.810), indicating that this indicator was the most representative measure of the competence construct. Within the employee performance construct, Kin4 and Kin8 demonstrated the highest loading values, at 0.838 and 0.829, respectively.

These findings confirm that all indicators included in the final measurement model satisfy the convergent validity requirements and are therefore appropriate for subsequent structural model analysis.

Reliability and Validity Assessment

The results of the reliability and convergent validity assessment are presented in Table 2. All constructs satisfied the recommended thresholds for reliability and validity. Specifically, the Composite Reliability (CR) values exceeded the minimum criterion of 0.70, while the Average Variance Extracted (AVE) values were above the recommended threshold of 0.50. These findings indicate that the measurement model demonstrates satisfactory internal consistency and convergent validity.

Table 2. Reliability and Convergent Validity Assessment

| Variable | Cronbach's Alpha | Composite Reliability | AVE |
|--------------------------|------------------|-----------------------|-------|
| Workload (X2) | 0.756 | 0.821 | 0.816 |
| Work Culture (Z) | 0.823 | 0.868 | 0.689 |
| Competence (X1) | 0.643 | 0.807 | 0.752 |
| Employee Performance (Y) | 0.865 | 0.895 | 0.834 |

Source: SmartPLS Data Processing Results, 2025.

The results indicate that all constructs possess adequate reliability, with Composite Reliability values ranging from 0.807 to 0.895. Furthermore, the AVE values range from 0.689 to 0.834, confirming that the indicators explain a substantial proportion of the variance in their respective latent constructs. Therefore, all constructs are considered reliable and valid for further structural model analysis.

Structural Model Evaluation (Inner Model)

The coefficient of determination (R^2) was used to evaluate the explanatory power of the structural model. The results show that Work Culture (Z) achieved an R^2 value of 0.537, indicating that 53.7% of its variance is explained by Competence (X1) and Workload (X2). Meanwhile, Employee Performance (Y) obtained an R^2 value of 0.935, suggesting that 93.5% of its variance is jointly explained by Competence (X1), Workload (X2), and Work Culture (Z). These findings indicate that the model has substantial explanatory power, particularly for employee performance.

Hypothesis Testing

The hypotheses were tested using the bootstrapping procedure in SmartPLS. The results of the direct and indirect effects analyses are presented in Tables 3 and 4, respectively.

Table 3. Direct Effects Hypothesis Testing

| Relationship | Path Coefficient (β) | t- Statistic | p- Value | Decision |
|--|---------------------------------|-----------------|-------------|------------------|
| Competence (X1) → Employee Performance (Y) | 0.390 | 4.776 | 0.000 | Supported |
| Workload (X2) → Employee Performance (Y) | 0.373 | 3.680 | 0.000 | Supported |
| Work Culture (Z) → Employee Performance (Y) | 0.386 | 5.270 | 0.000 | Supported |
| Competence (X1) → Work Culture (Z) | 0.187 | 1.386 | 0.166 | Not Supported |
| Workload (X2) → Work Culture (Z) | 0.623 | 5.555 | 0.000 | Supported |

Source: SmartPLS Data Processing Results, 2025.

The findings reveal that competence, workload, and work culture have significant positive effects on employee performance. In addition, workload significantly influences work culture. However, competence does not have a significant effect on work culture, as indicated by a t-statistic below 1.96 and a p-value greater than 0.05.

Table 4. Indirect Effects (Mediation) Hypothesis Testing

| Indirect Relationship | Path Coefficient (β) | t-Statistic | p-Value | Decision |
|---|------------------------------|-------------|---------|---------------|
| Competence (X1) → Work Culture (Z) → Employee Performance (Y) | 0.072 | 1.434 | 0.152 | Not Supported |
| Workload (X2) → Work Culture (Z) → Employee Performance (Y) | 0.240 | 3.189 | 0.001 | Supported |

Source: SmartPLS Data Processing Results, 2025.

The mediation analysis indicates that work culture does not mediate the relationship between competence and employee performance. Conversely, work culture significantly mediates the relationship between workload and employee performance. This result suggests that workload influences employee performance not only directly but also indirectly through the development of a supportive work culture.

The Effect of Competence on Employee Performance

The findings demonstrate that competence has a positive and significant effect on employee performance. This result confirms that employees possessing adequate technical skills, job-related knowledge, and positive work attitudes are more likely to achieve higher levels of performance. The finding supports the competency theory proposed by Spencer and Spencer (1993), which suggests that competence represents an underlying characteristic that contributes to superior job performance. Within the Environmental Service Office of Tanah Bumbu Regency, employees’ competencies, reflected in operational skills, understanding of standard operating procedures, social roles, self-image, and work attitudes, were found to contribute substantially to work outcomes. This result is consistent with previous studies by Sastra and Zulfadil (2017), Rina and Kusuma (2017), and Hidayat (2021), all of which reported a significant relationship between competence and employee performance.

The Effect of Workload on Employee Performance

The results indicate that workload has a positive and significant effect on employee performance. This finding suggests that a well-structured

workload, supported by clear job responsibilities, effective time utilisation, and achievable performance targets, can enhance employee productivity. Despite the shortage of personnel within the organisation, employees demonstrated the capacity to adapt to demanding work conditions. This finding supports previous research by Sastra and Zulfadil (2017) and Putra (2021), while also highlighting that, within public sector organisations, workload may function as a motivating factor when employees possess sufficient competence and operate within a supportive organisational environment.

The Effect of Work Culture on Employee Performance

Work culture was found to exert a positive and significant influence on employee performance. Employees who display positive attitudes towards their work and demonstrate dedication, responsibility, and collaboration tend to achieve better performance outcomes. This finding supports Nawawi's (2018) view that work culture functions as a shared system of values and norms that guides productive work behaviour. The result is also consistent with studies conducted by Widodo (2020) and Wahyoedi et al. (2022), which identified work culture as an important determinant of employee performance. In public organisations, a strong work culture may complement formal control mechanisms by encouraging employees to maintain high performance standards voluntarily.

The Effect of Competence on Work Culture

Contrary to expectations, competence was not found to have a significant effect on work culture. This finding suggests that improvements in individual competence do not automatically translate into changes in collective organisational values and norms. Work culture is generally shaped by broader organisational processes, including leadership practices, organisational history, and social interactions among employees. Consequently, although competence is important for improving individual performance, it may not be sufficient to influence organisational culture directly. This finding contributes to the literature by demonstrating that competence and work culture may operate through different mechanisms within public sector organisations.

The Effect of Workload on Work Culture

Workload exhibited a significant positive effect on work culture and emerged as the strongest predictor within the model. This finding indicates that demanding work conditions may encourage employees to develop adaptive work practices and shared behavioural norms. In the context of the Environmental Service Office of Tanah Bumbu Regency, the shortage of personnel appears to have fostered collective efforts to cope with organisational demands, thereby strengthening work culture. This result supports the argument that organisational culture can emerge through

continuous adaptation to workplace challenges and is consistent with the findings of Yandri and Aziz (2021).

The Indirect Effect of Competence on Employee Performance through Work Culture

The indirect effect of competence on employee performance through work culture was not significant. This result is consistent with the insignificant relationship between competence and work culture identified in the direct effects analysis. Accordingly, competence influences employee performance primarily through a direct mechanism rather than through cultural processes. From a managerial perspective, this finding suggests that programmes aimed at enhancing employee competence, such as training and professional development, are likely to improve performance directly without necessarily altering the prevailing work culture.

The Indirect Effect of Workload on Employee Performance through Work Culture

The findings reveal that work culture significantly mediates the relationship between workload and employee performance. This result suggests that workload affects performance not only directly but also indirectly through the development of a supportive and adaptive work culture. When employees consistently face demanding workloads, they tend to develop shared work habits, values, and behavioural norms that facilitate task completion and improve organisational effectiveness. This finding extends the existing literature by demonstrating that workload does not solely generate negative outcomes; under appropriate organisational conditions, it can contribute positively to performance through the formation of a strong work culture. Therefore, work culture plays a crucial role in transforming workload pressures into productive work behaviour within public sector organisations.

4. Conclusion

This study examined the relationships among competence, workload, work culture, and employee performance within the Environmental Service Office of Tanah Bumbu Regency using the SEM-PLS approach. The findings reveal that competence, workload, and work culture each exert a positive and significant direct effect on employee performance. These results indicate that employees' technical capabilities, effective workload management, and a supportive work culture are critical determinants of organisational performance in the public sector.

The study further demonstrates that competence does not significantly influence work culture, suggesting that organisational culture is shaped more by collective organisational processes than by individual capabilities. In contrast, workload has a significant positive effect on work culture and emerged as the strongest predictor in the model. Moreover, work culture

does not mediate the relationship between competence and employee performance but partially mediates the relationship between workload and employee performance. This finding highlights the important role of work culture in transforming workload demands into productive work behaviour.

The structural model explains 93.5% of the variance in employee performance and 53.7% of the variance in work culture, indicating substantial explanatory and predictive power. These findings contribute to the literature on public sector human resource management by providing empirical evidence regarding the mediating role of work culture in the relationships between competence, workload, and employee performance.

From a practical perspective, the Environmental Service Office of Tanah Bumbu Regency should prioritise programmes aimed at enhancing employees' technical competencies, particularly in information technology. In addition, workload analysis and redistribution should be implemented to ensure a more balanced allocation of responsibilities. Efforts to strengthen work culture through the promotion of positive work attitudes, collaboration, and organisational commitment are also recommended. Future studies are encouraged to incorporate additional variables, such as motivation, leadership, and compensation, in order to develop a more comprehensive understanding of employee performance in public sector organisations.

Acknowledgments: The authors would like to express their sincere gratitude to the Environmental Service Office of Tanah Bumbu Regency for granting permission and facilitating the implementation of this research. Special thanks are extended to all employees who participated as respondents and provided valuable information throughout the study. The authors also appreciate the support, guidance, and constructive contributions from colleagues, academic supervisors, and all parties who assisted directly or indirectly in the completion of this research. Their support has been invaluable in ensuring the successful completion of this study.

Declaration of conflicting interests: 'Authors declare no conflict of interest.

Funding: 'No funding received'.

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