



THE EFFECT OF WORK STRESS, TRAINING, AND COMPETENCE ON PERFORMANCE OF KARIMUN POLICE PERSONNEL, RIAU ISLANDS REGIONAL POLICE, WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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Abstract

Human resources are the driving force of an organization. Without human resources, the organization will not be able to carry out the process of growing and moving. Human resources are so important for the survival of the organization that there must be special treatment carried out by managers and stakeholders of the organization to be able to carry out good empowerment so that human resources in the organization can provide optimal performance for the survival of the organization. Employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his/her civil servant duties in accordance with the responsibilities given to him/her. Therefore, it can be said that human resource performance is the achievement or work results in terms of quality and quantity achieved by employees in a certain period. research variables are attributes or characteristics or aspects of people or objects that have certain variations that are determined by researchers to be studied and conclusions drawn. Meanwhile, according to Kerlinger. variables are characteristics that can have various values. Furthermore, it is stated that variables are symbols that have values in the form of numbers. So variables are symptoms or characteristics of an object that have variations or values that are different from other objects that are the focus of researchers to observe.

Keywords: *Human resources, Performance, Attributes*

1. INTRODUCTION

Human resources are the driving force of an organization. Without human resources, the organization will not be able to carry out the process of growing and moving. Human resources are so important for the survival of the organization that there must be special treatment carried out by managers and stakeholders of the organization to be able to carry out good empowerment so that human resources in the organization can provide optimal performance for the survival of the organization. Organizations must make human resources a very valuable asset. Because without the support and good performance of human resources who have qualified competence, it is very unlikely to see the organization grow and develop better. Therefore, organizations actually need human resources who have the knowledge and skills that can be used to achieve the goals of the organization. (Robbins et al., 2014)

One of the government organizations engaged in securing and maintaining public order is the Indonesian National Police. The Indonesian National Police is a government institution that is tasked and responsible for social order, maintaining security and public order in accordance with its main task of protecting, serving, and serving the community and enforcing the law according to Law No. 2 of 2002 concerning the Indonesian National Police. The police work through policing. Policing is all efforts or actions of the police in the bureaucracy or in society carried out at the management or operational level with or without coercive efforts to realize and maintain social order. The context of this social order is in order to support community productivity so that their lives can always improve. Improving the quality of life of the community is one way to realize and maintain security and provide a sense of security, so that citizens can carry out activities that support activities properly and correctly.

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In order to facilitate the process of implementing security and protection for the community, the Indonesian National Police has offices from Headquarters to the Polsek or Police Sector office or in the sub-district area. One of the Indonesian National Police offices in the Riau Islands Regional Police is the Karimun Police office. The Karimun Police oversees 8 (eight) Police sector offices or Kapolsek. With a large work area and having to oversee eight Polsek offices, of course the Karimun Police Chief must be able to manage existing human resources well so that personnel can provide optimal performance and bring the Karimun Police towards the organizational goals that have been set.

From this data it can be seen that in addition to security and maintaining order, there are still other tasks that are the police's duties, including handling criminal cases, drugs and traffic accidents which must also be completed by police personnel. In addition, the police also have many work demands that cause tension when working in the office and work in the field which is quite dense, additional tasks that are given suddenly, additional overtime without a time limit, and added other problems outside of work that are carried over to the workplace. Along with the many demands of work, it is not uncommon for a police officer to feel pressured and can easily experience stress. Fahmi (2016:58) states that stress is something that can arise from pressure or tension that comes from a lack of harmony between a person and their environment.

2. LITERATURE REVIEW

A. Definition of Performance

Employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his/her civil servant duties in accordance with the responsibilities given to him/her. Therefore, it can be said that human resource performance is the achievement or work results in terms of quality and quantity achieved by employees in a certain period.

B. Understanding Job Stress

According to Habdoko. T (2011:200) "Stress is a condition of tension that affects emotions, thought processes and current conditions". According to Robbins (2016), employee work stress is a condition that arises from the interaction between humans and work and is characterized by changes in humans that force them to deviate from their normal functions. In a stressful work world, it often causes someone to experience depression or stress. According to M. Siagian & Wasiman, (2018: 4) One of the causes and emergence of stress is when someone experiences excessive stress that is not in accordance with their conscience, so that it can interfere with employee performance.

C. Definition of Training

Training for employees is very important to be carried out continuously so that the organization can obtain qualified employees and be able to carry out work well in order to achieve organizational goals. Here is the definition of training according to several experts:

According to Kaswan (2016:2) "Training is a process of improving employee knowledge and skills". According to Harsuko Riniwati (2016:152) "Training is an activity or exercise to improve quality, expertise, ability and skills (carried out after and during holding a certain position or job)".

D. Understanding Competence

The existence of humans in an organization has a very important role for the organization. This is because the success of an organization is largely determined by the quality of the employees who work in it. This view is in line with the view of Wibowo (2014) who said that every organization is formed to achieve certain goals and if achieved, then it can be called a



success, to achieve success, a strong foundation is needed in the form of competencies possessed by employees. While Sedarmayanti (2016) Competence is the ability to carry out / do work / tasks that are based on skills and knowledge, supported by the work attitude required by the job. Competence shows skills / knowledge that are characterized by professionalism in a particular field as something that is most important, as the superiority of the field.

E. Organizational Commitment

Organizational commitment is an attitude or behavior of a person to the organization in the form of loyalty and achievement of the vision, mission and goals of the organization. According to Meyer and Allen in Yusuf and Syarif (2018) Organizational commitment is a psychological construct as a characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their existence as members of the organization.

According to Kreitner and Kinicki (2014) organizational commitment is the level at which employees are able to recognize their organization and are bound to the goals of the organization. This is an important work attitude because people who have commitment are expected to be able to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in an organization.

3. IMPLEMENTATION METHOD

A. Research Variables

According to Sugiyono (2017) a research variable is an attribute or trait or aspect of a person or object that has a certain variation determined by the researcher to be studied and drawn conclusions. Meanwhile, according to Kerlinger, a variable is a trait that can have various values. Furthermore, it is stated that a variable is a symbol that has a value in the form of a number. So a variable is a symptom or trait of an object that has a variation or value that is different from other objects that are the focus of the researcher to observe.

B. Population

Sugiyono (2017) explains the meaning of population, namely: "Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn." From the above understanding, the author can conclude that the population is not just the number of objects or subjects studied but includes all the characteristics or properties possessed by the object or subject. Based on this study, the target population is the personnel of the Karimun Regency Police Resort, Riau Islands Province, totaling 217 people.

C. Data Analysis Methods

According to Sugiyono (2018) in quantitative research, the data analysis method used is clear, namely directed to answer the problem formulation or test the hypothesis that has been formulated. Because the data is quantitative, the data analysis method uses the available statistical methods.

D. SEM Data Analysis

Structural Equation Modeling (SEM) is an analysis that combines the approaches of factor analysis, structural models, and path analysis (Sugiyono, 2017). SEM analysis is basically to obtain a structural model. The model obtained can be used for prediction or model proof (Sugiyono, 2017). The data analysis used in this study is Structural Equation Modeling (SEM) by first testing its dimensions with confirmatory factor analysis. Data analysis in this study used SEM with Partial Least Square (PLS). The use of SEM-PLS with considerations to develop or build theories, approaches based on variants, indicators can be formative and reflective and do not

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require error terms, models with high complexity, many constructs and many indicators, small data amounts and violations of multivariate normality assumptions, parameter estimation can be done without goodness of fit requirements, and relatively does not face problems in the model iteration process (Ghozali, 2015).

4. RESULTS AND DISCUSSION

A. Convergent Validity

Table 4.2 Convergent Validity Test

	Performanc e_Y	Commitment - Organization_ Z	Competency_ X 3	Training_X 2	Work_Stress_ X1
X1.1					0.792
X1.2					0.744
X1.3					0.771
X1.4					0.874
X1.5					0.817
X1.6					0.856
X1.7					0.741
X1.8					0.940
X1.9					0.742
X1.10					0.627
X1.11					0.916
X1.12					0.860
X2.1				0.604	
X2.2				0.735	
X2.3				0.853	
X2.4				0.887	
X2.5				0.931	
X2.6				0.864	
X2.7				0.744	
X2.8				0.797	
X2.9				0.733	
X2.10				0.845	



X2.11				0.848	
X2.12				0.678	
X3.1			0.630		
X3.2			0.865		
X3.3			0.711		
X3.4			0.860		
X3.5			0.944		
X3.6			0.848		
X3.7			0.830		
X3.8			0.798		
X3.9			0.864		
X3.10			0.745		
X3.11			0.748		
X3.12			0.856		
X3.13			0.879		
X3.14			0.909		
X3.15			0.944		
X3.16			0.921		
Z.1		0.815			
Z.2		0.706			
Z.3		0.856			
Z.4		0.875			
Z.5		0.875			
Z.6		0.799			
Z.7		0.910			
Z.8		0.796			
Z.9		0.945			
Z.10		0.743			
Z.11		0.709			
Z.12		0.915			
Z.13		0.800			

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Z.14		0.850			
Z.15		0.866			
Z.16		0.643			
Y.1	0.641				
Y.2	0.745				
Y.3	0.756				
Y.4	0.784				
Y.5	0.787				
Y.6	0.838				
Y.7	0.842				
Y.8	0.845				
Y.9	0.863				
Y.10	0.909				

Based on table 4.2 above, it is known that the loading factor value produced by each indicator is more than 0.7. Thus, the statement items from the indicators are declared valid as a measure of latent variables.

B. Discriminant Validity

Table 4.3 Discriminant Validity Test (Fornell-Larcker Criterion)

	Perfor man ce_ Y	Committ ment - Organizatio n _Z	Competenc e_X3	Training _X2	Work_Stress_ X1
X1.1	0.817	0.811	0.844	0.793	0.792
X1.2	0.783	0.746	0.782	0.818	0.744
X1.3	0.777	0.808	0.807	0.808	0.771
X1.4	0.894	0.902	0.884	0.917	0.874
X1.5	0.854	0.826	0.794	0.768	0.817
X1.6	0.879	0.879	0.888	0.955	0.856
X1.7	0.765	0.757	0.766	0.748	0.741
X1.8	0.965	0.966	0.966	0.943	0.954
X1.9	0.749	0.776	0.738	0.744	0.742



X1.10	0.673	0.615	0.657	0.662	0.627
X1.11	0.935	0.947	0.934	0.927	0.916
X1.12	0.898	0.869	0.863	0.864	0.856
X2.1	0.673	0.615	0.658	0.604	0.685
X2.2	0.706	0.748	0.748	0.735	0.731
X2.3	0.882	0.868	0.869	0.853	0.863
X2.4	0.894	0.902	0.884	0.887	0.903
X2.5	0.935	0.947	0.934	0.931	0.938
X2.6	0.879	0.879	0.888	0.864	0.904
X2.7	0.765	0.757	0.766	0.744	0.767
X2.8	0.821	0.811	0.817	0.797	0.851
X2.9	0.783	0.746	0.782	0.733	0.769
X2.10	0.875	0.863	0.884	0.845	0.838
X2.11	0.906	0.863	0.879	0.848	0.848
X2.12	0.646	0.693	0.649	0.678	0.682
X3.1	0.673	0.615	0.638	0.662	0.685
X3.2	0.906	0.863	0.865	0.881	0.848
X3.3	0.706	0.748	0.711	0.764	0.731
X3.4	0.879	0.879	0.868	0.977	0.904
X3.5	0.965	0.966	0.944	0.943	0.972
X3.6	0.875	0.862	0.848	0.884	0.838
X3.7	0.847	0.853	0.838	0.865	0.865
X3.8	0.821	0.811	0.798	0.825	0.841
X3.9	0.898	0.869	0.864	0.874	0.862
X3.10	0.765	0.757	0.745	0.778	0.767
X3.11	0.783	0.746	0.748	0.818	0.769
X3.12	0.882	0.868	0.856	0.884	0.863
X3.13	0.908	0.893	0.879	0.865	0.865

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X3.1 4	0.93	0.928	0.909	0.905	0.934
X3.1 5	0.965	0.966	0.944	0.943	0.972
X3.1 6	0.935	0.947	0.921	0.927	0.938
Z.1	0.784	0.826	0.794	0.768	0.838
Z.2	0.745	0.757	0.766	0.787	0.767
Z.3	0.641	0.615	0.658	0.662	0.685
Z.4	0.909	0.947	0.934	0.927	0.938
Z.5	0.838	0.869	0.863	0.847	0.862
Z.6	0.756	0.746	0.782	0.818	0.769
Z.7	0.845	0.863	0.879	0.881	0.848
Z.8	0.842	0.868	0.869	0.884	0.863
Z.9	0.863	0.891	0.899	0.865	0.865
Z.10	0.787	0.811	0.888	0.793	0.835
Z.11	0.854	0.815	0.794	0.768	0.838
Z.12	0.706	0.706	0.748	0.764	0.731
Z.13	0.882	0.856	0.869	0.884	0.863
Z.14	0.908	0.875	0.899	0.865	0.865
Z.15	0.894	0.875	0.884	0.917	0.903
Z.16	0.817	0.799	0.877	0.793	0.835
Y.1	0.934	0.91	0.938	0.936	0.921
Y.2	0.803	0.796	0.821	0.809	0.828
Y.3	0.965	0.945	0.966	0.943	0.972
Y.4	0.749	0.743	0.738	0.744	0.805
Y.5	0.718	0.709	0.708	0.698	0.757
Y.6	0.935	0.915	0.934	0.927	0.938
Y.7	0.821	0.811	0.817	0.825	0.817
Y.8	0.875	0.851	0.884	0.884	0.838
Y.9	0.906	0.866	0.879	0.881	0.848
Y.10	0.646	0.643	0.649	0.709	0.682



Based on table 4.3 shows the results of the calculation of discriminant validity by looking at the Fornell-Larcker Criterion value which has a value greater than the squared correlation value between variables. A construct is said to have discriminant validity if the indicator has the highest loading value (AVE root) in its own construct group (Hair et al., 2019). This shows that discriminant validity has been met, so it can be concluded that each variable is able to explain something unique and different from one another.

DISCUSSION

1. Work Stress on the Performance of Karimun Police Personnel

Hypothesis one states that work stress has a negative and insignificant effect on personnel performance. The results of this study indicate that work stress has a negative and insignificant effect on the performance of Karimun Police personnel. This finding indicates that although there is a negative correlation between work stress and performance, the impact is not strong enough to be considered significant in the operational context of Karimun Police. In other words, although there is an indication that increased work stress can decrease personnel performance, the effect is not statistically significant, so it cannot be concluded that work stress directly causes decreased performance.

2. Training for Karimun Police Personnel Performance

Hypothesis two states that training has a positive and significant effect on personal performance. The results of this study indicate that training has a positive and significant effect on the performance of Karimun Police personnel. This finding confirms the importance of training as one of the key factors in improving personnel performance. This positive and significant effect shows that the better and more focused the training given to personnel, the higher the level of performance that can be achieved. In this context, training not only provides new knowledge and skills, but also strengthens the ability of personnel to carry out their tasks more effectively and efficiently.

3. Competence on the Performance of Karimun Police Personnel

Hypothesis three states that competence has a positive and significant effect on personnel performance. The results of this study indicate that competence has a positive and significant effect on the performance of Karimun Police personnel. This finding strengthens the understanding that competence is one of the key elements that determines the effectiveness of personnel performance in carrying out their duties and responsibilities. Competence, which includes knowledge, skills, attitudes, and abilities relevant to the job, plays an important role in ensuring that personnel can carry out tasks efficiently, on time, and in accordance with expected standards.

4. Organizational Commitment to the Performance of Karimun Police Personnel

Hypothesis four states that organizational commitment has a significant effect on the performance of Karimun Police personnel. The results of this study indicate that organizational commitment has a significant effect on the performance of Karimun Police personnel. This finding highlights the importance of organizational commitment as one of the crucial factors that influence how well personnel carry out their duties and responsibilities. Organizational commitment, which reflects how much an organization member feels emotionally attached and loyal to the institution where they work, plays an important role in driving individual and overall organizational performance.

5. Work Stress on the Organizational Commitment of Karimun Police Personnel

Hypothesis five states that job stress has a significant effect on Organizational Commitment. The results of this study indicate that job stress has a significant effect on organizational commitment of Karimun Police personnel. This finding reveals the importance of

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understanding how job stress not only affects the physical and mental health of personnel but also impacts their level of attachment to the organization. Job stress, which arises from various factors such as excessive workload, time pressure, role ambiguity, or interpersonal conflict in the workplace, can weaken personnel commitment to the organization. When job stress is perceived as high, personnel may begin to feel burdened, tired, and less motivated, which ultimately reduces their loyalty to the organization and decreases the quality of their performance.

6. Training on the Organizational Commitment of Karimun Police Personnel

The sixth hypothesis states that training has a significant effect on organizational commitment. The results of this study reveal that training has a significant effect on organizational commitment of Karimun Resort Police personnel, which emphasizes the importance of training as a primary strategy in building and strengthening personnel commitment to the organization. This finding suggests that effective training not only improves personnel skills and knowledge but also strengthens their bond with the organization, contributing to higher levels of engagement and loyalty. In the context of Karimun Resort Police, where personnel are often faced with complex tasks and demanding situations, training becomes an important tool to ensure that personnel are not only able to perform their duties well but also feel more connected and committed to the organization.

7. Competence Towards Commitment of Karimun Police Personnel Organization

The seventh hypothesis states that competence has a significant effect on organizational commitment. The results of the study indicate that competence has a significant effect on organizational commitment of Karimun Police personnel, which underlines the important role of competence in building and strengthening personnel attachment to the organization. Competence, which includes a combination of knowledge, skills, and attitudes needed to carry out tasks effectively, is a key factor in determining how much personnel feel involved and committed to the organization. When personnel have adequate competence, they can carry out tasks more efficiently, feel more confident, and experience higher job satisfaction. This sense of competence, in turn, strengthens their emotional bond with the organization and encourages them to remain loyal and dedicated.

8. Work Stress on Karimun Police Personnel Performance Mediated by Organizational Commitment

The eighth hypothesis states that work stress on performance is mediated by organizational commitment which has a significant effect. The results of this study reveal that organizational commitment acts as a significant mediator between work stress and performance of Karimun Police personnel. This finding indicates that the relationship between work stress and performance is not direct, but is influenced by the level of organizational commitment held by the personnel. In this context, organizational commitment functions as a bridge connecting work stress with performance, clarifying how work stress can affect performance through its influence on organizational commitment.

9. Training on Karimun Police Personnel Performance Mediated by Organizational Commitment

The eighth hypothesis states that training on performance is mediated by organizational commitment has a significant effect. The results of this study indicate that organizational commitment functions as a significant mediator in the relationship between training and performance of Karimun Police personnel. This finding indicates that training provided to personnel does not directly affect their performance, but rather through its influence on the level of



organizational commitment. This means that the effectiveness of training in improving personnel performance is greatly influenced by how committed they are to the organization after participating in the training.

10. Competence on the Performance of Karimun Police Personnel Mediated by Organizational Commitment

The eighth hypothesis states that competence on performance is mediated by organizational commitment has a significant effect. The results of the study indicate that organizational commitment plays a significant mediator in the relationship between competence and performance of Karimun Police personnel. This finding indicates that although personnel competence is an important factor in determining their performance, its influence does not occur directly, but rather through increasing their commitment to the organization. This means that the effectiveness of competence in improving personnel performance is greatly influenced by the extent to which personnel feel bound and dedicated to the organization.

5. CONCLUSION

Based on the research results and discussion, this research can be concluded as follows:

1. Work stress has no significant effect on the performance of Karimun Police personnel, so hypothesis 1 is rejected.
2. Training has a significant effect on the performance of Karimun Police personnel, so hypothesis 2 is accepted.
3. Competence influential significant on performance personnel Police Station Karimun, so hypothesis 3 is accepted.
4. Organizational commitment has a significant effect on the performance of Karimun Police personnel, thus hypothesis 4 is accepted.
5. Work stress has a significant effect on the organizational commitment of Karimun Police personnel, so hypothesis 5 is accepted.
6. Training has a significant effect on the organizational commitment of Karimun Police personnel, so hypothesis 6 is accepted.
7. Competence has a significant influence on the organizational commitment of Karimun Police personnel, so hypothesis 7 is accepted.
8. Organizational commitment mediates the influence of work stress on the performance of Karimun Police personnel.
9. Organizational commitment mediates the influence of training on the performance of Karimun Police personnel.
10. Organizational commitment mediates the influence of competence on the performance of Karimun Police personnel.

Suggestion

Based on the conclusions from the research results, the suggestions that can be given from the research analysis are as follows:

1. If work stress does not show a significant impact on the performance of police personnel at Polres Karimun, there are several steps that can be taken to better understand the situation and manage stress effectively. Analyze the sources of stress by conducting surveys and interviews with police personnel to understand the main sources of stress and how they manage them. Next, review aspects of the work environment that may cause stress, such as workload, working hours, and team dynamics. Further consider other factors that may affect performance, such as organizational support, and motivation, to ensure that stress is not the only factor.
2. Training has the greatest influence on performance, it can be suggested that evaluation and follow-up with training effectiveness assessments are carried out by conducting competency

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assessments before and after training to measure improvements in skills and knowledge, conducting feedback from training participants to assess satisfaction and relevance, applying skills learned in real situations to assess training effectiveness. then review changes in individual and team performance after training to assess its impact. In addition, Continuous Development and Support are needed by providing coaching or mentoring programs to help personnel apply new skills and overcome challenges in the field, create clear career development paths and opportunities for professional growth for police personnel. Then Integration with the Performance Management Process this can be done by linking training to individual and team performance targets to ensure that training supports the achievement of goals. Give awards and recognition to personnel who successfully apply new skills and demonstrate improved performance. By implementing these suggestions, training can become a more effective tool in improving police personnel performance. Focusing on careful planning, quality implementation, and ongoing support will ensure that training has a significant positive impact on operational performance and effectiveness.

3. Police competency enhancement is key to ensuring that personnel have the skills, knowledge and abilities necessary to carry out their duties effectively and safely.
4. Further research should add other methods besides questionnaires, namely in-depth interviews with appropriate informants according to the research object so that the data obtained more conclusively describes the research object.
5. For further researchers to develop this research by considering other variables which are variables outside the variables that have been studied in this study, such as leadership style and work environment variables.

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