

**JOURNAL OF ACCOUNTING AND FINANCE
MANAGEMENT (JAFM)**E-ISSN : 2721-3013
P-ISSN : 2721-3005<https://dinastires.org/JAFM>dinasti.info@gmail.com

+62 811 7404 455

DOI: <https://doi.org/10.38035/jafm.v5i4>Received: September 10th 2024, Revised: September 17th 2024, Publish: September 26th 2024<https://creativecommons.org/licenses/by/4.0/>

The Influence of Training and Mentoring on Employee Performance through Competence at the Class B Search and Rescue Office in Jambi

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Abstract: The Jambi Class B Search and Rescue Office is a government agency in the province of Jambi, Indonesia, which has the main task of carrying out search and rescue operations in emergency situations, such as searching for missing drowned people, shipwrecks, or natural disasters. This research aims to find out and describe the picture of training, mentoring, competency and performance of employees at the Jambi Class B Search and Rescue Office and to find out and analyze the influence of training and mentoring on employee performance through competency at the Jambi Class B Search and Rescue Office. The method used in this research is descriptive verification and quantitative methods. The research objects in this study were employees at the Jambi Class B Search and Rescue Office. Based on the approach, it can be seen that the number of samples is 65 people. This research uses the path analysis method. Based on the description of training in the good category, mentoring in the right category, competency in the high category and performance in the high category. Based on the research results, training and mentoring simultaneously have a significant effect on competency. Furthermore, training and mentoring partially have a significant effect on competency. Training and Mentoring simultaneously have a significant effect on Performance. Furthermore, partial training has no significant effect on performance and partial mentoring has a significant effect on performance. Competency partially has a significant effect on employee performance at the Jambi Class B Search and Relief Office.

Keyword: Training, Mentoring, Competence, Employee Performance.

INTRODUCTION

Human Resource Management (HRM) plays a role in identifying employee development needs and designing appropriate training programs to enhance their skills and knowledge. This helps create more competent employees who are ready to face challenges in the workplace (Hasibuan, 2017). Effective HRM helps improve employee productivity through good performance management, employee training and development, as well as the creation of a conducive work environment.

Human Resources (HR) are a crucial element in achieving the goals of an institution or organization. Various efforts are made by management to improve the HR they have, one of which is through training (Silaban & Siregar, 2023; and Nadia et al., 2023). Training is a systematic process for developing employees' skills, knowledge, and attitudes so that they can perform their tasks more effectively and efficiently. Training not only benefits individuals but also the organization as a whole. Well-trained employees tend to be more productive, innovative, and contribute more significantly to the organization's goals. Employee training plays a vital role in enhancing both individual and organizational performance overall (Fudla et al., 2021).

Employee training is something that every organization must pay close attention to. Through training, employees are expected to learn and master new skills, enabling them to carry out their tasks effectively. According to Sumardjo & Priansa (2018), training is a systematic and planned effort to change or develop knowledge, skills, and attitudes through learning experiences to improve employee performance. Training is essential for building employee character and assessing their capacity.

In addition to training, another crucial factor in enhancing human resources is mentoring (Anjaningrum & Sapetra, 2018). Mentoring is a process of engagement where learning is the primary goal. Mentoring is most successful when learning needs determine its structure, when it is done collaboratively, and when the commitment to learning by the mentoring partners is a key element (Kaswan, 2017). According to Allen & Eby (2016), mentoring is a form of relationship based on mutual trust, which involves a structured process offering guidance, support, and encouragement with the aim of developing competence and character.

Mentoring aims to provide support to individuals so they can overcome challenges by strengthening and developing better mechanisms to maintain self-control and restore adaptive balance. This enables them to seek a higher level of independence and make autonomous decisions (Kaswan, 2017).

Another factor in addition to training and mentoring for enhancing human resources in an organization is competence. Competence is the capacity within an individual that enables them to meet the requirements of their job within an organization, allowing the organization to achieve the expected results (Hutapea and Thoha, 2012). An employee must have good competence in carrying out their main tasks and functions, as an employee who is competent in their work will generally find it easier to perform their duties effectively.

Competence is a crucial factor in the development and success of employees within an organization. Competence refers to the combination of knowledge, skills, and attitudes required to perform tasks or jobs effectively (Sudarmanto, 2015). An employee with high competence, such as knowledge, skills, abilities, and attitudes appropriate to their position, is always motivated to work effectively, efficiently, and productively. This occurs because, with the competence they possess, the employee becomes increasingly capable of carrying out the tasks assigned to them. By ensuring that employees have the right competencies and continue to develop their skills, the organization can achieve greater efficiency, productivity, and innovation. Good competence also supports positive working relationships, reduces conflict, and strengthens the organization's reputation in the market.

Based on the background described, the objectives of this study are to identify and describe the training, mentoring, competence, and employee performance at the Class B Search and Rescue Office in Jambi, as well as to determine and analyze the direct and indirect influence of training and mentoring on employee performance through competence at the Class B Search and Rescue Office in Jambi.

METHOD

- The method used in this study is descriptive and quantitative. Descriptive research aims to obtain an overview or description of the research variables (Sugiyono, 2016), which

in this study are training, mentoring, competence, and employee performance. Meanwhile, quantitative research is based on the philosophy of positivism and is used to study a specific population or sample. Sampling techniques are generally done randomly, data collection uses research instruments, and data analysis is quantitative/statistical, aiming to test the predetermined hypotheses.

- This research was conducted at the Class B Search and Rescue Office in Jambi. The target population for this study consists of 65 employees. The sampling procedure used in this study is non-probability sampling with a saturation sampling technique. Based on this sampling technique, all 65 employees were included as the research sample.
- The primary data collection technique used in this study is a questionnaire, which is employed to gather primary data from the respondents who make up the research sample, using a Likert scale.
- To address the research problem and objectives, path analysis is conducted. Path analysis is a technique used to analyze cause-and-effect relationships in multiple regression when independent variables affect dependent variables not only directly but also indirectly (Sugiyono, 2016). After analyzing the data using path analysis, hypothesis testing is then conducted through partial t-tests and simultaneous F-tests. However, before performing hypothesis testing, the questionnaire instruments are first tested for validity and reliability.

RESULTS AND DISCUSSION

Description of Respondent Characteristics

These characteristics provide an overview of the demographics and educational background of the workforce at the Jambi Class B Search and Rescue Office, which can help in understanding the dynamics of the organization and the potential need for further training or development. The demographic description of the respondents is shown through the characteristics in Table 1 as follows:

Table 1. Respondent Characteristics

Profile	Information	Frequency	Percentage (%)
Age	20 - 30	15	23,08
	31 – 40	23	35,38
	41 – 50	18	27,69
	51 - 58	9	13,85
Total		65	100
Gender	Male	57	87,69
	Female	8	12,31
Total		65	100
Education	High School	50	76,92
	Diploma	2	3,08
	Bachelor	12	18,46
	Master	1	1,54
Total		65	100

Source: Primary Data Processing, 2024

Description of Respondents' Answers to Research Variables

The results of the description of the variables observed in the study are presented in the following table.

Table 2. Description of Research Variables

No	Variable	Score	Scale Range	Information
1	Training (X ₁)	2.840	2.652 – 3.275	Good

2	Mentoring (X_2)	3.824	3.536 – 4.367	Appropriate
3	Competence (Y)	3.347	3.094 – 3.821	Tall
4	Performance (Z)	3.344	3.094 – 3.821	Tall

Source: Primary Data Processing, 2024

Path Analysis Results

Path analysis is used to determine and examine the extent of both direct and indirect relationships and influences between independent variables (exogenous) and dependent variables (endogenous). Path analysis is an extension of regression equations, where the development of path analysis models is based on well-established theoretical relationships. This development aims to test and express causal relationships in equation form before performing the path analysis. The model is designed based on concepts and theories. In this study, the path analysis consists of three sub-structures, each of which addresses a specific hypothesis. The results of the path analysis in this study are summarized in the following table.

Table 3. Output Path Coefficient for Three Sub Structures

No	Model	Unstandardized Coefficient		Beta
		B	Std. Error	
1	$X_1 - Y$	0,480	0,072	0,484
2	$X_2 - Y$	0,516	0,073	0,516
3	$X_1 - Z$	0,107	0,087	0,108
4	$X_2 - Z$	0,888	0,088	0,888
5	$Y - Z$	0,991	0,016	0,992

$r_{X_1X_2} = 0,990$

Source: SPSS 27.0 for windows output.

Based on the SPSS output summarized in Table 3 above, the research model results are as follows.

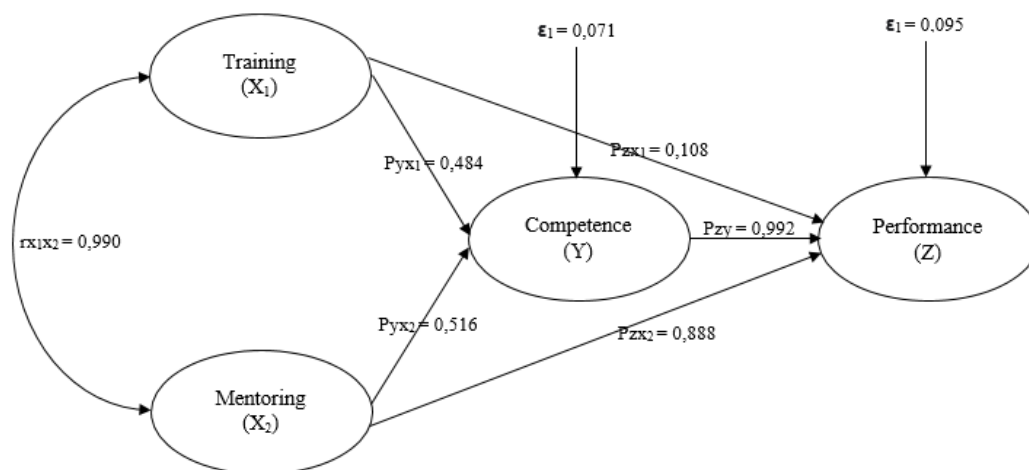


Figure 1. Path Analysis Model Results

Following model testing, hypothesis testing is done to look at the simultaneous and partial effects of the independent factors on the dependent variables. The F-test is used for simultaneous testing, and the crucial F value (F-table) of 3.15 at a 5% error level ($p < 0.05$) is compared to the computed F value (F-count). Using the t-test, partial testing is carried out at a 5% error level ($p < 0.05$) by comparing the calculated t value (t-count) to the critical t value (t-table) of 1.999.

If the estimated values meet these levels, then the research model hypothesis is accepted (proved). If the thresholds are not met, the influence of latent variables is rejected (hypothesis

unproven). The table below summarizes the findings of the hypothesis testing undertaken for this investigation.

Table 4. Summary of calculated F and t calculated values

	Hypothesis	F and t-count	Sig.	Information
H2	$X_1 \& X_2 \rightarrow Y$	4733,263	0,000	Hypothesis Accepted
	$X_1 \rightarrow Y$	6,627	0,000	Hypothesis Accepted
	$X_2 \rightarrow Y$	7,067	0,00	Hypothesis Accepted
H3	$X_1 \& X_2 \rightarrow Z$	3242,440	0,000	Hypothesis Accepted
	$X_1 \rightarrow Z$	1,228	0,224	Hypothesis Rejected
	$X_2 \rightarrow Z$	10,089	0,000	Hypothesis Accepted
H4	$Y \rightarrow Z$	61,507	0,000	Hypothesis Accepted

Source: SPSS 27.0 for windows output.

The results of the hypothesis testing, as reported in Table 4, show that all proposed hypotheses are accepted, both simultaneously and partially, except for hypothesis (H3). There is one hypothesis that is rejected, namely the effect of training on performance, which means there is no influence of training on performance. Further discussion of the hypothesis testing results will be addressed one by one as follows:

Discussion

Overview of the Implementation of Training, Mentoring, Competence, and Employee Performance at the Class B Search and Rescue Office in Jambi

The results of the descriptive analysis of the Training variable at the Class B Search and Rescue Office in Jambi show that the training provided to employees is categorized as 'Good,' with a total score of 2840 for the Training variable. This indicates that good training can enhance competence and improve employee performance at the Class B Search and Rescue Office in Jambi. The results demonstrate that training at the Class B Search and Rescue Office in Jambi is implemented effectively, as evidenced by employees being guided by instructors during training, being taught by instructors with higher education, receiving training as participants, voluntarily participating in training without coercion from others or superiors, receiving training according to the latest curriculum, obtaining up-to-date training materials, using training methods suited to current needs, employing training methods aligned with the type of material and components, understanding the purpose of the training, having clear objectives for participating in training, having specific training targets, and selecting training based on detailed criteria.

Next, the results of the descriptive analysis of the Mentoring variable at the Class B Search and Rescue Office in Jambi show that the mentoring provided there falls into the 'Appropriate' category, with an average score of 3824 for the Mentoring variable. This indicates that high-quality mentoring can enhance competence and employee performance at the Class B Search and Rescue Office in Jambi. This is evidenced by mentors demonstrating fairness to employees, showing personal interest in them, being patient in providing guidance, taking responsibility for helping employees work effectively, always being available, showing genuine concern, being skilled, experienced, and knowledgeable, being practical and demanding high quality, having charisma, being respected and admired by employees, enjoying their work and being committed to it, speaking honestly, having high energy, being ambitious and aiming for success, being aggressive in business transactions, and showing enthusiasm for their work.

Subsequently, the results of the descriptive analysis of the Competence variable for employees at the Class B Search and Rescue Office in Jambi show that employee competence in their work falls into the 'High' category, with an average score of 3347 for the Competence variable. This indicates that high competence ultimately enhances employee performance at the Class B Search and Rescue Office in Jambi. This is evidenced by employees having technical knowledge relevant to their field, with technical competence being crucial for performance, having work experience relevant to their current job, being able to complete assigned tasks, rapidly and accurately analyzing their work, having detailed knowledge about their job, with mindset or thinking patterns influencing their job performance, competence levels affecting their ability to handle work pressure, working effectively in teams as per supervisor instructions, believing in their ability to solve problems, adapting well to their work environment, being open to all feedback, whether technical or non-technical, adhering to work regulations, and being responsible for their tasks.

The descriptive analysis of the employee performance variable at the Class B Search and Rescue Office in Jambi shows that employee performance is categorized as 'High,' with an average score of 3344 for the Employee Performance variable. This is evidenced by the very good results employees achieve, their work meeting organizational targets, the benefits they gain from their work, consistently timely completion of tasks, consistently applying their skills in their work, demonstrating their abilities effectively, maintaining good communication with both internal and external stakeholders, and having strong relationships and cooperation in task execution.

The Direct and Indirect Impact of Training and Mentoring on Employee Competence at the Class B Search and Rescue Office in Jambi.

The research results indicate that employee training at the Class B Search and Rescue Office in Jambi has a positive and significant impact on competence. The direct effect of training on competence is 23.4%, the indirect effect is 24.7%, and the total effect is 48.1%. These results support the findings of Wisastra & Sagala (2016) and Kariza et al. (2022), which state that training can have a positive and significant impact on competence, as evidenced by a significance value of 0.000.

The impact of training on competence is due to several factors: employees are guided by instructors during training, instructors have higher education, employees are trained as participants, employees voluntarily participate in training without coercion from others or superiors, training is provided according to the latest curriculum, employees receive up-to-date training materials, the training methods are suited to current needs, the training methods align with the type of material and components, employees understand the purpose of the training, they have clear objectives for participating, they have specific training targets, and they select training based on detailed criteria.

The research results indicate that mentoring at the Class B Search and Rescue Office in Jambi has a positive and significant impact on competence. The direct effect of mentoring on competence is 26.6%, the indirect effect is 24.7%, and the total effect is 51.3%. These results support the findings of Zhafira & Sujoko (2024), which state that the more effective the mentoring provided to employees, the higher their work competence, as evidenced by a significance value of 0.000.

The influence of mentoring on competence is because the mentor has a fair attitude towards employees, the mentor takes a personal interest in employees, the mentor is patient in giving direction to employees, the mentor is responsible for employees so that they can work effectively, the mentor is always there for employees, the mentor sincerely cares about employees, the mentor is skilled, experienced, and knowledgeable, the mentor is practical and demands quality, the mentor is charismatic, the mentor is respected and admired by employees, the mentor enjoys working and is committed to his work, the mentor says things as they are,

the mentor is high-energy, the mentor has an ambitious attitude and wants to succeed, the mentor is aggressive in business transactions and the mentor is enthusiastic in his work.

The Influence of Direct and Indirect Training and Mentoring on Employee Performance at the Class B Jambi Search and Rescue Office

The results of the study showed that training did not have a significant effect on employee performance at the Jambi Class B Search and Rescue Office. The magnitude of the direct influence of training on performance was only 1.2%, the indirect influence was 9.5%, and the total influence was only 0.7%. The results of this study contradict the study conducted by Bukit et al (2023) which concluded that training had a positive and significant effect on employee performance. However, the results of this study strengthen the results of research conducted by (Nabilah & Ardyanfitri, 2024) which stated that training did not have a partial effect on employee performance because the significance value was 0.908.

The training has no effect on employee performance because some training materials are not relevant to the specific needs of employees or do not match the duties and responsibilities of employees. If training is not applied directly to their daily work, the results can be less effective.

Then the results of the study showed that mentoring had an effect on employee performance at the Jambi Class B Search and Rescue Office. The magnitude of the direct influence of mentoring on performance was 78.9%, the indirect influence was 9.5%, and the total influence was 88.4%. The results of this study strengthen the research (Anjaningrum & Sapoetra, 2018) in the results of their research on the influence of mentoring on performance which showed the results of the influence of mentoring on performance because the significance value was 0.000.

The influence of mentoring on employee performance is because employees are satisfied with the opportunities available in the employee's job, the mentor has a fair attitude towards employees, the mentor takes a personal interest in employees, the mentor is patient in giving direction to employees, the mentor is responsible for employees so that they can work effectively, the mentor is always there for employees, the mentor sincerely cares about employees, the mentor is skilled, experienced, and knowledgeable, the mentor is practical and demands quality, the mentor is charismatic, the mentor is respected and admired by employees, the mentor enjoys working and is committed to his job, the mentor says things as they are, the mentor is high-energy, the mentor has an ambitious attitude and wants to succeed, the mentor is aggressive in business transactions and the mentor is enthusiastic in his work.

The Influence of Competence on Employee Performance at the Class B Jambi Search and Rescue Office

The results of the study indicate that competence has a significant effect on Employee Performance at the Jambi Class B Search and Rescue Office. The magnitude of the influence of Competence on employee performance is 98.4%. The results of the analysis above strengthen the research presented by Mardiana et al (2021); Lianasari & Ahmadi (2022); Bukit et al (2023); Sitepu et al (2024); and Rahim et al (2017) stated that competence has a significant positive effect on employee performance because the significance value is 0.000. Hypothesis testing has proven that competence has a positive effect on employee performance. So it can be concluded that with high competence, it will create high performance too.

The influence of competence on employee performance because employees have technical knowledge according to their field of work, technical competence is very necessary to support performance, employees have work experience that is relevant to their current job, employees are able to complete the tasks given to them, employee competence is able to improve their work analysis quickly and accurately, employees have detailed understanding of their work, mindset or thought patterns are able to influence employees in completing work,

employee competence levels are able to influence pressure/pressure at work, employees can work in teams according to superior instructions, employees believe that they are able to solve the problems faced, employees are able to adapt to their work environment, employees are always open to all input, both technical and non-technical, employees always obey work rules and employees can be responsible for their work.

The Influence of Training and Mentoring Through Competence on Employee Performance at the Class B Jambi Search and Rescue Office

The results of the study indicate that training and mentoring have an effect on employee performance through competence at the Jambi Class B Search and Rescue Office. The magnitude of the influence of training on performance through Competence is 5.2%, and the influence of Training on performance through Mentoring and Competence is 5.5% and the total influence is 10.7%. While the magnitude of the influence of mentoring on performance through competence on performance is 45.5%, the influence of Mentoring on Performance through Training and Competence is 42.2% and the total influence is 87.7%.

The impact of training and mentoring on employee performance through competence is due to several factors: employees are guided by instructors during training, instructors have higher education, employees are trained while participating, employees voluntarily participate in training without coercion from others or superiors, training is provided according to the latest curriculum, employees receive up-to-date training materials, training methods are suited to current needs, training methods align with the type of material and components, employees understand the purpose of the training, have clear objectives, have specific training targets, and select training based on detailed criteria. Additionally, employees are satisfied with the opportunities available in their work. Mentors demonstrate fairness towards employees, show personal interest, are patient in providing guidance, take responsibility for helping employees work effectively, are always available, genuinely care about employees, are skilled, experienced, and knowledgeable, are practical and demand high quality, possess charisma, are respected and admired by employees, enjoy their work and are committed to it, speak honestly, have high energy, are ambitious and aim for success, are aggressive in business transactions, and are enthusiastic about their work.

CONCLUSION

Based on the results of previously conducted research, the following conclusions can be drawn:

1. Based on the analysis, it can be concluded that the Class B Search and Rescue Office in Jambi has effectively implemented training, mentoring, high competence, and high performance.
2. Training and mentoring have a direct impact of 50% on employee competence at the Class B Search and Rescue Office in Jambi. Additionally, training and mentoring have an indirect impact of 49.4% on employee competence at the same office.
3. Training and mentoring have a direct impact of 80.1% on employee performance at the Class B Search and Rescue Office in Jambi. Additionally, training and mentoring have an indirect impact of 19% on employee performance at the same office.
4. Competence has a significant impact of 98.4% on employee performance at the Class B Search and Rescue Office in Jambi.
5. The impact of training through competence on performance is 10.7%. The impact of mentoring through competence on performance is 87.7%. The combined impact of training and mentoring on competence is 99.4%. The combined impact of training and mentoring on performance is 99.1%. The impact of training through competence and mentoring on employee performance at the Class B Search and Rescue Office in Jambi

is 10.7%. The impact of mentoring through competence and training on employee performance at the same office is 87.7%.

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