



## The Influence Of Adaptive Work Behavior, Self-Efficacy And Employee Competence On Performance With Job Satisfaction As An Intervening Variable At The Personnel, Education, And Training Agency (BKPP) Of Banyuwangi Regency

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### ABSTRACT

This study aims to examine the influence of adaptive work behavior, self-efficacy, and employee competence on performance, with job satisfaction as an intervening variable at the Civil Service, Education, and Training Agency (BKPP) of Banyuwangi Regency. The research applied a quantitative method with descriptive and verificative approaches. From a population of 6,241 employees, a sample of 100 respondents was selected using the Slovin formula and purposive sampling technique. Data analysis employed Structural Equation Modeling Partial Least Squares (SEM-PLS) with SmartPLS 4.0 software. The results indicate that adaptive work behavior, self-efficacy, and competence each have positive and significant effects on both job satisfaction and employee performance. Job satisfaction also significantly affects performance. However, its mediating role is not consistently effective, as it does not significantly mediate between adaptive behavior or self-efficacy and performance. In contrast, competence positively influences performance through satisfaction. These findings suggest that strengthening competence and sustaining satisfaction are crucial strategies to enhance performance at BKPP Banyuwangi.

### INTRODUCTION

The current bureaucratic reform is not just the aspiration of various levels of society who want to improve the quality of the bureaucracy and state apparatus. This reform has become an urgent need for government officials (the first wave of reforms) and has succeeded in building a

political, legal, and economic foundation to support democratic life in Indonesia. Various changes in the government system have been made to realize *good governance*, but many parties consider that reforms in the bureaucratic field are still lagging behind the progress of reforms in the political, economic, and legal sectors. Therefore, the government reaffirms its commitment to carry out bureaucratic reform in order to achieve *clean government* and *good governance* in government management. As a step to implement this reform, the government has issued Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform and a number of technical guidelines related to its implementation.

The performance of the State Civil Apparatus (ASN) is an important element in realizing the implementation of a government that is not only effective and efficient, but also focuses on improving the quality of services to the community. Law Number 5 of 2014 concerning the State Civil Apparatus mandates that civil servants must uphold basic values, professional ethics, and the principle of accountability in the implementation of their duties. To strengthen this work culture, the Ministry of State Apparatus Empowerment and Bureaucratic Reform has established the Core Values of ASN known as "Morality" through the PANRB Ministerial Circular Letter Number 20 of 2021, which includes Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. These values are a guideline for the behavior of ASN in all government agencies, including within the Banyuwangi Regency Regional Government.

The performance measurement of Banyuwangi Regency Regional Government employees over the past three years is presented in the following table:

**Table 1 Data on Employee Performance Problems**

Yes	ASN Core Values	2022 (%)	2023 (%)	2024 (%)	Phenomenon
1	Service-Oriented	81	78	80	There will be a decrease in 2023 due to obstacles in the adaptation of digital services in several OPDs, improvements will begin to be seen in 2024 but have not yet reached the target of 85%.
2	Accountable	84	82	79	The decline was consistent due to reporting delays and mismatch of performance data across several units.
3	Competent	80	83	81	The increase in 2023 was triggered by needs-based training, but 2024 fell again due to the low implementation of training results.
4	Harmonious	82	80	78	Coordination across OPDs will weaken in 2023–2024 due to the change of structural officials and policy differences between units.
5	Loyal	85	84	82	ASN's support for strategic programs has decreased as differences in perceptions of regional development priorities have emerged.
6	Adaptive	79	81	80	Small fluctuations are influenced by the slow response to changes in national policies in several service sectors.
7	Collaborative	83	79	81	Cross-OPD cooperation had weakened in 2023, then improved slightly in 2024 thanks to interagency collaboration programs.

Source : BKPP Banyuwangi Regency (2024).

Based on Table 1, the performance of the Banyuwangi Regency Regional Government ASN based on *the Core Values* "BerAKHLAK" shows a fluctuating trend during the 2022–2024 period

with a percentage achievement of between 78–85%, below the set target of at least 85% for each value. The most significant decline occurred in the Accountable and Harmonious values, where reporting delays, mismatch in performance data, and weakening coordination across OPDs were the main inhibiting factors. The Loyal value also experienced a gradual decline due to differences in perception of regional program priorities. Meanwhile, the values of Service-Oriented, Competent, Adaptive, and Collaborative show alternating increases and decreases, indicating sustainability issues in the implementation of performance improvement policies. This phenomenon reflects that even though the *Core Values* of "BerAKHLAK" have been internalized, consistency in implementation in the field is still a challenge so that the performance of ASN has not been optimal and the achievement targets have not been met.

This view shows a strong relevance to the fluctuating performance conditions of ASN as presented in Table 1 The Banyuwangi Regency Personnel, Education, and Training Agency (BKPP) was chosen as the object of research because it has the main tasks and strategic functions in the management of ASN management, including planning, coaching, competency development, and employee performance measurement within the Banyuwangi Regional Government. With its central role, BKPP is the main barometer in ensuring that the implementation of the *Core Values* "BerAKHLAK" runs optimally. This is important considering that the results of performance measurement over the past three years show that the achievement target has not been achieved, so an in-depth study is needed to formulate an improvement strategy based on individual employee behavior and capacity.

Employee performance is basically the results achieved by individuals and groups in an organization in accordance with predetermined authorities, responsibilities, and targets. According to Sutrisno (2019), performance is influenced not only by the ability and skills of employees, but also by the conditions of the work environment, such as the availability of technology and adequate support systems. In line with Mangkunegara (2021), the success of the application of technology in improving performance is highly dependent on the mental readiness and willingness of employees to adapt to changes in the work system. Purnamasari (2021) added that adaptation to information systems directly contributes to the effectiveness of the performance of state civil servants, especially in providing digital-based public services. In the context of the Banyuwangi Regency Regional Government, the problem of fluctuations in ASN performance achievements and the unattainment of targets every year show that there are challenges in the factors of adaptive work behavior, *self-efficacy*, competence, and employee job satisfaction. Therefore, this study assesses the urgency of analyzing the impact of these various factors on the performance of the State Civil Apparatus (ASN), with the aim of providing a deep understanding of strategic efforts to improve performance in a sustainable manner.

Sutrisno (2019) It also emphasized that work environment factors, including technology and support systems, have an important role in determining employee performance. This is supported by an opinion that emphasizes that the implementation of technology requires mental readiness and adaptation of the new work system from employees to support the successful implementation (Mangkunegara, 2021). The research Purnamasari (2021) also revealed that adaptation to information systems has a direct impact on the effectiveness of the performance of state civil servants, especially in responding to the needs of digital-based services.

In addition, job satisfaction is another significant factor that can have an impact on employee performance in the Banyuwangi Regency Regional Government. stating that employees who feel satisfied with their work tend to be more active in participating in the implementation of service innovation. According to Nabawi (2020), job satisfaction is influenced by the perception of the convenience and usefulness of technology applied in the work environment, which can also be the cause of fluctuating performance achievements of Banyuwangi Regency Regional Government employees. Based on research by (Marshall, 2020; Paparang et al., 2021), there is a close relationship between job satisfaction and employee

involvement in digital-based service innovation. A number of studies Sudarman (2020) Wibowo (2020) Robbins & Judge (2019) such as those conducted by show that job satisfaction has a significant effect on employee performance. However, empirical findings differ, stating that job satisfaction does not have a significant influence on performance. This indicates that job satisfaction is not always the main indicator in measuring performance

In addition to job satisfaction, employees' adaptive behavior also has an important role in supporting their work effectiveness within the Banyuwangi Regency Regional Government. Adaptive behavior reflects an employee's ability to adapt to change, including the use of new technology in the work process. According to (Robbins & Judge, 2019), employees who have good adaptive behavior will adapt more quickly to new technologies and procedures, so they are able to work more effectively in a changing environment. In his book, he revealed that adaptive behavior in public sector employees can help overcome challenges in the application of new technologies and systems. (Kartono, 2019) (Taber & Blankemeyer, 2015) research also shows that low employee adaptability is one of the main obstacles in the implementation of the new system. In this case, the adaptive work behavior of employees is very necessary to be able to respond to changes in work demands and overcome various obstacles that hinder the achievement of organizational performance targets.

*Self-efficacy* or self-confidence in mastering tasks is an important factor that can affect the success of employees in completing their duties and responsibilities effectively within the Banyuwangi Regional Government. explained that Bandura (2020) *self-efficacy* has a great influence on the motivation and ability of individuals to adopt new technologies. Employees who have a high level of self-efficacy tend to be more confident and proactive in improving their work performance. According to, Ferdinand (2019) *self-efficacy* helps individuals in overcoming psychological obstacles when facing new technologies. also supports this by stating that (Pratama, 2021) *self-efficacy* plays an important role in accelerating the adoption of technology among civil servants, which ultimately has a positive impact on performance and job satisfaction. However, different results were obtained from studies Permata sari & Candra (2020) showing that the effect of *self-efficacy* on performance was positive but not significant. Similarly, it found a positive but insignificant influence of (Aryoko et al., 2022a) *self-efficacy* on employee performance.

The aspect of employee competence also has an equally important role in improving performance. Competencies include the knowledge, skills, and attitudes needed to carry out tasks effectively (Dessler, 2020). In the digital era with complex community dynamics, sub-district employees must master various competencies, ranging from technical skills to interpersonal skills such as communication and problem-solving (Noe et al., 2021). Competency development through structured and sustainable training and development programs is a key factor in improving overall organizational performance (der Wal, 2020).

This opinion is supported by several studies (Krisnawati & Bagia, 2021; Sari et al., 2021)(Adittyta et al., 2021; Laura Silaban et al., 2021; S, 2020; Saban et al., 2020)that state that competence has a significant influence on performance. However, research shows that competence has no significant effect on performance.(Pramukti, 2019; Rosmaini & Tanjung, 2019; Toni & Trisna, 2019)

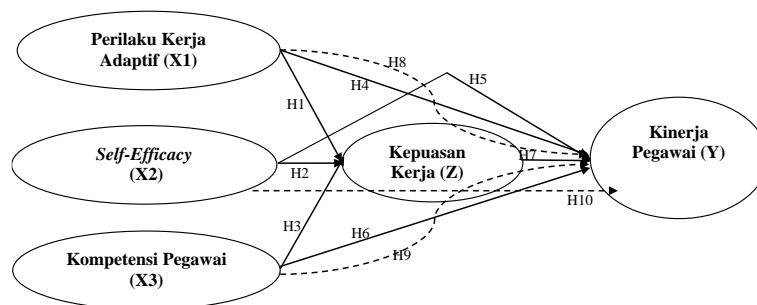
The novelty in this study lies in the combination of four internal factors, namely adaptive work behavior, *self-efficacy*, competence, and job satisfaction, in analyzing the performance of BKPP employees of Banyuwangi Regency, especially in conditions of fluctuating performance achievements and have not reached the target for the past three years. In contrast to previous research that generally examined these factors separately or focused on the private sector, this study focuses on the regional bureaucratic environment by considering the dynamics of changing work demands, coordination challenges between units, and differences in employee perceptions of program priorities. This approach makes a theoretical contribution by expanding the understanding of the relationship between variables in the context of achieving consistent

ASN performance, while offering practical contributions in the form of a comprehensive strategy to improve performance through simultaneous strengthening of adaptability, self-confidence, competence, and job satisfaction.

**Conceptual Framework**

The conceptual framework in this study is based on a theory that explains the relationship between independent variables and bound variables, and involves intervening variables to examine the influence of adaptive work behavior, *self-efficacy*, and employee competence to employee performance through job satisfaction as an intermediate variable. The description of this model can be described in more detail as follows:

**Figure 1 Conceptual Framework**



Source: Processed by researchers in 2025

Information:

- > : Direct influence path
- - - - -> : Indirect influence pathway

**LITERATURE REVIEW**

**Adaptive Work Behavior**

Adaptive work behavior is the ability of employees to adjust to changes in the work environment, whether related to technology, policies, or organizational procedures. According to Kartono (2019), adaptive behavior enables employees to remain productive even when facing uncertainties in the work environment. Research by Hidayat & Galib (2022) shows that adaptive behavior has a positive relationship with job satisfaction, as employees feel capable of meeting new demands without compromising their performance.

**Self-Efficacy**

Self-efficacy, or the belief in one’s ability to complete tasks, is an important factor in determining work performance. (Bandura, 2020) emphasizes that individuals with high self-efficacy tend to be more confident in facing challenges, thereby enhancing motivation and productivity. Research by Aryoko, (Aryoko et al., 2022b) demonstrates that self-efficacy has a significant effect on job satisfaction and employee performance, although some other studies have found its influence to be not always consistent.

**Employee Competence**

Employee competence is a combination of knowledge, skills, and attitudes required to perform work effectively. According to Noe et al. (2021), good competence not only improves work effectiveness but also provides employees with confidence and satisfaction. Research by Krisnawati & Bagia (2021) and Sari et al. (2021) states that competence has a positive relationship with employee performance. However, studies by Pramukti (2019) and Rosmaini & Tanjung

(2019) found different results, indicating that competence does not always have a significant effect on performance.

### **Job Satisfaction**

Job satisfaction is a positive emotional state that arises from employees' evaluation of their work. (Robbins & Judge, 2019) explain that job satisfaction is related to employee motivation, loyalty, and productivity. Research by Paparang et al. (2021) confirms that job satisfaction has a significant influence on performance, although some other studies have found its effects to vary depending on organizational factors.

### **Employee Performance**

Employee performance is the work outcome achieved by individuals within an organization in accordance with specific targets and standards. Sutrisno (2019) emphasizes that performance is influenced by internal factors such as competence and motivation, as well as external factors such as the work environment and organizational support. Findings from (Nabawi, 2020; Saban et al., 2020) reinforce that adaptive behavior, self-efficacy, and adequate competence can enhance job satisfaction, which in turn contributes to improving employee performance.

## **METHOD**

### **Research Design**

This research uses a quantitative approach with descriptive and verifiable methods. The descriptive method aims to provide a systematic overview of the phenomenon being studied according to the data collected without the intention of making generalizations. Meanwhile, the quantitative approach focuses on data analysis in the form of numbers and structured procedures to test hypotheses (Sugiyono, 2019). With this approach, this study is focused on analyzing the influence of adaptive work behavior, *self-efficacy*, and employee competence on job satisfaction and its effect on employee performance at the Personnel, Education, and Training Agency (BKPP) of Banyuwangi Regency.

### **Variable Operational Definition**

An operational definition of a variable is created so that each variable can be clearly measured using appropriate indicators. Adaptive work behavior (X1) is measured by five main indicators, namely accepting change positively, flexibility in facing challenges, proactively anticipating changes, adjusting to organizational policies, and adapting to diverse work environments (KemenpanRB, 2021). Self-efficacy (X2) is measured through six indicators: job suitability with ability, adaptability, fulfillment of expectations, technical knowledge, comparison of abilities with colleagues, and work experience as a source of self-confidence ((Ardanti & Rahardja, 2017). Employee competency (X3) is measured through six indicators, namely knowledge, understanding, skills, values, attitudes, and interest in work ((Sugiyanto & Santoso, 2018). Meanwhile, job satisfaction (Z) based on indicators from the Minnesota Satisfaction Questionnaire (MSQ) and Job Descriptive Index (JDI), includes aspects of the work itself, quality of supervision, relationships with colleagues, promotion opportunities, salary, freedom in decision-making, appreciation for work results, and sense of achievement (Wibowo, 2021). For employee performance (Y), measurement is carried out with six indicators, namely goals, service standards, work facilities, feedback, motivation, and opportunities to show achievements (Wibowo, 2021).

### **Research Population**

The population in this study consists of all State Civil Apparatus (ASN) in the Regional Government of Banyuwangi Regency, a total of 6,241 employees. This population was chosen

because it is directly related to personnel administration services which are the scope of duties of the Personnel, Education, and Training Agency (BKPP) of Banyuwangi Regency (Sugiyono, 2019).

### Research Sample

Sample selection was carried out using the Slovin formula with an error rate of 10%, so that a sample of 100 employees was obtained. The sampling technique used is purposive sampling, provided that the employee has a minimum working period of five years and has interacted directly with BKPP in terms of personnel administration. With these criteria, respondents are considered to have sufficient experience to provide an objective assessment (Arikunto, 2019; Sugiyono, 2019).

### Data Analysis

Data analysis was carried out using Structural Equation Modeling with *the Partial Least Squares* (SEM-PLS) approach through the help of WarpPLS 8.0 software. This method was chosen because it is suitable for predictive and exploratory research, and is able to measure the relationship between latent variables and reflective indicators. In addition, SEM-PLS allows testing for direct and indirect influences through mediation variables, so it is very suitable for this research model. (Ghozali, 2021).

## RESULTS AND DISCUSSION

### Evaluation of the Outer Model

#### Validity Test

Convergent validity testing is performed to assess the validity of the relationship between each indicator and the latent variable it represents. This validity is measured based on *the outer loading* value and *the Average Variance Extracted* (AVE) obtained from each indicator.

**Table 2 Combined loadings and cross-loadings**

Indicators	X1 Adaptive work behavior	X2 Self- efficacy	X3 Employee competencies	Z Job satisfaction	Y Employee performance	Description
X1.1	0,841					Valid
X1.2	0,767					Valid
X1.3	0,878					Valid
X1.4	0,885					Valid
X1.5	0,801					Valid
X1.6	0,778					Valid
X2.1		0,8 36				Valid
X2.2		0,7 96				Valid
X2.3		0,7 77				Valid
X2.4		0,9 07				Valid
X2.5		0,8 87				Valid
X2.6		0,8 21				Valid

X3.1			0,858			Valid
X3.2			0,851			Valid
X3.3			0,803			Valid
X3.4			0,847			Valid
X3.5			0,820			Valid
X3.6			0,783			Valid
Z1				0,789		Valid
Z2				0,800		Valid
Z3				0,762		Valid
Z4				0,775		Valid
Z5				0,803		Valid
Z6				0,843		Valid
Z7				0,790		Valid
Z8				0,823		Valid
Y1					0,827	Valid
Y2					0,851	Valid
Y3					0,826	Valid
Y4					0,708	Valid
Y5					0,807	Valid
Y6					0,881	Valid

Source: primary data processed by researchers (2025)

From the data presented above, it can be seen that the *outer loading* value for each indicator is more than 0.7, so the research instrument can be said to be valid (green number). Furthermore, the AVE convergent validity value is presented as follows:

**Table 3 Convergent Validity Test (AVE)**

Research Variables	AVE	Cut Off	Information
X1. Adaptive work behavior	0,683	0,5	Valid
X2. <i>Self-efficacy</i>	0,703	0,5	Valid
X3. Employee competencies	0,685	0,5	Valid
Z. Job satisfaction	0,638	0,5	Valid
Y. Employee performance	0,670	0,5	Valid

Source: primary data processed by researchers (2025)

The results of the analysis showed that *the Average Variance Extracted (AVE)* value was above 0.5 (marked with a green number), which indicates that the instrument used in this study has met the validity requirements or can be declared "*Valid*".

### Reliability Test

The reliability test in this study used *Cronbach's Alpha* as a measuring tool. An instrument is considered *reliable* if *Cronbach's Alpha value* is more than 0.70 and *the composite reliability* is also above 0.70. The results of *the Construct Reliability* and *Validity* are further presented in the following table:

**Table 4 Reliability Test**

Research Variables	Cronbach's Alpha	Information
X1. Adaptive work behavior	0,928	Reliable
X2. <i>Self-efficacy</i>	0,934	Reliable
X3. Employee competencies	0,929	Reliable
Z. Job satisfaction	0,934	Reliable
Y. Employee performance	0,924	Reliable

Source: primary data processed by researchers (2025)

Based on the results of the analysis in Table 12 above, it can be seen that *Cronbach's Alpha* value exceeds 0.70, so it can be concluded that the instrument used has a good level of reliability.

### Inner Model Evaluation

#### Direct Influence Path Coefficient Calculation

*Inner models* are used to recognize and test hypothesized relationships between exogenous and endogenous constructs. The results of the analysis of the structural model (*inner model*) are presented in the following table:

**Table 5 Direct Influence Path Coefficient Values**

Hypothesis	Path coefficient	PValues	Information
X1. Adaptive work behavior → Z. Job satisfaction	0,276	0,000	Significant
X2. <i>Self-efficacy</i> → Z. Job satisfaction	0,447	0,000	Significant
X3. Employee competencies → Z. Job satisfaction	0,276	0,000	Significant
X1. Adaptive work behavior → Y. Employee performance	0,223	0,044	Significant
X2. <i>Self-efficacy</i> → Y. Employee performance	0,284	0,017	Significant
X3. Employee → Competence Y. Employee performance	0,375	0,000	Significant
Z. Job satisfaction → Y. Employee performance	0,277	0,046	Significant
X1. Adaptive work behavior → Z. Job satisfaction → Y. Employee performance	0,076	0,111	Insignificant
X2. <i>Self-efficacy</i> → Z. Job satisfaction → Y. Employee performance	0,124	0,060	Significant
X3. Employee → competence Z. Job satisfaction → Y. Employee performance	0,076	0,004	Significant

Source: primary data processed by researchers (2025)

Based on the table above, the following are the results of the hypothesis test obtained:

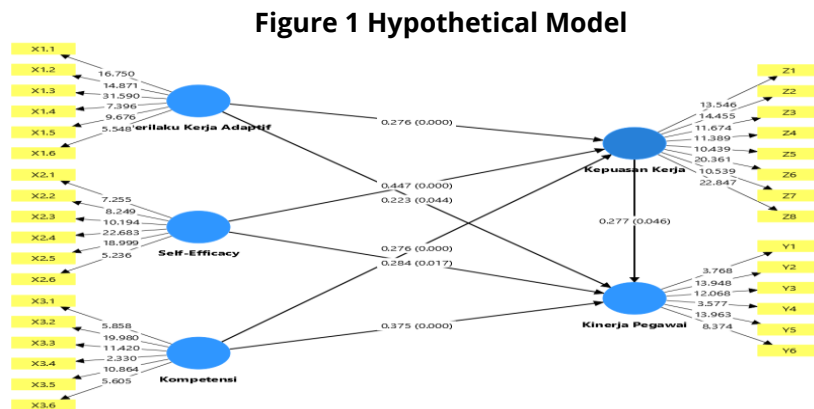
- Hypothesis 1: Adaptive work behavior (X1) has a significant effect on job satisfaction (Z)  
The results of the first hypothesis test showed a *path coefficient* of 0.276 with a *p-value* of 0.000 (< 0.05), which means that there is a statistically significant influence. Since the *p-value* is smaller than the significance level of 0.05, H0 is rejected and H1 is accepted. This means that the higher the adaptive work behavior of employees, the greater the influence on the job satisfaction of BKPP employees of Banyuwangi Regency.
- Hypothesis 2: *Self-efficacy* (X2) has a significant effect on job satisfaction (Z)  
The results of the second hypothesis test showed a *path coefficient* of 0.447 with a *p-value* of 0.000 (< 0.05). Since the *p-value* is less than 0.05, H0 is rejected and H2 is accepted, so there is a significant positive influence. This indicates that a high level of *self-efficacy* actually encourages employee job satisfaction.

3. Hypothesis 3: Employee competence (X3) affects job satisfaction (Z)  
The results of the third hypothesis test showed a *path coefficient* of 0.276 with a *p-value* of 0.000 ( $< 0.05$ ), which is statistically significant. Since *the p-value* is greater than 0.05, H0 is rejected and H3 is accepted. Thus, employee competence has a significant influence on the job satisfaction of BKPP employees of Banyuwangi Regency.
4. Hypothesis 4: Adaptive work behavior (X1) affects employee performance (Y)  
The results of the fourth hypothesis test showed a *path coefficient* of 0.223 with a *p-value* of 0.044 ( $< 0.05$ ). Since *the p-value* is below the significance threshold, H0 is rejected and H4 is accepted. This shows that employees' adaptive work behavior has a significant influence on performance, which means that the more competent an employee is, the better his or her performance.
5. Hypothesis 5: *Self-efficacy* (X2) has a significant effect on Employee Performance (Y)  
The results of the fifth hypothesis test showed a *path coefficient* of 0.284 with a *p-value* of 0.017 ( $< 0.05$ ). A *p-value* smaller than 0.05 indicates a statistically significant influence, so H0 is rejected and H5 is accepted. This means that good *self-efficacy* contributes positively to improving employee performance.
6. Hypothesis 6: Employee Competency (X3) has a significant effect on Employee Performance (Y)  
The results of the sixth hypothesis test showed a *path coefficient* of 0.375 with a *p-value* of 0.000 ( $< 0.05$ ), which is statistically significant. Since the *p-value* is less than 0.05, H0 is rejected and H6 is accepted. Thus, effective employee competencies contribute positively to improving employee performance.
7. Hypothesis 7: Job satisfaction (Z) has a significant effect on Employee Performance (Y)  
The results of the seventh hypothesis test showed a *path coefficient* of 0.277 with a *p-value* of 0.046 ( $< 0.05$ ). Since *the p-value* is well below the significance limit, H0 is rejected and H7 is accepted. This shows that good job satisfaction has a positive and significant effect on the performance of Banyuwangi Regency Regional Government employees.
8. Hypothesis 8: Adaptive work behavior (X1) → Job satisfaction (Z) → Employee Performance (Y)  
The results of the eighth hypothesis test showed a *path coefficient* of 0.076 and a *p-value* of 0.111 ( $> 0.05$ ), which means that the effect was not statistically significant. Since *the p-value* is greater than the significance level of 0.05, H0 is accepted and H8 is rejected. This means that employee competence does not have a significant effect on employee performance through job satisfaction as a mediating variable. In other words, even if employees have a good level of competence, it does not automatically improve their performance if job satisfaction is the connecting line. These results indicate that there are other factors outside of job satisfaction that are more dominant in mediating the relationship between competence and employee performance in the Banyuwangi Regency Regional Government.
9. Hypothesis 9: *Self-efficacy* (X2) → Job Satisfaction (Z) → Employee Performance (Y)  
The results of the ninth hypothesis test showed a *path coefficient* of 0.124 with a *p-value* of 0.060 ( $< 0.1$ ), which is statistically significant. Since the *p-value* is less than 0.1, the ninth hypothesis is acceptable. Thus, there is a positive and significant influence between the *Self-efficacy variable* has a significant effect on employee performance through job satisfaction at a significance level of 10%.
10. Hypothesis 10: Employee Competency (X3) → Job Satisfaction (Z) → Employee Performance (Y)  
The results of the tenth hypothesis test showed a *path coefficient* of 0.076 with a *p-value* of 0.004 ( $< 0.05$ ), which means that the effect is statistically significant. Since *the p-value* is smaller than 0.05, H0 is rejected and H10 is accepted. This means that job satisfaction has a significant effect on employee performance. In other words, the higher the level of job satisfaction felt by employees, the better performance they produce. These findings reinforce

the view that job satisfaction is an important factor in encouraging employee motivation, loyalty, and productivity within the Banyuwangi Regency Regional Government.

**Hypothetical Model**

The purpose of hypothesis testing in this study is to evaluate whether the free variable has an effect on the bound variable through regression analysis. Regression analysis is used to measure the strength of the relationship between two or more variables and to determine the direction of the influence of the independent variable on the bound variable. Furthermore, an illustration of testing a structural model using the PLS method can be seen in the following image:



Source: primary data processed by researchers (2025)

**DISCUSSION**

Job satisfaction is an important indicator in efforts to develop and improve the performance of Banyuwangi Regency Regional Government employees in the future. Job satisfaction plays a role as a mediating variable that relates the influence of adaptive work behavior, self-efficacy, and employee competence on employee performance. This shows that there is a close relationship between job satisfaction and employee performance within the Banyuwangi Regency Regional Government. This study aims to identify the extent to which factors such as adaptive work behavior, self-efficacy, and competence affect the level of job satisfaction, especially in relation to employee performance at BKPP Banyuwangi Regency. This study was conducted to understand the role of these factors in determining the level of job satisfaction that has an impact on the performance of BKPP employees in Banyuwangi Regency.

**The Effect of Adaptive Work Behavior on Job Satisfaction**

The results of the first hypothesis test showed that the adaptive work behavior variable (X1) had a positive and significant influence on job satisfaction (Z). This means that the better the employee's adaptive work behavior, the more likely they are to feel satisfaction at work. This study was conducted on employees of the Banyuwangi Regency Regional Government, so this finding underscores the importance of improving the adaptive work behavior of each individual to increase job satisfaction at the Banyuwangi Regency BKPP.

This influence is supported by adaptive work behavior indicators that show employees' ability to adapt to change, solve problems creatively, and maintain work quality in the midst of dynamic conditions. The majority of respondents gave a rating of "Agree" to "Strongly Agree" on items such as the ability to adapt to the new work environment, flexibility in carrying out tasks, and readiness to face changing job demands. This high positive response reflects that Banyuwangi Regency BKPP employees are able to respond quickly to organizational and policy changes, thereby fostering a sense of comfort and satisfaction at work. This adaptability makes employees feel more confident, reduces work pressure, and ultimately increases overall job

satisfaction. These findings are in line with the results of previous research from (Alfatha & Yuniawan, 2018; Hidayat & Galib, 2022; Pratama, 2021) which stated that adaptive work behavior has a positive impact on job satisfaction. Employees' ability to adapt to changes in the work environment allows them to respond to challenges constructively, thereby increasing job satisfaction.

### **The Effect of Self-efficacy on Job Satisfaction**

The results of the second hypothesis test revealed that the self-efficacy variable (X2) had a significant positive influence on job satisfaction (Z). In other words, increasing *self-efficacy* in BKPP employees in Banyuwangi Regency significantly increases their likelihood of feeling satisfied at work. This positive relationship suggests that the higher the level of *employee self-efficacy*, the greater their chances of gaining job satisfaction through increased promotion, training, or responsibility. This influence is supported by *self-efficacy* indicators which include employees' perceptions of job suitability with abilities, ability to adapt, fulfillment of job expectations, technical knowledge, equality of ability, and work experience that fosters confidence. Most respondents agreed that they have adequate technical skills, relevant experience, and self-confidence in completing tasks. This condition reflects that strong self-confidence helps employees face job challenges better, feel able to control work results, and feel inner satisfaction with their performance. A high level of self-efficacy also increases intrinsic motivation, so employees become more emotionally engaged and satisfied with their work.

These findings are in line with the results of research from (Aldridge & Fraser, 2021; Aryoko et al., 2022b; Bandura, 2020) which stated that *self-efficacy* has a positive and significant effect on job satisfaction. Employees who have high self-confidence tend to be more effective in managing tasks and work pressure, which leads to job satisfaction.

### **The Influence of Employee Competence on Job Satisfaction**

The results of the third hypothesis test showed that the employee competency variable (X3) did not have a significant influence on job satisfaction (Z), so statistically there was no significant relationship between the perception of employee competence and their job satisfaction level. Therefore, Hypothesis 3 is rejected. These findings show that in the Banyuwangi Regency BKPP, the quality of employee competencies has not been the main factor affecting their career development.

This influence is strengthened by competency indicators which include knowledge, understanding, skills, values, attitudes, and interest in work. Most respondents gave a "Agree" rating on their mastery of knowledge and skills, as well as supported by a positive attitude and high interest in the tasks at hand. This combination of competencies makes employees feel able to work effectively, meet organizational expectations, and contribute optimally to the achievement of goals. An adequate level of competence provides confidence, reduces work barriers, and increases a sense of belonging to work, which ultimately affects the level of job satisfaction significantly. These findings are in line with the results of research from (Hasibuan & Afrizal, 2019; Nursaid et al., 2020; Saban et al., 2020) which stated that employee competence contributes positively to job satisfaction. Employees who have adequate skills, knowledge, and abilities tend to be more confident and satisfied when performing their jobs.

### **The Effect of Adaptive Work Behavior on Employee Performance**

The results of the fourth hypothesis test revealed that adaptive work behavior (X1) had a significant positive influence on employee performance (Y). Therefore, Hypothesis 4 is accepted. These findings show that the higher the level of adaptive work behavior that Banyuwangi Regency Regional Government employees have, the better their performance will be. This influence affirms the role of adaptive work behavior as an important basis in achieving optimal work results in the public organization environment.

This influence is supported by adaptive work behavior indicators that describe the ability of employees to quickly adjust work methods, find innovative solutions, and remain productive despite changing situations. The positive response of respondents shows that adaptability helps employees avoid a decrease in productivity due to unexpected obstacles. This adaptability not only maintains performance stability, but also allows the achievement of work targets in a more efficient way. Employees who are adaptive are usually more proactive in looking for opportunities to improve work processes, thus making a significant contribution to improving organizational performance. These findings are in line with the results of research from (Herdiansyah & Johan, 2019; Hidayat & Galib, 2022; Pratama, 2021) which stated that adaptive work behavior contributes positively to employee performance. Adaptability allows employees to remain productive despite changes and challenges in work.

### **The Effect of Self-efficacy on Employee Performance**

The results of the fifth hypothesis test show that the *self-efficacy* variable (X2) has a positive and significant influence on employee performance (Y). In other words, the higher the level of employee confidence, the better the quality of performance produced. This finding also confirms that discipline is an important factor in achieving optimal performance in the Banyuwangi Regency BKPP as a whole.

This influence is supported by *self-efficacy* indicators that show employees' confidence in their ability to complete tasks, overcome obstacles, and achieve expected work standards. The majority of respondents felt they had relevant technical knowledge and experience, as well as confidence in facing the workload. High *self-efficacy* makes employees more courageous to take initiative, consistent in efforts to complete work, and able to maintain the quality of work even under pressure. This directly encourages increased productivity and effectiveness of individual and team performance. This research is in line with the findings of (Ardanti & Rahardja, 2017; Aryoko et al., 2022b) who stated that *self-efficacy* has a positive impact on employee performance. A high level of self-confidence encourages employees to be able to meet work targets with maximum results.

### **The Influence of Employee Competency on Employee Performance**

The results of the sixth hypothesis test showed that the employee competency variable (X3) had a positive and significant influence on employee performance (Y), so this influence was accepted and Hypothesis 6 was declared valid. In other words, the higher the quality of competencies possessed by employees, the better the performance they achieve. This finding is very relevant in the context of the Banyuwangi Regency Regional Government, where the role of leaders greatly determines the direction of work and the effectiveness of employee performance in the government environment. This influence is supported by competency indicators which include mastery of knowledge, technical skills, understanding of procedures, work values, positive attitudes, and interest in work. Respondents showed a high level of approval of their ability to carry out tasks according to organizational procedures and targets. Competent employees can work more independently, make the right decisions, and produce quality output. A high level of competence helps to improve coordination between employees, speed up the work process, and reduce errors, which ultimately has a positive impact on overall performance.

This research is in line with the findings (Alimuddin, 2017; Elizar & Tanjung, 2018; Krisnawati & Bagia, 2021) who stated that competence has a positive influence on employee performance. Good competence allows employees to complete work effectively and produce high quality.

### **The Effect of Job Satisfaction on Employee Performance**

The results of the seventh hypothesis test show that the variable job satisfaction (Z) has a significant positive influence on employee performance (Y). This shows that the higher the level

of job satisfaction received by employees, the better the performance they achieve. Thus, Hypothesis 7 was accepted and job satisfaction proved to be a crucial factor in supporting the improvement of employee performance within the Banyuwangi Regency BKPP.

This influence is supported by various indicators of job satisfaction, such as the quality of the work itself, the effectiveness of supervision, relationships between colleagues, promotion opportunities, the amount of salary, freedom in decision-making, recognition in the form of praise, and satisfaction after completing tasks. The majority of respondents responded positively to these aspects, especially related to harmonious working relationships, good supervision, and self-development opportunities. A high level of satisfaction encourages employees to work harder, maintain the quality of their work, and increase loyalty to the organization. Therefore, job satisfaction plays an important role as a trigger for motivation as well as employee performance achievement. This finding is in accordance with the results of research by (Nabawi, 2020; Paparang et al., 2021; Saban et al., 2020) which stated that job satisfaction positively affects employee performance. Employees who feel satisfied with their jobs tend to be more motivated and committed to providing the best performance.

### **The Effect of Adaptive Work Behavior on Employee Performance Through Job Satisfaction**

The results of the eighth hypothesis test showed that the adaptive work behavior variable (X1) had a significant influence on employee performance (Y) with job satisfaction (Z) as a mediating variable. Therefore, Hypothesis 8 is accepted. These findings illustrate that employees' adaptive work behavior not only has a direct impact on performance, but also plays an indirect role through increasing job satisfaction. This study emphasizes the importance of job satisfaction as a mediator that contributes to strengthening the effect of adaptive work behavior on employee performance achievement in the Banyuwangi Regency Regional Government.

This influence is supported by indicators of job satisfaction which include aspects of the work itself, quality of supervision, relationships between colleagues, promotion opportunities, salary, freedom in decision-making, recognition in the form of praise, and feelings of satisfaction after completing tasks. Although in general these indicators received a positive response (dominated by the agree category), the test results showed that the role of the job satisfaction mediation pathway was not strong enough to bridge the influence of adaptive work behavior on employee performance. This indicates that the performance of BKPP employees in Banyuwangi Regency is more influenced by direct factors such as the ability to adapt to tasks and attitudes to face dynamic working conditions, rather than through job satisfaction. Thus, the role of job satisfaction as a mediator in the relationship is relatively weak, so it is necessary to explore other factors that can strengthen this influence, such as organizational support or a conducive work environment. These findings are in line with the results of research from (Hidayat & Galib, 2022; Siamita & Ismail, 2021) who stated that job satisfaction is not always effective as a mediator in the relationship between adaptive work behavior and employee performance.

### **The Effect of Self-efficacy on Employee Performance Through Job Satisfaction**

The results of the ninth hypothesis test show that the *self-efficacy* variable (X2) has a significant positive influence on employee performance (Y) through job satisfaction (Z). Since the p-value is at the significance limit of 0.10, it can be said that there is a statistically significant influence on the confidence level of 10%, so Hypothesis 9 is accepted. This shows that *self-efficacy* plays an important role in improving employee performance indirectly through job satisfaction as a mediating variable, especially in the Banyuwangi Regency BKPP.

This influence is supported by self-efficacy indicators which are reflected in employee confidence to complete tasks, ability to overcome obstacles, and confidence in achieving performance targets. Since high self-efficacy tends to form a positive attitude towards work, in this context job satisfaction has proven to be a significant intermediary towards improved performance. These findings illustrate that employees with high levels of self-efficacy not only

rely on their confidence and ability directly, but also use job satisfaction as an additional incentive to achieve optimal work results. Therefore, the self-efficacy-based performance improvement strategy at BKPP Banyuwangi Regency needs to be directed at skills strengthening training, providing relevant work challenges, and increasing integrated job satisfaction.

Therefore, this result provides an important note for local governments, especially personnel managers in BKPP throughout Banyuwangi Regency, to develop a job satisfaction policy that is able to strengthen the relationship with self-efficacy indicators. By linking discipline indicators as one of the main criteria in the career promotion or coaching process, employees will be more encouraged to maintain their discipline consistently. With this clear relationship, *self-efficacy* not only plays an important role but also significantly impacts performance improvement through the mediation pathway of job satisfaction. The results of this study are in line with the findings from (Jannah et al., 2023; Permata Sari & Candra, 2020), who stated that job satisfaction can function as a mediator in the relationship between *self-efficacy* and employee performance.

### **The Influence of Employee Competence on Employee Performance Through Job Satisfaction**

The results of the tenth hypothesis test show that the employee competency variable (X3) has a significant influence on employee performance (Y) through job satisfaction (Z). Therefore, Hypothesis 10 is accepted. This means that although the direct influence of competence on performance may not be too large, through the role of job satisfaction as a mediating variable, employee competence makes a significant contribution to improving performance in the Banyuwangi Regency environment. This influence is supported by competency indicators that include technical knowledge, skills, and professional attitudes necessary to carry out tasks effectively. The distribution of respondents' answers to the job satisfaction indicator showed a positive trend, which means that employees with good competence also felt high job satisfaction. This situation ultimately encourages a significant improvement in performance. These findings are in line with the theory that adequate competence not only helps achieve job goals, but also fosters a sense of pride and satisfaction with work results, which in turn contributes to increased employee productivity and loyalty. In the context of the Banyuwangi Regency BKPP, these results affirm the importance of investing in employee competency development through training, guidance, and professionalism improvement programs, because in addition to improving technical skills, it also has a positive impact on satisfaction and performance simultaneously.

This research is consistent with the results of studies from (Hasibuan & Afrizal, 2019; Rosmaini & Tanjung, 2019; Sugiyanto & Santoso, 2018) which stated that competence positively affects performance through job satisfaction. Employees who have high competence and feel satisfaction tend to show better performance.

### **CONCLUSION**

Based on the results of the analysis, this study concludes that adaptive work behavior, *self-efficacy*, and competence have a positive and significant influence on job satisfaction and performance of BKPP employees of Banyuwangi Regency. Employees who are able to adapt to change, have a high level of self-confidence, and adequate competence, are proven to be more satisfied and show better performance. Job satisfaction also plays an important role in driving improved employee performance, although not all relationships are effectively mediated, such as in the relationship between adaptive behavior and *self-efficacy* on performance. On the other hand, competence has been proven to have an influence on performance through the job satisfaction pathway. Therefore, increasing employee competence, confidence, and adaptability

is the main factor in supporting the achievement of organizational performance in a sustainable manner.

Based on these findings, the Banyuwangi Regency Regional Government is advised to strengthen the change adaptation coaching program so that all civil servants are ready to face regulatory dynamics, develop coaching and mentoring to increase self-efficacy, and review the position promotion system to be more transparent and performance-based. In addition, improvements to work facilities need to be a concern through periodic audits and rapid reporting mechanisms. For BKPP leaders, open communication, discussion forums, and reward systems are needed to build an adaptive work culture while strengthening employee motivation. The next research is suggested to expand the variables by including external factors such as leadership style, organizational culture, and reward systems, as well as using longitudinal approaches and mixed methods to obtain a more comprehensive understanding of the dynamics of employee satisfaction and performance in the public sector.

## LIMITATION

This study has several limitations that should be considered when interpreting the findings. First, the research only focuses on internal factors such as adaptive work behavior, self-efficacy, competence, and job satisfaction in analyzing employee performance. External factors such as leadership style, organizational culture, reward systems, and political dynamics were not included, even though they may significantly influence the performance of civil servants. In addition, the research was conducted using a cross-sectional design, which limits the ability to capture changes and causal relationships over time. Second, the study is limited to the context of the Banyuwangi Regency Personnel, Education, and Training Agency (BKPP), making the results less generalizable to other regional government institutions with different characteristics, work cultures, or policy environments. The reliance on self-reported data through surveys also presents potential bias, as employees may provide socially desirable responses rather than reflecting their actual behaviors or perceptions. Therefore, future studies are expected to adopt a longitudinal or mixed-method approach and expand the scope of research to include multiple government institutions for a more comprehensive understanding.

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