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Efforts to Improve Employee Performance Based on Competence, Work Environment, Motivation and Career Planning at the Environmental Service

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ABSTRACT: This study aims to determine the effect of competence, work environment, work motivation and career planning on employee performance at the Jember Regency Environmental Service. The population in this study were all employees at the Jember Regency Environmental Service, totaling 83 employees. The total population of 83 employees is used as a sample in this study with the saturated sampling method. To test the measuring instrument in the form of a questionnaire used to test the validity and reliability of the data. The data analysis technique used is the Structural Equation Model (SEM) using WarpPLS 6.0. Based on the results of data analysis that has been carried out, it shows that employee competence, work environment, work motivation and career planning have a significant effect on employee performance at the Jember Regency Environmental Service.

Keywords: *employee competence, work environment, career planning, work motivation, employee performance*

I. INTRODUCTION

The importance of the existence of human resources in the organization begins with the increasing need for the function of human resources for the implementation and development of the organization. The human resource function starts from the administrative function to the management function and strategic function. In line with the increasing demands of the organization, the greater the responsibility that must be carried out by the human resources department in managing and developing employees because employees must be able to carry out their duties and responsibilities in accordance with the demands of the organization (Mulyadi, 2016). (Mangkunegara, 2010) states that human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, remuneration, integration, and separation of workers in order to achieve organizational goals. Meanwhile (Farida, 2014) states that human resource management is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the right positions and positions when the organization needs them. The Jember Regency Environmental Service is one of the services in the Jember Regency government which has the task of assisting the head of government or the Regent in carrying out government affairs in the environmental field. The Jember Regency Environmental Service has the following functions: (1) formulating regional policies in the environmental field; (2) implementing regional policies in the environmental sector; (3) carry out regional evaluation and reporting in the environmental sector; (4) carry out the administration of regional offices in the environmental sector; and (5) carry out other functions assigned by the Regent in relation to his duties and functions. The types of services to the community provided by the Environmental Service of Jember Regency include environmental licensing services, follow-up services for community complaints/environmental disputes and environmental law enforcement. In order for services to the community to run optimally, the leaders in the Jember Regency Environmental Service must be able to mobilize their employees to improve performance, both individual performance and organizational performance.

**Table 1. Problem Identification Based on Tasks and Functions
Jember Regency Environmental Service**

No	Problem Identification	Program Realization With 100% Achievement
1	Carrying capacity of water catchment areas (excessive run-off) in rural and urban areas.	77,43 %
2	Increased critical land in watersheds / watersheds.	85,21 %

3	Lack of awareness and community movement towards cleanliness, beauty and environmental preservation.	79,12 %
4	Environmental audits have not been carried out optimally, especially for residential areas, industry, hotels and trade centers.	87,35 %
5	The occurrence of environmental pollution and damage to natural resources.	73,69 %
6	The decrease in the number and discharge of springs.	87,00 %
7	Less than optimal waste management, especially in urban areas.	88,24 %
8	There is still a lack of area of urban forests and urban parks.	87,33 %
9	Less active non-governmental organizations in the environmental field.	84,57 %
10	Lack of synergy from every force in society in solving environmental problems.	79,00 %

By improving employee performance, it is expected that services to the community will also increase (Sinambela, 2011). Problems, plans and performance targets at the Jember Regency Environmental Service are presented in the Table. 1. Based on the problem identification data regarding the tasks and functions, it can be seen that the program realization target has not yet reached the expected target. Achievement of performance targets is identical to performance (both individual performance and organizational performance). The success of planning for an activity does not always have to be achieved up to 100%. It could be that the achievement of performance targets in an organization is only achieved in the range of 50% to 80%. The factors causing the failure to achieve performance targets are also varied. Therefore, the leadership is obliged to continue to motivate employees in order to achieve performance targets as expected by the organization.

The formulation of the problem in this study include: (1) whether competence has an effect on employee performance at the Jember Regency Environmental Service?; (2) does the work environment affect the performance of employees at the Jember Regency Environmental Service?; (3) does work motivation affect employee performance at the Jember Regency Environmental Service?; (4) Does career planning affect employee performance at the Jember Regency Environmental Service?. While the objectives of this study are: (1) to determine the effect of employee competence on employee performance at the Environmental Service of Jember Regency; (2) to determine the effect of the work environment on employee performance at the Jember Regency Environmental Service; (3) to determine the effect of employee work motivation on employee performance at the Jember Regency Environmental Service; (4) to determine the effect of career planning on employee performance at the Jember Regency Environmental Service. Environment of Jember Regency.

II. LITERATURE STUDY AND HYPOTHESES DEVELOPMENT

Relationship Between Competence and Employee Performance

Employees with the abilities possessed will be easy to carry out their duties and functions (Hutapea, 2008b). The term competence is a term that is often heard and spoken by many people. There are those who interpret competence as commensurate with abilities or skills, there are others who interpret competence as commensurate with skills, knowledge and higher education. (Nawawi, 2008) states that competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference. (Hutapea, 2008b) says that competence is the accumulation of knowledge and research results and experience both quantitatively and qualitatively in their fields, so that they can produce innovations in accordance with the demands of the times. Employees who have competence in accordance with the field of expertise in their work will be able to complete their tasks on time (Azhad et al., 2015). Thus it can be concluded that competence can improve a person's performance. Performance is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him (Mathis & Jackson, 2011). Performance is the result or output of a process (Samsudin, 2006). According to (Luthans, 2014) performance is the quantity or quality of something produced or services provided by someone who does the job. According to (Simamora, 2006) performance is work performance, namely the comparison between work results and established standards.

Research on the relationship between competence can improve employee performance has been done by many previous researchers. Study (Achmad, 2016), (Rantesalu et al., 2017), (Perdana, 2018), (Mustikawati & Qomariah, 2020), (Saban et al., 2020), (Friolina et al., 2017), (Supiyanto, 2015), (Utomo et al., 2019), (Chandra et al., 2020), (Adam & Kamase, 2019), (Yusuf, 2015), (Supriadi et al., 2018), (Prahawan et al., 2017), (Zubaidah, 2016), (Rahim et al., 2017), (Parashakti et al., 2020), (Mananeke et al., 2014), (Kapahang et al., 2014), (Winanti, 2011), (Abdi & Wahid, 2017), (Pujiarti, 2019), (Herawati & Mahfudnurnajamuddin, 2018), (Sholehatusya'diah, 2017), (M. A. Kurniawan et al., 2021) is a research that connects competence with

employee performance. Thus the hypothesis that can be developed is: H1: Competence Affects Employee Performance.

Relationship Between Work Environment And Employee Performance

The duties and functions of employees in carrying out their roles are also inseparable from the availability of work facilities they have. In addition, it is supported by the work environment both internally and externally. According to (Sedarmayati, 2011) the work environment can be regarded as a place for a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. (Nitisemito, 2008) states that the work environment is a source of information and a place to carry out activities, so that good working environment conditions must be realized so that employees feel more comfortable and comfortable in the workspace to complete their work, so that a high level of efficiency can be achieved. The work environment in an organization must be made as comfortable as possible so that employees can work well. The work environment in the organization can be in the form of good coloring, bright lighting, good air circulation, and a clean room. It could be that one of the causes of performance can be realized properly due to a comfortable work environment (Mu'ah, 2002).

Several studies that analyze the relationship between the work environment and employee performance include: (Adha et al., 2019b), (Wibowo et al., 2014), (Fachreza et al., 2014), (Ratnasari & Dewi, 2014), (Ardianti et al., 2018), (Sitinjau, 2018), (Hidayat, 2018), (Anggitaningsih & Handriyono, 2019), (Pribadi, 2018), (Riansari et al., 2012), (Iskandar & Juhana, 2014), (Hasibuan & Afrizal, 2019), (Utomo et al., 2019), (Parashakti et al., 2020), (Rahim et al., 2017), (Prahiawan et al., 2017), (Sudibya & Utama, 2012), (Pioh & Tawas, 2016), (Riansari et al., 2012), (Ardianti et al., 2018), (Utomo et al., 2019), (Novitasari et al., 2012), (Kurniawati & Tobing, 2019), (Sugiyatmi et al., 2016), (Yohana et al., 2020), (Hafifi et al., 2018), (Priyono et al., 2018), (Firdaus et al., 2017), (Siregar et al., 2020), (Husnah et al., 2018), (Fachreza et al., 2014), (Adha et al., 2019a), (Feel et al., 2018), (Nurul Qomariah, Diastuty Marchita, et al., 2020), (N. Qomariah et al., 2020). The results of the research that has been carried out provide results that support the relationship between the work environment and employee performance, and some do not support the relationship between work environment and performance. Thus the hypothesis that can be developed is: H2: Work Environment Affects Employee Performance.

Relationship Between Work Motivation and Employee Performance

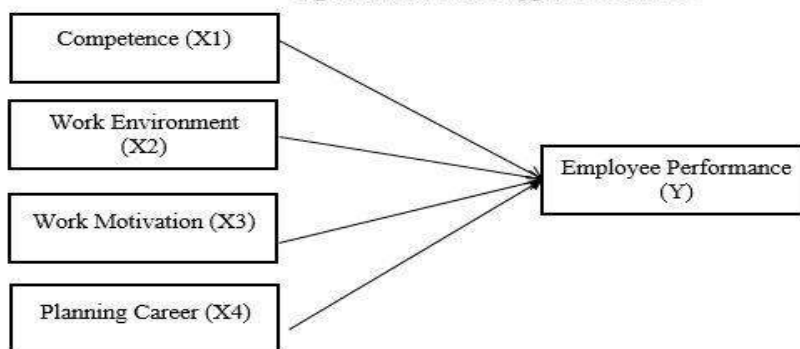
(Tohardi, 2006) suggests that motivation is a condition that moves people towards a certain goal. In addition (Siagian, 2015) mentions that among management theorists and practitioners it has long been known that the problem of motivation is not an easy problem, both understanding it let alone applying it. However, what is clear is that with the right motivation, employees will be encouraged to do their best in carrying out their duties because they believe that with the success of the organization in achieving its goals and objectives, the personal interests of the members of the organization will also be maintained. Employees who have a strong drive to do a good job will perform well.

Research that connects work motivation with employee performance has often been carried out, the results of which are supportive and some also reject that motivation can increase performance. The research includes: (Priyono et al., 2018), (Nurul Qomariah, Wijianto, et al., 2020), (Atikah & Qomariah, 2020), (W. Sari et al., 2020), (M. A. Kurniawan et al., 2021), (Nurul Qomariah, Hermawan, et al., 2020), (Utomo et al., 2019), (Nurul Qomariah, Warsi, et al., 2020), (Firdaus et al., 2017), (Nurul Qomariah & Setyowati, 2020), (Sumowo, 2017), (Fachreza et al., 2014), (Adha et al., 2019a), (Hermawan, 2015), (Sya'roni et al., 2018), (Lopes, 2016), (Solikah et al., 2016), (Bentar et al., 2017), (Komaling et al., 2016), (Priyono et al., 2018), (Hanafi & Abadi, 2018), (Ardianti et al., 2018), (Lumentut & Dotulong, 2015), (Nurul Qomariah, Warsi, et al., 2020), (Pancasila et al., 2020), (Koni, 2018), (Ariono, 2017), (Iman & Lestari, 2019), (Susanthi & Setiawan, 2014), (Fonseca & Costa, 2020), (Dolphina, 2012), (Vidianingtyas & Putri, 2014), (Sugiyatmi et al., 2016), (Brahmasari & Suprayetno, 2008), (Priyono et al., 2018), (Kurniawati & Tobing, 2019), (Nurul Qomariah, Hermawan, et al., 2020), (Julianry et al., 2017), (Kahpi et al., 2017), (O. R. Sari, 2015), (Istanti et al., 2020), (Wijianto et al., 2020), (Permana et al., 2019), (Ahmad et al., 2014), (R. A. Kurniawan et al., 2019), (Mayangsari et al., 2020), (Atikah & Qomariah, 2020), (Basalamah, 2017), (W. Sari et al., 2020), (Hidayah & Tobing, 2018), (Soebyakto et al., 2019), (Ardianti et al., 2018), (Utomo et al., 2019), (Prakoso et al., 2014), (Sudibya & Utama, 2012), (Indarti, 2018), (Parashakti et al., 2020), (Zubaidah, 2016), (Prahiawan et al., 2017), (Supriadi et al., 2018), (Changgriawan, 2017), (Riantoko et al., 2017), (Perdana, 2018), (Achmad, 2016), (Rantesalu et al., 2017), (Nurul Qomariah, Hermawan, et al., 2020). Thus the hypothesis that can be developed is: H3: Work Motivation Affects Employee Performance.

Relationship Between Career Planning With Employee Performance

Often the performance of employees with good competence is also accompanied by career paths or promotions from the organization where the employee works. The promotion given is usually in accordance with the expertise and rank of the group owned as a motivation in carrying out its duties and functions. According to (Simamora, 2006) career is a combination of all activities that take place in a person's life role at a certain point in time. The activities that a person does can affect his career, including activities in career planning. Good career planning can help a person's career path be directed and in line with expectations. Career planning is an activity that makes an individual responsible and develop his career (Sedarmayati, 2011). A career that continues to increase makes employees motivated to complete the job well. Thus a good career planning can improve a person's performance in an organization. Research on career planning related to employee performance has been carried out which gives results, some are supportive and some are not. Some of those studies include: (Cesilia et al., 2017; Gunawan, 2015; Malahayati et al., 2018; Manggis et al., 2018; Massie et al., 2015; Monoarfa et al., 2019; Niati et al., 2021; Permatasari, 2006; Rahayu et al., 2020; Rimper & Kawet, 2014; Rokhayati et al., 2017; Sapta & Sudja, 2018). Thus the hypothesis that can be developed is: H4: Career Planning Affects Employee Performance.

Figure 1. Research Hypothesis Model



III. RESEARCH METHODS

Research Design

In this study using descriptive and quantitative research methods. (Sugiyono, 2017) states that the descriptive method is a method for analyzing data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. This quantitative method is one type of research whose specifications are systematic, well-planned and clearly structured from the beginning to the making of the research design.

Population and Sample

According to (Arikunto, 2016) population refers to the whole group of people, events, one thing of interest that researchers want to investigate. The population in this study were all employees of the Jember Regency Environmental Service, totaling 83 employees. The sampling method used a saturated sampling technique (census) because the population was relatively small, less than 100 people, so all the populations in this study were used as samples, namely 83 people.

Data Analysis Tools

The test data in this study were analyzed and tested using the multivariate Structural Equation Model (SEM) technique of the WarpPLS 6.0 program. Outer model analysis is carried out to ensure that the measurement used is feasible to be used as a measurement (valid and reliable) (Ghozali, 2008). In the analysis of this model, it specifies the relationship between latent variables and their indicators. Convergent validity is an indicator that is assessed based on the correlation between the item score/component score and the construct score, which can be seen from the standardized loading factor which describes the magnitude of the correlation between each measurement item (indicator) and its construct. Discriminant validity is a measurement model with reflexive indicators assessed based on crossloading measurements with constructs. Composite reliability is an indicator to measure a construct that can be seen in the view of latent variable coefficients. Cronbach's Alpha is a reliability test carried out to strengthen the results of composite reliability.

Inner model analysis is used to determine the relationship between latent variables. The steps in the inner model analysis are: (1) calculating the structural path coefficient (path analysis) to find out how much influence exogenous variables have on endogenous variables; (2) calculate the coefficient of determination to see the

ability of exogenous variables to explain endogenous variables; (3) calculate the suitability test between the theoretical model and empirical data can be seen at the level (Goodness-of-fit statistics).

IV. RESULTS AND DISCUSSION

Result

Sample Profile

Respondent description statistics related to gender, education and rank & class of respondents who came from employees at the Jember Regency Environmental Service with a total of 83 respondents, are presented in Table 2.

Table 2. Descriptive Statistics of Respondents

Variable	Percentage
Sex	
Male	63
Female	37
Education	
High School	10
Diploma	10
Bachelor	72
Postgraduate	8
Rank and Class	
Pembina TK.I/ IVb	1
Pembina/ IVa	5
PenataTk.I/ IIIId	12
Penata/ IIIc	5
Penata Muda TK I / III b	34
Penata Muda / III a	29
PengaturIIa - IIId	15

Validity and Reliability Test Results

The validation test criteria were carried out using the loadings factor criteria with a value of more than 0.70 and average variance extracted (AVE) with a value exceeding 0.70 for the convergent validity test and for the discriminant validity test using the ratio of the roots of the AVE with the correlation between variables. The results of WarpPLS 6.0 are presented in Table 3. The results of the calculation of WarpPLS 6.0 in Table 3, show that each value on the cross-loading factor has reached a value above 0.7 with a p value below 0.001. Thus the convergent validity test criteria have been met. Reliability testing is carried out with the aim of ensuring that the research instrument used can present the measurement of the concept consistently without any bias. The results of the WarpPLS 6.0 data processing for the reliability test are presented in table 4. The basis used in the reliability test is the value of composite reliability coefficients and Cronbach's alpha coefficients above 0.7. The results in table 4 show that the questionnaire instrument in this study has met the requirements of the reliability test.

Table 3. Results of Combined Loadings and Cross-Loadings Analisis Analisis

	X1	X2	X3	X4	Y	Type (a)	SE	P-value
X1.1	0.735	0.412	-0.190	-0.145	-0.050	Reflect	0.088	<0.001
X1.2	0.736	0.524	-0.070	0.150	-0.073	Reflect	0.091	<0.001
X1.3	0.810	0.000	0.043	0.145	0.055	Reflect	0.086	<0.001
X1.4	0.743	-0.437	0.152	-0.013	0.111	Reflect	0.091	<0.001
X1.5	0.779	-0.522	0.077	-0.145	-0.050	Reflect	0.090	<0.001
X2.1	-0.015	0.721	0.400	0.126	-0.193	Reflect	0.091	<0.001
X2.2	-0.387	0.745	0.210	0.319	0.620	Reflect	0.093	<0.001
X2.3	0.363	0.735	-0.425	-0.212	-0.015	Reflect	0.091	<0.001
X2.4	0.284	0.794	-0.074	0.039	-0.249	Reflect	0.089	<0.001
X2.5	-0.287	0.725	-0.058	-0.199	-0.050	Reflect	0.088	<0.001
X3.1	0.037	0.044	0.795	0.108	-0.024	Reflect	0.089	<0.001
X3.2	-0.218	0.368	0.716	0.085	-0.106	Reflect	0.091	<0.001
X3.3	0.031	0.176	0.753	-0.337	-0.098	Reflect	0.088	<0.001
X3.4	0.184	0.176	0.781	-0.201	0.621	Reflect	0.104	0.002
X3.5	0.096	-0.433	0.732	0.305	0.081	Reflect	0.094	<0.001
X4.1	0.111	0.184	0.230	0.722	-0.912	Reflect	0.089	<0.001

X4.2	-0.016	-0.219	-0.207	0.721	0.723	Reflect	0.094	<0.001
X4.3	-0.291	-0.224	-0.038	0.763	0.647	Reflect	0.093	<0.001
X4.4	0.216	0.403	-0.216	0.787	0.259	Reflect	0.095	<0.001
X4.5	-0.013	-0.102	0.093	0.820	-0.289	Reflect	0.086	<0.001
Y1.1	0.238	0.048	-0.272	0.095	0.790	Reflect	0.092	<0.001
Y1.2	0.399	-0.118	-0.031	-0.231	0.711	Reflect	0.089	<0.001
Y1.3	-0.063	0.478	0.212	-0.403	0.737	Reflect	0.088	<0.001
Y1.4	-0.123	-0.770	-0.004	0.447	0.712	Reflect	0.100	0.001
Y1.5	-0.530	-0.087	0.042	0.415	0.740	Reflect	0.091	<0.001

Table 4. Reliability Test Results

Variable	Composite Reliability	Cronbach's alpha
Competence	0.829	0.742
Work Environment	0.781	0.749
Work Motivation	0.759	0.707
Planning Career	0.703	0.706
Employee Performance	0.143	0.774

Research Hypothesis Test Results

This section describes each path in the model section using path analysis. By knowing whether or not each path is significant, it will answer questions in the form of the proposed hypothesis whether it is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient value and the significance value of the research results are presented in Table 5.

Table 5. Path Coefficient Value and Significance Value Result

No.	Independent Variable	Dependent Variable	Path Coefficient	p-value	Information
1.	Competence	Employee Performance	0,213	0,004	Significant
2.	Work Environment	Employee Performance	0,569	0,001	Significant
3.	Work Motivation	Employee Performance	0,216	0,003	Significant
4.	Planning Career	Employee Performance	0,221	0,017	Significant

Coefficient of Determination Result

Employee competencies, work environment, work motivation and career planning and being able to explain the performance variables of the Jember Regency Environmental Service employees are 65.1% or categorized as strong correlation, and the remaining 38.9% is explained by other constructs outside those studied in this study.

Discussion**The Effect of Employee Competence on Employee Performance.**

Based on the first hypothesis, employee competence has an effect on employee performance. After testing and analyzing the data, the results obtained stating that the competence of employees has a significant effect on the performance of the employees of the Jember Regency Environmental Service, which is proven true or H1 is accepted. This could be due to aspects related to employee competence that have been able to create employee performance. Aspects of employee competence include: motives, traits, self-concept, knowledge and skills.

According to (Hutapea, 2008a) competence contains aspects of knowledge, skills, (expertise) and abilities or personality characteristics that affect performance. Considering that this research is motivated by problems regarding the achievement of performance realization which are more or less caused by the employee competence factor that is not in accordance with the field of work. However, the results of this study prove that even with such conditions, employee competence has a significant effect on performance.

The Effect of Work Environment on Employee Performance.

Based on the second hypothesis, the work environment affects employee performance. After testing and analyzing the data, the results showed that the work environment had a significant effect on the performance of the employees of the Jember Regency Environmental Service. Thus the hypothesis which states that the work environment affects employee performance is proven true or H2 is accepted. This could be due to aspects related to the work environment that have been able to improve the performance of the employees of the Jember Regency Environmental Service.

(Sedarmayanti, 2011) states that the work environment is the overall work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of the work itself. (Mulyadi, 2016) work environment or conditions are all aspects of physical work, work psychology and work regulations that can affect job satisfaction and work productivity. As an agency tasked with maintaining and regulating the environment in Jember Regency, DLH is a benchmark for a good work environment from other agencies. So that the Jember Environment Service really pays attention to aspects related to the work environment, namely cleanliness, lighting, air exchange, security and spatial planning.

The Effect of Work Motivation on Employee Performance.

The third hypothesis states that work motivation affects employee performance. After testing and analyzing the data, the results showed that work motivation had a significant effect on the performance of the employees of the Jember Regency Environmental Service. Thus the hypothesis which states that motivation affects employee performance is proven true or H3 is accepted. This could be due to aspects of work motivation related to the performance of the employees of the Jember Regency Environmental Service. The motivational aspects include physiological needs, safety needs, social needs, self-esteem needs and self-actualization needs. One of the determinants of performance is work motivation. Employees who are motivated both because of the work environment and the suitability of competence with the field of work assigned are able to improve employee performance optimally. Motivation according to (Rivai, 2009) is something that moves or encourages a person or group of people to do or not do something. While the definition of motivation according to (Samsudin, 2006) is a factor that gives hope, namely hard work in achieving achievement, it is expected that achievement can provide results for the benefit of the activities carried out.

The Effect of Career Planning on Employee Performance.

The fourth hypothesis states that career planning has an effect on employee performance. After testing and analyzing the data, the results showed that career planning had a significant effect on the performance of the employees of the Jember Regency Environmental Service. Thus the hypothesis which states that career planning affects employee performance is proven true or H4 is accepted. This could be due to aspects related to career planning that have been able to increase the work productivity of the employees of the Jember Regency Environmental Service.

Career planning is planning that focuses on work and identifying career paths that provide logical progress for people between jobs in the organization (Mathis & Jackson, 2011). Career planning is a process where companies select career goals and career paths in achieving career plans (Tohardi, 2006). Career planning is an activity or effort to describe an employee's career path and identify things that can be done to achieve certain career goals. The focus of career planning is to create work enthusiasm to achieve realization targets in certain job duties and responsibilities. Of course, it is one of the drivers of the Jember Regency Environmental Service employees to improve their performance.

V. CONCLUSIONS AND SUGGESTIONS

Based on the research findings that have been described in the previous chapter, the conclusions in this study are as follows: (1) employee competence has a positive and significant effect on employee performance. Employees who have competence in their fields will have confidence in completing their tasks. Competence for employees is a matter of pride that needs to be continuously improved along with the times; (2) the work environment has a positive and significant effect on employee performance. The work environment in which employees complete their duties must provide comfort so that the work given can be completed on time; (3) work motivation has a positive and significant effect on employee performance. Every employee has the drive to work better. The drive or motivation to work better must continue to be improved so that employee performance targets can be met; (4) career planning has a positive and significant effect on employee performance. Career planning in an organization must be developed so that employees have a plan when they need to upgrade their qualifications in order to achieve careers that are in line with individual and organizational goals

The suggestions that can be given based on the results of the research are: (1) it is necessary to evaluate the competence of employees so that they are in accordance with the position held. So that there is no social jealousy or a tendency for disputes to occur between employees; (2) for future research, it is recommended to consider other factors that also influence employee performance such as leadership, job satisfaction and work discipline; (3) further research can also expand research orientation to a larger organizational scope or larger population.

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