

# Work Experience, Competence, and Motivation are Significant Predictors of Employee Performance

Ratna Dewi \*<sup>1</sup>

\*<sup>1</sup> Departement of Management, Universitas Muslim Indonesia, Makassar City, 90231, South Sulawesi Province, Indonesia

---

## ARTICLE INFO

The logo for Jurnal Economic Resources (JER) features the letters 'JER' in a large, bold, green, sans-serif font. The 'J' and 'R' are connected at the top, and the 'E' is positioned between them. Below the letters, the full name 'Jurnal Economic Resources' is written in a smaller, green, sans-serif font.

Jurnal Economic Resources

**Jurnal Economic Resources  
Vol. 4 Issue. 1 (2021)**

### Article history:

Received – 18, July, 2021

Revised – 16, August, 2021

Accepted – 31, August, 2021

### Correspondence Email:

[ratna.dewi@umi.ac.id](mailto:ratna.dewi@umi.ac.id)

### Keywords:

Employee Performance;

Competence;

Motivation;

Work experience

---

## ABSTRACT

This study aims to investigate the effect of employee motivation, competence, and job experience on employee performance. This study examines 43 public officials in the Makassar City Public Works Service's Regional Technical Implementation Unit (UPTD) Workshop. Primary data sources include observations and questionnaires, as well as documentation (secondary). The data analysis process included descriptive analysis, instrument validation (validity and reliability), classical assumption testing (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, and hypothesis testing (partial test, test simultaneously, and the coefficient of determination test). The findings indicated that motivation, competence, and work experience had a favorable effect on employee performance, with competency being the most influential variable. Employee performance improvement is impossible to isolate from the influence of characteristics such as motivation, competence, and work experience. Employee performance will also improve if motivation, competence, and work experience are enhanced additionally if the Makassar City Public Works Service's UPTD Workshop places a higher premium on employee expertise. This is because competency has a strong correlation with performance.

## INTRODUCTION

The vision, mission, and goals of government organizations are the development of services to the community. Currently, demands for maximum employee performance are highly expected by all levels of society to feel equity and justice by improving the performance of employees who have adequate work motivation and competence in providing services to the community. A person's competence is a fundamental characteristic of a person's ability to perform a job or task based on skills and knowledge supported by the work attitude required for the job. Ability can be described as the ability to perform a task, role, or task, integrate knowledge, skills, attitudes, and personal values, and build knowledge and skills based on learning experiences. This statement is supported by research results from (Hafid, 2018; Azmi & Serang, 2019; Suryani, 2017), which shows that the competence possessed by an employee can affect employee performance.

This study was conducted at the Regional Technical Implementation Unit (UPTD) for the Public Works Department of Makassar City. The results of initial observations made at the location of this study indicate that the performance of its employees is not optimal in carrying out their duties and functions as public servants. Objectively, this study is expected to provide input both theoretically and practically related to improving the performance of the Makassar City Public Works Department. Facts in the field, especially facilities and infrastructure in Makassar City, still need to be evaluated. This can be seen from the many streets in Makassar City that are not feasible even though the slogan of the city of Makassar is to go to the world city. (<http://rakyatku.com/2015/10/07/>).

To improve employee performance, the UPTD Workshop of the Makassar City Public Works Service needs to pay attention to several things, including motivation (Sanjaya & Indrawat, 2014; Aisyah, 2013; Crosti, 2013), competence (Sanjaya & Indrawat, 2014; Aisyah, 2013; Crosti, 2013), and work experience (Bili et al., 2018). Motivation is a desire, desire, and driving force that comes from within humans to do something or to do something (Simamora, 2005). Competence is a way of carrying out work that can be categorized as effective, efficient, productive, and quality because it can follow the work's conditions (Zainun, 2000). Meanwhile, work experience is a series of processes in carrying out work activities according to the period of pursuing work with different work nuances in its implementation (Asmaun, 2002). Theoretical studies and previous research results show that many factors affect employee performance, such as motivation and competence (Sanjaya & Indrawat, 2014; Aisyah, 2013; Crosti, 2013) and work experience (Bili et al., 2018). This study was intended to examine the effect of motivation, competence, and work experience on the performance of employees in the Regional Technical Implementation Unit (UPTD) of the Makassar City Public Works Department.

Performance is a management process designed to develop organizational goals with individual goals (Hamzah, 2001; Sitopu et al., 2021). A person's performance or behavior is influenced by individual factors and organizational environmental factors (Thoha, 2001). Individual factors, including abilities, needs, beliefs, experiences, and awards. At the same time, the organizational environmental factors include tasks, authority, responsibility, education system, and motivation. However, performance does not happen automatically, which will be better if a sound management appraisal system is used. Performance management helps observe employee performance to job requirements for a certain period (i.e., explaining what employees expect, setting goals, providing direct guidance on how to do work, storing and accessing performance information) assessing that performance. (Livison, 1979; Sedarmayanti, 2008). Performance management as a tool for employee work behavior combined with organizational goals (Simamora, 2005). To assess performance, the right indicators are needed, but another important thing is the size or criteria used in the assessment (Bernardin H. & Russel, 2001). These criteria include the level of results achieved by employees (quality); the number of jobs produced by an employee (quantity); the level of timeliness achieved by an employee (timeliness); the level of efficiency in using time at work (cost-efficiency); level of independence in work (need for supervision); and, the impact of interpersonal relationships both among co-workers and between superiors and subordinates (impersonal impact). Performance can be improved in various ways. One of them is by focusing on work motivation (Mangkunegara, 2008). Motivation comes from the Latin *movere*, which means encouragement/movement. Motivation is the provision of motion that creates the excitement of one's work (Hasibuan, 2007). Motivation is a desire, desire, and driving force that comes from within humans to do something or to do something (Henri, 2003). A person's motivation is determined by his motives (Maslow in Robbins, 2006). Motivation can be caused by internal or external factors depending on the origin of the activity started. Internal motivation comes from oneself, while external motivation is built on internal motivation and existence in the organization, which is very dependent on assumptions and techniques used by organizational leaders in motivating their subordinates (Moekijat, 2002).

The following characteristics characterize people who have high motivation, namely doing things as well as possible; creative and innovative; do something to achieve success; completing tasks that require effort and skill; always looking for something new; the desire to become a famous person/master a particular field; perform difficult work with satisfactory results; high work initiative; and, do something better than anyone else. To measure how high a person's motivation level is, it can be done by paying attention to several aspects (Maslow in Robbins, 2006), including 1) fulfillment of physiological needs; 2) fulfillment of a sense of security at work; 3) fulfillment of needs for love, interaction, and belonging; 4) fulfillment of the need for appreciation; and 5) fulfillment of self-actualization needs. Work motivation plays a significant role in encouraging performance effectiveness in an organization (Azmi & Serang,

2019). Several previous researchers (Sanjaya & Indrawat, 2014; Aisyah, 2013; Crosti, 2013) proved that motivation has a positive and significant influence on employee performance.

**H1:** Motivation has a positive and significant effect on employee performance.

Other factors affect employee performance, namely competence. One of the organization's efforts to maintain employee performance is to focus on employee abilities (Azmi & Serang, 2019). Competence is a way of carrying out work that can be categorized as effective, efficient, productive, and quality because it can follow the work's conditions (Zainun, 2000). Competence has three criteria (Nawawi, 2001), namely intellectual ability regarding work/position as the central task; the ability to plan, carry out work/positions and assess the results using tools through collaborative activities; and the ability to measure and assess progress in work with an orientation towards efficiency, effectiveness, and productivity. In connection with the importance of human resource competence, competence refers to the theory of ability. Ability theory (Terry, 2005) states that every human resource has competence. Ideal competence is supported by knowledge (knowledge), skills (skills), expertise (expert), and attitude (attitude) (Donald, 2007). Knowledge is the result of the learning process that has been taken by employees, which is applied in work activities. Skills is a form of employee development to be skilled in the field of work. Expertise is the ability to apply the use of technology to the world of work. Furthermore, professional attitude is a behavioral demand that responds to competence well in achieving goals. Good performance in terms of productivity must have abilities related to knowledge, educational background to support the profession, professional knowledge/knowledge, and skills and behavior (Rosmaini & Tanjung, 2019). The competencies possessed by employees can affect their performance (Sanjaya & Indrawat, 2014; Aisyah, 2013; Crosti, 2013).

**H2:** Competence has a positive and significant effect on employee performance.

Another thing that needs to be considered to improve employee performance is work experience. Work experience is characterized by the length of time an individual in pursuing his work knows the ins and outs of his work and can overcome/provide solutions to his work, recognize work, and solve various work problems (Mahardika, 2002). Experience functions as a whole lesson formed by a person from the events experienced in his life. Work experience is needed to improve the effectiveness of the company's human resources, and the goal is to provide practical work for the company and as a means to increase work productivity for the workforce itself. The longer people work in organizations, the more experience they have. Work experience will affect the employee's ability to complete and carry out the tasks and responsibilities given to him when he was young because it is based on his experience. Thus, work experience can improve employee performance (Bili et al., 2018; Ruslan, 2012).

**H3:** Work experience has a positive and significant effect on employee performance.

## **RESEARCH METHOD**

This study focuses on the performance of employees in the Regional Technical Implementation Unit (UPTD) of the Makassar City Public Works Department by applying descriptive quantitative research. The data in this study were sourced from the results of observations and questionnaires (primary) and documentation (secondary). The population in this study amounted to 43 people, with the entire population as the sample. Data analysis was carried out in several stages, including descriptive analysis, research instrument testing (consisting of validity and reliability testing), classical assumption test (consisting of normality test, multicollinearity test, and heteroscedasticity test), multiple linear regression

analysis, and hypothesis testing (consists of the partial test, simultaneous test, and coefficient of determination test).

**Table 1. Definition of Operational Variables and Measurements**

Variable	Definition	Indicator
Motivation ( $X_1$ )	People try to meet more basic needs (physiological) before leading to behavior to meet higher needs (self-realization).	<ul style="list-style-type: none"> <li>▪ Fulfillment of physiological needs;</li> <li>▪ Fulfillment of a sense of security at work;</li> <li>▪ Fulfillment of social needs;</li> <li>▪ Fulfillment of esteem needs</li> <li>▪ Fulfillment of self-actualization needs.</li> </ul>
Competence ( $X_2$ )	How to carry out work that can be categorized as effective, efficient, productive and of high quality because it has the ability that is in accordance with the conditions of the work that must be done.	<ul style="list-style-type: none"> <li>▪ Knowledge,</li> <li>▪ Keterampilan,</li> <li>▪ Expertise,</li> <li>▪ Professional attitude</li> </ul>
Work Experience ( $X_3$ )	The series of processes in carrying out work activities according to the period of pursuing work with different nuances of work in its implementation.	<ul style="list-style-type: none"> <li>▪ The length of time an individual is in his job;</li> <li>▪ Knowing the ins and outs of the job;</li> <li>▪ Able to overcome / provide solutions to his work;</li> <li>▪ Able to recognize work</li> <li>▪ Able to solve various work problems.</li> </ul>
Employee Performance (Y)	The results of work that a person or group of people can achieve in an organization following their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law, and following morals and ethics	<ul style="list-style-type: none"> <li>▪ the quality of the employee's work is in accordance with the established quality standards;</li> <li>▪ The quantity of work according to the specified standard;</li> <li>▪ Completing work on time;</li> <li>▪ Independence at work</li> <li>▪ Employee collaboration.</li> </ul>

## RESULTS AND DISCUSSION

Based on the answers from respondents in this research, it is known that the most dominant indicator in shaping the performance variable of the employees of the Regional Technical Implementation Unit (UPTD) Workshop of the Makassar City Public Works Service is an indicator of the quality of work results with an average value of 4.67. While the indicator of independence in work with an average value of 4.12 gives the minor proportion informing employee performance variables. So it can be concluded that the performance of the employees of the Regional Technical Implementation Unit (UPTD) of the Makassar City Public Works Service is quite good. The first stage of data analysis is to conduct a validity test to see whether a measuring instrument is valid (valid) or invalid. The measuring instrument in question is the questions in the questionnaire. The validity test results show that the r-count value of all indicators is between 0.612 to 0.881, where the r-count value is > r-table value.  $n = 43$  at the level of 0.05 obtained  $r\text{-table} = 0.301$ . Thus, it can be stated that all statement items on the questionnaire are valid or able to reveal something that the questionnaire will measure to be used for further analysis. Furthermore, a reliability test is carried out to see the extent to which a measuring instrument can be trusted or relied upon or to know the consistency of the measuring instrument, whether the measuring instrument remains

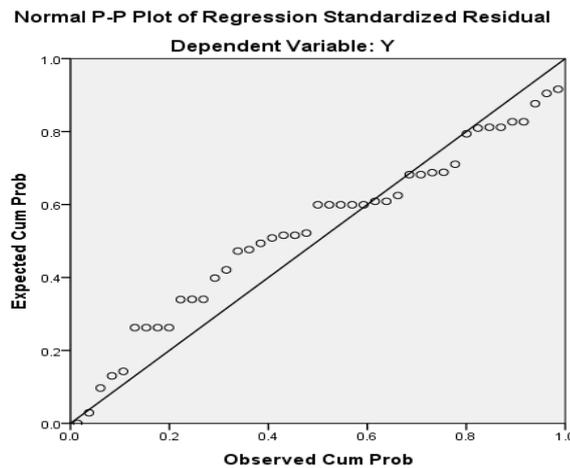
consistent if the measurement is repeated. A measuring instrument is reliable if it produces the same results even though it is measured many times (Arikunto, 2010). The results of the reliability test analysis, as shown in table 3, indicate that the value of Cronbach's alpha (r-count) of all instrument items in this study is above 0.60. This means that each item statement of the variables used in this study is reliable or reliable. The test results of the standard probability plot graph in Figure 1 show that the points spread around the diagonal line, and their distribution follows the current of the diagonal line. Testing the distribution of data carried out by this graphical method shows results that can be concluded that the regression model is feasible to use because it has met the normality assumption.

**Table 2. Validity Test Results**

Item	Corrected Item-Total Correlation	(r-tabel)	Info
Y1.1	0,818	0,301	Valid
Y1.2	0,764	0,301	Valid
Y1.3	0,844	0,301	Valid
Y1.4	0,695	0,301	Valid
Y1.5	0,778	0,301	Valid
X1.1	0,823	0,301	Valid
X1.2	0,796	0,301	Valid
X1.3	0,822	0,301	Valid
X1.4	0,881	0,301	Valid
X2.1	0,612	0,301	Valid
X2.2	0,842	0,301	Valid
X2.3	0,728	0,301	Valid
X2.4	0,741	0,301	Valid
X2.5	0,732	0,301	Valid
X3.1	0,760	0,301	Valid
X3.2	0,836	0,301	Valid
X3.3	0,873	0,301	Valid
X3.4	0,830	0,301	Valid
X3.5	0,698	0,301	Valid

**Table 3. Reliability Test Results**

Item	Cronbach's Alpha	Standard	Info
Y1.1	0,966	0,60	Reliable
Y1.2	0,966	0,60	Reliable
Y1.3	0,965	0,60	Reliable
Y1.4	0,967	0,60	Reliable
Y1.5	0,966	0,60	Reliable
X1.1	0,965	0,60	Reliable
X1.2	0,966	0,60	Reliable
X1.3	0,965	0,60	Reliable
X1.4	0,965	0,60	Reliable
X2.1	0,970	0,60	Reliable
X2.2	0,966	0,60	Reliable
X2.3	0,967	0,60	Reliable
X2.4	0,966	0,60	Reliable
X2.5	0,967	0,60	Reliable
X3.1	0,966	0,60	Reliable
X3.2	0,965	0,60	Reliable
X3.3	0,965	0,60	Reliable
X3.4	0,965	0,60	Reliable
X3.5	0,967	0,60	Reliable



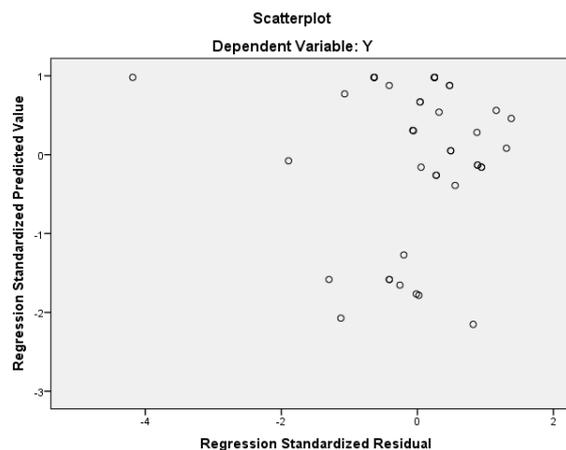
**Figure 1. Normality Test Results**

**Table 4. Multicollinearity Test Results  
Collinearity Statistics<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	X <sub>1</sub>	.234	4.275
	X <sub>2</sub>	.203	4.933
	X <sub>3</sub>	.253	3.954

a. Dependent Variable: Y

The results of the multicollinearity test in table 4 show that the variables of motivation, competence, and work experience have a smaller VIF value of 10 and a more excellent tolerance value of 0.1. This shows that the existence of multicollinearity in the equations carried out in this study is not proven, or there is no multicollinearity in the equations carried out, or the relationship between independent variables can be tolerated so that it will not interfere with the regression results.



**Figure 2. Heteroscedasticity Test Results**

The results of the heteroscedasticity test in Figure 2 show that the points randomly spread above and below the zero lines. This means that the regression model used in this study does not show heteroscedasticity, but homoscedasticity, where this study does not produce bias parameters that cause errors in treatment.

**Table 5. Test Results for the Coefficient of Determination (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 <sup>a</sup>	.835	.822	.22539

a. Predictors: (Constant), X<sub>3</sub>, X<sub>1</sub>, X<sub>2</sub>

b. Dependent Variable: Y

The test results of the coefficient of determination in table 5 show the magnitude of the coefficient of determination (R<sup>2</sup>) is 0.835. The coefficient of determination shows that the contribution of motivation, competence, and work experience variables to the performance of the Makassar City Public Works Service UPTD Workshop employees is 83.5 percent. At the same time, the remaining 16.5% is influenced by other factors not included in this study.

**Table 6. Simultaneous Testing (F-Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.997	3	3.332	65.595	.000 <sup>b</sup>
	Residual	1.981	39	.051		
	Total	11.978	42			

a. Dependent Variable: Y

b. Predictors: (Constant), X<sub>3</sub>, X<sub>2</sub>, X<sub>1</sub>**Table 7. Partial Testing (t-test)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.080	.340		.236	.815
	X <sub>1</sub>	.314	.129	.329	2.442	.019
	X <sub>2</sub>	.409	.164	.361	2.492	.017
	X <sub>3</sub>	.250	.117	.276	2.133	.039

The data in table 6 shows that the calculated F-value obtained is 66.595, while the F-table (df<sub>1</sub>=3; df<sub>2</sub>=39; =0.05) is 2.84 with a significance level of 0.000. Thus, the F-count > F-table or 66.595 > 2.84, which has a significant effect on a minimal alpha level (0%). With these results, it can be concluded that simultaneously the variables of motivation, competence, and work experience have a significant and positive effect on the UPTD employees of the Makassar City Public Works Service. Furthermore, in table 7, it can be seen that the variables of motivation, competence and work experience partially have a positive and significant effect on the performance of the UPTD Public Works Office of Makassar City. This can be seen from the value of t-count > t-table, which is 2.021 obtained from (df<sub>2</sub>=39; =0.05) and can also be seen through the significance level everywhere in the sig./probability column in the table above, the value is obtained. significance < 0.05, namely the motivation variable with at-count of 2.442 > 2.021 or a significance of 0.019 < 0.05 (significant effect), competence with at-count of 2.492 > 2.021 or a significance of 0.017 < 0.05 (significant effect), and work experience with t-count 2.133 > 2.000 or a significance of 0.039 < 0.05 (significant effect). Of the three independent variables, the dominant influence is the competence variable. Furthermore, it is known that the results of the multiple linear regression equation from this research model are as follows:

$$Y = 0,080 + 0,314 X_1 + 0,409 X_2 + 0,250 X_3$$

From this equation, it can be interpreted that the constant ( $b_0$ ) = 0.080, which indicates that if there is no motivation, competence, and work experience, the employee's performance will be constant, which if numbered is 0.80;  $b_1 = 0.314$ , which indicates that motivation has a positive and significant effect on the performance of employees of the Regional Technical Implementation Unit (UPTD) of the Makassar City Public Works Department. This means that the higher the motivation, the performance of the employees of the Regional Technical Implementation Unit (UPTD) of the Makassar City Public Works Service Office tends to increase. The magnitude of the influence of motivational variables on employee performance can be known through the beta number or standardized coefficient, namely 0.329 or 32.9 percent; Furthermore,  $b_2 = 0.409$ , which indicates that competence has a positive and significant effect on the performance employees. This means that the higher the competence, the performance of the Makassar City Public Works Department's UPTD Workshop employees tends to increase. The magnitude of the influence of the competence variable on employee performance can be known through the beta number or standardized coefficient, namely 0.361 or 36.1 percent; Meanwhile,  $b_3 = 0.250$ , which indicates that work experience has a positive and significant effect on the performance of UPTD Workshop employees of the Makassar City Public Works Service. This means that the better the work experience, the performance of the UPTD Workshop employees of the Makassar City Public Works Office tends to increase. The magnitude of the influence of work experience variables on employee performance can be known through the beta number or standardized coefficient, which is 0.250 or 25 percent. Based on the description that has been explained, it is known that of the three significant variables, it turns out that the competence variable has a dominant influence in improving the performance of the Makassar City Public Works Service UPTD Workshop employee because the beta number or standardized coefficient is greater than the other variables.

## Discussion

The results of the analysis of the influence of the motivational variable on the performance showed a positive and significant influence. This indicates that there is a unidirectional relationship between motivation and employee performance, in the sense that if there is an increase in motivation, employee performance also tends to increase. Motivation is a person who tries to meet more basic needs (physiological) before leading to behavior to meet higher needs (self-realization). The increase in motivation is determined mainly by the magnitude of the role of the indicators that shape it, namely the fulfillment of physiological needs; the fulfillment of a sense of security at work; fulfillment of social needs; fulfillment of appreciation needs; and fulfillment of self-actualization needs. The five indicators are proven to support the improvement of the performance of the employees of the Regional Technical Implementation Unit (UPTD) of the Makassar City Public Works Department. In line with this, the theory (Maslow, 1994; Rivai, 2008) developed a theory of motivation known as the hierarchy of needs, including physiological, safety, and security needs, the need for freedom from threats, namely being safe from environmental threats or events, a sense of belonging, the need for friends. Affiliation, interaction and love, the need for self-esteem and respect for others; and 5) the need to fulfill oneself by maximizing the use of abilities, skills, and potential. Several previous researchers have also proven that motivation (Ruslan, 2012, Aisyah, 2013; Crosti, 2013) has a significant effect on employee performance.

Another factor that affects employee performance is competence. Competence is a way of carrying out work that can be categorized as effective, efficient, productive, and quality because it has the ability under the conditions of the work. The partial test results show that the competency variable has a positive and significant effect on the performance of the Regional Technical Implementation Unit (UPTD) of the Makassar City Public Works Department. This indicates that there is a unidirectional relationship between competence and employee performance, in the sense that if there is an increase in incompetence, the employee's performance will also tend to increase. Increased competence is determined mainly by the magnitude of the role of the indicators that shape it, namely knowledge, skills, expertise, and professional

attitudes. The four indicators are proven to support the improvement of employee performance at the UPTD Workshop of the Makassar City Public Works Service. The leading forming indicators of competence are knowledge indicators, followed by skills indicators and expertise indicators. At the same time, the attitude indicator gives the smallest proportion informing employee competence variables, so that attitude indicators need to be improved and other indicators maintained so that employee performance can also increase. Nevertheless, the five indicators of the competency variables indicate that the competency variables used in this study are valid (consistent) and reliable (reliable). Every human resource possesses the ideal competence if supported by knowledge, skills, expertise, and professional behavior (Terry, 2005). So, every human resource that develops and advances cannot be separated from the existence of four interrelated elements, namely elements of knowledge, skills, expertise, and attitudes. Competencies possessed by these employees automatically work faster than those who do not have competencies because it is likely that those who have competence have gained deeper knowledge and understanding of their duties and work. Good use of working time is also a picture of competence, where the working hours provided are actually utilized or used optimally. Therefore, competence is an absolute requirement to be considered because it becomes a benchmark in improving employee performance. This statement has been proven by several previous researchers (Ruslan, 2012, Sanjaya & Indrawat, 2014; Aisyah, 2013; Crosti, 2013).

The next factor is work experience. Work experience is a series of processes in carrying out work activities according to the period of pursuing work with different work nuances in its implementation. The partial test results show that the work experience variable has a positive and significant effect on the performance of the Regional Technical Implementation Unit (UPTD) of the Makassar Public Works Department. This indicates that there is a unidirectional relationship between work experience and employee performance, in the sense that if there is an increase in work experience, employee performance also tends to increase. The existence of a significant influence on the work experience variable is determined mainly by the role of each indicator that forms it, namely: the length of time an individual has been in his job; know the ins and outs of his work; able to overcome/provide solutions to their work; able to recognize work; and able to solve various work problems. The five indicators have been empowered and able to form work experience variables to support improving the performance of the Makassar City Public Works Service UPTD Workshop employees. Work experience in a company is significant for management to pay attention to. Work experience is one factor that affects the process of activities to improve employee performance as stated that work experience in human resource management is a series of events that have been experienced giving an assessment of these events, which are determined mainly by the period and the nuances that occur which in the series provide work performance (Evayanti, 2002). Work experience as a series of processes carrying out work activities following the period of pursuing work with different work nuances in its implementation. Therefore, work experience is essential to improve the performance of employees of the Regional Technical Implementation Unit (UPTD) of the Makassar City Public Works Department. This statement is supported by previous research that, with work experience (Ruslan, 2012), can help improve employee performance.

## **CONCLUSIONS**

Referring to the study results, an increase in employee performance can not be separated from the contribution of the variables of motivation, competence, and work experience. If motivation, competence, and work experience are further improved, then employee performance will also increase. Moreover, if the UPTD Workshop of the Makassar City Public Works Service focuses more on employee competence. This is because competence has a dominant influence on performance.

## REFERENCE

- Aisyah, S. (2013). Pengaruh Kompetensi, Motivasi, Dan Mutasi Pegawai Terhadap Kinerja Pegawai Pada Kantor Pelayanan Pajak Madya Makassar. Program Pasca Sarjana UMI.
- Arikunto, S. (2010). Metode Penelitian. Jakarta: Rineka Cipta.
- Azmi, N., & Serang, S. (2019). Pengaruh Motivasi, Kompetensi Dan Lingkungan Kerja Terhadap Kinerja Pegawai. *PARADOKS Jurnal Ilmu Ekonomi*, 2(2).
- Bernardin H., J., & Russel. (2001). *Human Resources Management: An Experimental Approach*. Mc. Graw Hill Inc.
- Bili, W., Resmawan, E., & Kondorura, D. (2018). Pengaruh Pengalaman Kerja Terhadap Kinerja Pegawai Di Kantor Kecamatan Laham Kabupaten Mahakam Ulu. *Ejournal Pemerintahan Integratif*, 6(3), 465–474.
- Crosti. (2013). Pengaruh Kompetensi, Motivasi, Dan Promosi Jabatan Terhadap Kinerja Pegawai Pada Kantor Pelayanan Pajak Pratama Makassar Selatan. Program Pasca Sarjana UMI.
- Donald, M. (2007). Competence Of Personal In Prospective. *Jurnal Human Resource Management*.
- Evayanti. (2002). Penempatan SDM Dalam Tinjauan Kualitas Pendidikan. Harvavindo.
- Hafid, H. (2018). Pengaruh Kompetensi, Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Samsat Polewali Mandar. *Derema Jurnal Manajemen*, 13(2).
- Hamzah, Z. (2001). *Manajemen Sumberdaya Manusia*. Andi Offset.
- Hasibuan, M. S. (2007). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Henri, S. (2003). *Manajemen Sumber Daya Manusia*. Sekolah Tinggi Ilmu Ekonomi YKPN.
- Mangkunegara, A. P. (2008). *Manajemen Sumber Daya Manusia*. PT. Rosdakarya.
- Moekijat. (2002). *Manajemen Kepegawaian*. Mandar Maju.
- Nawawi, H. (2001). *Perencanaan Sumberdaya Manusia*. Gajah Mada University Press.
- Prawirosentono, S. (2003). *Kebijakan Kinerja Karyawan*. BPFE.
- Rivai, V. (2008). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Raja Grafindo Persada.
- Robbins, S. (2006). *Perilaku Organisasi* (A. Fauzi (Ed.)). Indeks.
- Rosmaini, & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Jurnal Ilmiah Magister Manajemen*, 2(1).
- Ruslan. (2012). Pengaruh Kompetensi, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Kantor Sekretariat Daerah Kabupaten Pinrang. Program Pasca Sarjana Universitas Hasanuddin.
- Sanjaya, I. K. E., & Indrawat, A. D. (2014). Pengaruh Kompetensi, Kompensasi Dan Ling Kungan Kerja Terhadap Kinerja Karyawan Pada PT Pande Agung Segara Dewata. *E-Jurnal Manajemen*, 3(1), 205–224.
- Sedarmayanti. (2008). *Manajemen Sumberdaya Manusia*. Refika Aditama.
- Simamora, H. (2005). *Manajemen Sumberdaya Manusia*. STIE YKPN.
- Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management*, 1(2), 72–83.
- Suryani, L. (2017). Pengaruh Motivasi Dan Kompetensi Terhadap Kinerja Pegawai Pada Sekretariat Jenderal Dewan Perwakilan Daerah Republik Indonesia. *Jurnal JENIUS*, 1(1).
- Terry, G. . (2005). *Prinsip-Prinsip Manajemen* (J. Smith (Ed.)). Bumi Aksara.
- Thoha, M. (2001). *Kepemimpinan Dalam Manajemen Suatu Pendekatan Perilaku*. Raja Grafindo Persada.
- Zainun, B. (2000). *Manajemen Dan Motivasi*. Balai Aksara.
- Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management*, 1(2), 72–83.