

The Influence of Competency, Commitment Escalation, Individual Behavior on Personnel Performance Through Personnel Performance Motivation

T. Fazrial Kenedy^{1*}, Indrayani¹, Bambang Satriawan¹

¹Universitas Batam, Indonesia

e-mail 1*fazrialkenedy58@gmail.com

* Corresponding Author

Introduction/Main Objectives: This research aims to determine the effect of competence on work motivation, the effect of escalation of commitment on work motivation, the effect of individual behavior on work motivation, the effect of competence on performance with work motivation as an intervening variable, the effect of escalation of commitment on performance with work motivation as an intervening variable, the effect of behavior individual performance with work motivation as an intervening variable. **Research Background:** The traffic directorate of the Riau Islands Regional Police has a vision of the Traffic Police being able to be protectors, guardians of public servants who are always close and together with the community as well as professional and proportional law enforcement officers who always uphold the supremacy of law and human rights, maintain security and orderliness and smoothness of traffic in the Riau Islands Province region **Methods:** Quantitative research methods are numerical and financial ratios. **Results:** The results of this research show that competence has a positive influence on performance, the influence of escalation of commitment on work motivation has a positive influence, the influence of individual behavior on work motivation has a positive influence, the influence of competence on performance with work motivation as an intervening variable has a positive influence, the influence of escalation of commitment on performance with motivation work as an intervening variable has a positive effect, and the influence of individual behavior on performance with work motivation as an intervening variable has a positive effect. **Conclusion:** The competency variable on personnel performance has a positive but not significant effect. The competency variable on work motivation has a positive but not significant effect. The competency variable on personnel performance through work motivation as an intervening variable has a positive but not significant effect.

Keywords: Compensation; Escalation; Individual Behavior; Personal Performance; Work Motivation

JEL Classification: M40; M41

Article History: Received: October, 13rd 2024 Revised: March, 14th 2025 Accepted: July, 04th 2025 Published: October, 01st 2025

How to cite: Kenedy, F. T. et al. (2025). The Influence of Competency, Commitment Escalation, Individual Behavior on Personnel Performance Through Personnel Performance Motivation. *AKRUAL: Jurnal Akuntansi*, 17(1). DOI: 10.26740/jaj.v17n1.p.299-311

Conflict of Interest Statement: here is no conflict of interest in the articles resulting from this research

INTRODUCTION

Indonesia has the fourth largest population in the world with a variety of ethnicities, languages and cultures. As a country with such a large population, people's lives seem complicated with various social problems, such as population density, traffic jams, and even the government sector related to public services (Tola, 2021). Government officials as public servants not only serve the community but create security, because they provide public services. The government provides public services as a form of effort to meet people's needs

in national and state life with duties and functions (Rahmawati, 2021). Public services provided by government institutions are in accordance with Public Service Law no. 25 of 2009. The public service law is expected to become more organized and focused. The police is a state institution that has a related role in providing protection and maintaining security within society and the state. UU no. 2 of 2002 concerning the National Police of the Republic of Indonesia, hereinafter referred to as Law no. 2/2002, Article 5 paragraph 1, namely "The State Police of the Republic of Indonesia is an instrument of the State which plays a role in maintaining public security and order, enforcing the law, and providing protection, protection and service to the community in the context of maintaining domestic security." Internationally the National Police is known as a law enforcement apparatus, and is not included in the ranks of the armed forces. In Indonesia, the position of the National Police has been an exception, and ironically is seen as a "characteristic" and "strength" in the security defense system in the country (Shidarta, 1995). The National Police of the Republic of Indonesia is a government organization whose function is to maintain security, order, enforce the law and protect the community. The National Police of the Republic of Indonesia is one of the government functions in the security sector which is responsible for individual security and public security within the framework of domestic security, as formulated in the Main Duties of the National Police in accordance with Law of the Republic of Indonesia number 02 of 2002, namely maintaining security and public order, enforcing law, and providing protection, protection and services to the community (Cop et al., 2020).

The traffic directorate of the Riau Islands Regional Police has a vision of the Traffic Police being able to be protectors, guardians of public servants who are always close and together with the community as well as professional and proportional law enforcement officers who always uphold the supremacy of law and human rights, maintain security and orderliness and smoothness of traffic in the Riau Islands Province region. Meanwhile, the mission of the Riau Islands Police Traffic Directorate is to provide protection, guidance and service to road users in the Riau Islands Province. So that road users are safe while traveling and arrive safely at their destination, provide guidance to the traffic community through preventive efforts that can increase awareness and obedience and compliance with the provisions of traffic regulations in the Riau Islands Province, enforce traffic regulations professionally and proportionally by upholding supremacy law and human rights in the Riau Islands Province, Maintaining security, orderliness and smooth traffic by paying attention to the legal norms and values that apply in the Riau Islands Province, increasing internal consolidation efforts as an effort to equalize the mission of the Traffic police. The number of traffic violations in the Riau Islands Province experienced a significant increase in 2021, namely 79.18%. This increase was caused by several factors, including large-scale social restrictions (PSBB) during the COVID-19 pandemic, which resulted in a reduction in the number of violators who could be resolved with action. In 2022, the number of traffic violations will again decrease by -10.36%.

This decline is thought to be caused by the easing of social restriction policies and increased community activity. In general, the number of traffic violations in the Riau Islands Province experienced a significant increase in 2021, then decreased again in 2022. This shows that the COVID-19 pandemic has had a significant impact on the number of traffic

violations in the Riau Islands Province. Data on the number of violations that occur on roads in the Riau Islands Province from year to year always experience an increase and decrease in violations. Based on data held by the Riau Islands Police Traffic Directorate in 2020, it was recorded that there had been 42,458 cases of violations for all types of violations. Then in the following year, namely in 2021, there was a very significant increase in violations, namely 76,076 cases of violations. The increase in violations reached 79.18%, this is a very high increase from year to year. Then at the end of 2022 it was recorded that 68,195 cases of violations were recorded for all types of traffic violations. This shows that driver behavior on the road does not reflect a culture of orderly driving (Zikri et al., 2022).

RESEARCH METHOD

This research was carried out on personnel from the Riau Islands Police Traffic Directorate using proportional random sampling with a sample size of 100 respondents. The data used in this research is primary data directly from the personnel of the Riau Islands Police Traffic Directorate in the form of questionnaires and secondary in the form of industrial documents, reports, books, articles and data related to the researcher's problems. Quantitative data analysis methods in the form of numeric data and financial ratio information.

RESULTS AND DISCUSSION

The Influence of Competency on Work Motivation

This research shows that competence has a positive but not significant effect on work motivation by obtaining a significant value of $0.156 > 0.05$ as proven by the t statistical test where $t \text{ count } (1.420) < t \text{ table } (1.96)$ thus it can be concluded that the first hypothesis is H_1 in this study was rejected and H_0 was accepted. The results of this research are not in line with previous research conducted by Hidayat, Solihin, Amar & Nurhadi (2020) which showed that the competency variable had a positive but not significant influence on work motivation. This means that if there is poor implementation in identifying and applying all relevant traffic regulations correctly and consistently then the impact on work motivation will not be high.

The Effect of Commitment Escalation on Work Motivation

This research shows that escalation of commitment has a positive and significant effect on work motivation by obtaining a significance value of $0.000 < 0.05$ and can be proven by the t statistical test where $t \text{ count } (8.506) > t \text{ table } (1.96)$ thus it can be concluded that the hypothesis Firstly, H_1 in this research is accepted and H_0 is rejected. The results of this research are in line with previous research conducted by Lengkong, Victor P K, Benyamin Richard Manery (2018) which shows that the commitment escalation variable has a positive and significant influence on work motivation. This means that the better the implementation of having a high sense of responsibility for traffic security and order, the greater the influence on work motivation.

The Influence of Individual Behavior on Work Motivation

This research shows that individual behavior has a positive but not significant effect on work motivation by obtaining a significance value of $0.394 > 0.05$ and can be proven by the t statistical test where $t \text{ count } (0.853) < t \text{ table } (1.96)$ thus it can be concluded that The first hypothesis H_1 in this study is rejected and H_0 is accepted. The results of this research are not in line with previous research conducted by Yeni Sopian (2017) which showed that

individual behavioral variables had a positive but not significant influence on work motivation. This means that if the implementation is not good in terms of Traffic Police leaders paying attention to the needs and aspirations of personnel, and trying to create a good work environment, then the impact on work motivation will not be high.

The Influence of Competency on Personnel Performance with Work Motivation as an Intervening Variable

This research shows that competence has a positive but not significant effect on personnel performance with work motivation as an intervening variable by obtaining a significance value of $0.273 > 0.05$ and can be proven by the t statistical test where $t \text{ count } (1.096) < t \text{ table } (1.96)$ Thus it can be concluded that the first hypothesis H_1 in this study is rejected and H_0 is accepted. The results of this research are not in line with previous research conducted by Hidayat, Solihin, Amar & Nurhadi (2020) which showed that the competency variable had a positive but not significant influence on personnel performance with work motivation as an intervening variable. This means that if implementation is not good in identifying and applying all relevant traffic regulations correctly and consistently then the impact on personnel performance will not be high with work motivation as an intervening variable.

The Effect of Escalation of Commitment on Personnel Performance with Work Motivation as an Intervening Variable.

This research shows that escalation of commitment has a positive and significant effect on personnel performance with work motivation as an intervening variable by obtaining a significance value of $0.000 < 0.05$ and can be proven by the t statistical test where $t \text{ count } (5.398) > t \text{ table } (1.96)$ Thus it can be concluded that the first hypothesis H_1 in this study is accepted and H_0 is rejected. The results of this research are in line with previous research conducted by Lengkong, Victor P K, Benyamin Richard Manery (2018) which shows that the commitment escalation variable has a positive and significant influence on personnel performance with work motivation as an intervening variable. This means that the better the implementation of having a high sense of responsibility for traffic security and order, the greater the influence on personnel performance with work motivation as an intervening variable.

The Influence of Individual Behavior on Personnel Performance with Work Motivation as an Intervening Variable.

This research shows that individual behavior has a positive but not significant effect on personnel performance with work motivation as an intervening variable by obtaining a significance value of $0.415 > 0.05$ and can be proven by the t statistical test where $t \text{ count } (0.815) < t \text{ table } (1.96)$ thus it can be concluded that the first hypothesis H_1 in this study is rejected and H_0 is accepted. The results of this research are not in line with previous research conducted by Yeni Sopian (2017) which showed that individual behavior variables had a positive but not significant influence on personnel performance with work motivation as an intervening variable. This means that if implementation is not good in terms of Traffic Police leaders paying attention to the needs and aspirations of personnel, and trying to create a good work environment, then the impact on personnel performance will not be high with work motivation as an intervening variable.

CONCLUSION

The competency variable on personnel performance has a positive but not significant effect. The competency variable on work motivation has a positive but not significant effect. The competency variable on personnel performance through work motivation as an intervening variable has a positive but not significant effect. This means that if implementation is not good in identifying and applying all relevant traffic regulations correctly and consistently then the influence on work motivation, personnel performance and personnel performance with work motivation as an intervening variable will not be high. The commitment escalation variable on personnel performance has a positive and significant effect. The commitment escalation variable on work motivation has a positive and significant effect. The variable escalation of commitment to personnel performance through work motivation as an intervening variable has a positive and significant effect. This means that the better the implementation of having a high sense of responsibility for traffic security and order, the greater the influence on work motivation, personnel performance and personnel performance with work motivation as an intervening variable.

Individual behavioral variables on personnel performance have a positive but not significant effect. Individual behavioral variables on work motivation have a positive but not significant effect. Individual behavioral variables on personnel performance through work motivation as an intervening variable have a positive but not significant effect. This means that if the implementation is not good in terms of traffic police leaders paying attention to the needs and aspirations of personnel, and trying to create a good work environment, then the influence on work motivation, personnel performance and personnel performance with work motivation as an intervening variable will not be high. The workload variable on personnel performance has a positive and significant effect. The workload variable on work motivation has a positive but not significant effect. The workload variable on personnel performance through work motivation as an intervening variable has a positive but not significant effect. This means that if the implementation is not good in having the ability to control emotions and maintain calm in stressful situations then the influence on work motivation and personnel performance will not be high either through work motivation as an intervening variable.

Individual behavioral variables on personnel performance have a positive and significant effect. Individual behavioral variables on work motivation have a positive but not significant effect. Individual behavioral variables on personnel performance through work motivation as an intervening variable have a positive but not significant effect. This means that if the implementation is not good in showing a professional and friendly attitude in interacting with the public, creating a positive image about the traffic police, then the influence on work motivation and personnel performance will be high through work motivation as an intervening variable. The work motivation variable on personnel performance has a positive and significant effect. This means that the better the implementation in terms of traffic police personnel considering it important and of high value in maintaining traffic order and safety, the greater the impact on personnel performance.

ACKNOWLEDGMENT

Questionnaire testing, to review the indicators used. Input and suggestions should be considered in order to strengthen the indicators and pay attention to the grammar used so that the questionnaire is easily understood by respondents with an educational background. Understanding the question items to reduce the occurrence of indicator deletion. The addition of indicators and variables is needed so that the assessment of the system can be explored in more detail. Collecting respondent data should pay attention to comparing respondent data with sample gender and demographic data. The research model can be developed by adding paths between variables and adding variables and paths between variables that can influence the value of measuring system success.

REFERENCES

Akbar, A., Musadieq, M. Al, Mukzam, M. D., & Administration, F. I. (2017). The Effect of Commitment Escalation on Personnel Performance (Study on PT PELINDO Surabaya Employees) Amirul. 47(2).

Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. In Journal of Cleaner Production (Vol. 247). <https://doi.org/10.1016/j.jclepro.2019.119131>

Anjani, A. (2019). The Influence of Competence and Work Motivation on Employee Personnel Performance. Journal of Business and Management Inspiration, 3(1), 1. <https://doi.org/10.33603/jibm.v3i1.2191>

Anwar, M. (2018). Analysis of the Influence of Organizational Culture on the Performance of Stimi Banjarmasin Lecturer Personnel Through Sem-Pls Warp Pls 3.0 Analysis. ECONOMIC DYNAMICS Journal of Economics and Business, 11(1), 123–132.

Aprilia, F. (2017). The Influence of Workload, Work Stress and Work Motivation on the Performance of Nursing Personnel at Ibnu Sina Islamic Hospital Pekanbaru. 4(1), 87–100.

Apriyani, T., & Rudianto, R. (2017). The Influence of Organizational Climate and Culture on the Performance of Employee Personnel at PT. Garutama Lintas Buana. Asmi Journal of Business Administration, 1(1), 39–48.

Arifin, M. (2015). The relationship between individual behavior and the performance of Pamekasan Regency DPRD member personnel. Maulana Malik Ibrahim State Islamic University.

Aris, A. S. (2010). Educational Resource Management. Alphabet.

Arochman, M. (2006). The Influence of Individual Behavior on PT Employee Job Satisfaction. Star of Hope for Success Surabaya. Equilibrium: Journal of Economics-Management-Accounting, 4(10), 57–67.

Barclay, D., Higgins, C., & Thompson, R. (1995). The partial least squares (PLS) approach to causal modeling: personal computer adoption and use as an illustration.

Bedson, J., Skrip, L. A., Pedi, D., Abramowitz, S., Carter, S., Jalloh, M. F., Funk, S., Gobat, N., Giles-Vernick, T., Chowell, G., de Almeida, J. R., Elessawi, R., Scarpino, S. V., Hammond, R. A., Briand, S., Epstein, J. M., Hébert-Dufresne, L., & Althouse, B. M. (2021). A review and agenda for integrated disease models including social and behavioural factors. In *Nature Human Behaviour* (Vol. 5, Issue 7, pp. 834–846). <https://doi.org/10.1038/s41562-021-01136-2>

Bhandai, M. (2020). Theories and Contemporary Development of Organizational Perspectives in Social Sciences. Feminist approach to organizational analysis. Part 3. *ASEJ Scientific Journal of Bielsko-Biala School of Finance and Law*, 24(1), 20–25. <https://doi.org/10.5604/01.3001.0014.1344>

Chatterjee, S., Rana, N. P., Khorana, S., Mikalef, P., & Sharma, A. (2023). Assessing Organizational Users' Intentions and Behavior to AI Integrated CRM Systems: a Meta-UTAUT Approach. *Information Systems Frontiers*, 25(4), 1299–1313. <https://doi.org/10.1007/s10796-021-10181-1>

Chin, W. W. (1998). Commentary: Issues and opinion on structural equation modeling. In *MIS quarterly* (pp. vii–xvi). JSTOR.

Chin, W. W. (2010). How to Write Up and Report PLS Analyses. In *Handbook of Partial Least Squares* (pp. 655–690). Springer. https://doi.org/10.1007/978-3-540-32827-8_29

Chin, W. W., & Newsted, P. R. (1999). Structural equation modeling analysis with small samples using partial least squares. *Statistical Strategies for Small Sample Research*, 1(1), 307–341.

Ciobanu, A., Androniceanu, A., & Lazaroiu, G. (2019). An integrated psycho-sociological perspective on public employees' motivation and performance. In *Frontiers in Psychology* (Vol. 10, Issue JAN). <https://doi.org/10.3389/fpsyg.2019.00036>

Cohen, J. (1988). Statistical power analysis Jbr the *Behavioral Sciences*. *Hillsdale (NJ): Lawrence Erlbaum Associates*, 18–74.

Cop, S., Alola, U. V., & Alola, A. A. (2020). *Perceived Behavioral Control* as a mediator of hotels' green training, environmental commitment, and organizational citizenship *Behavior*: A sustainable environmental practice. *Business Strategy and the Environment*, 29(8), 3495–3508. <https://doi.org/10.1002/bse.2592>

David Garson. (2016). Partial Least Squares: Regression and Structural Equation models. In *Statistical Publishing Associates* (pp. 43–62). Statistical Publishing Associates.

Dwiyanti, N. K. A., Heryanda, K. K., & Susila, G. P. A. J. (2019). *Pengaruh Kompetensi Dan Motivasi Kerja Terhadap Kinerja personil Karyawan*. 5(2), 121–130.

Esposito Vinzi, V., Chin, W. W., Henseler, J., & Wang, H. (2010). *Handbook of partial least squares: Concepts, methods and applications*. Heidelberg, Dordrecht, London, New York: Springer.

Fajriani, A., & Septiari, D. (2015). *Pengaruh Beban Pekerjaan terhadap Kinerja personil Karyawan : Efek Mediasi Burnout*. 3(1), 74–79.

Fauzi, M. I., & Akbar, M. (2020). Pengaruh Kompetensi, Disiplin Kerja, Dan Beban Kerja Terhadap Kinerja personil Penyidik Direktorat Reserse Kriminal Umum Kepolisian Daerah Kalimantan Selatan. *Jurnal Ilmu Administrasi Dan Manajemen*, 4(1), 173–208.

Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39. <https://doi.org/10.2307/3151312>

Ghozali, I. (2016). Aplikasi Analisis multivariete dengan program IBM SPSS 23 (Edisi 8). *Cetakan Ke VIII*. Semarang: Badan Penerbit Universitas Diponegoro, 96.

Ghozali, & Imam. (2018). Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25 (9th Edition). Badan Penerbit Universitas Diponogoro, 19.

Guercini, S., & Lechner, C. (2023). Competence Attrition: A linguistic theory of the effects of external competence acquisition for organizations. *Organization Theory*, 4(2), 263178772311808. <https://doi.org/10.1177/26317877231180890>

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (Vol. 6).

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance. *Long Range Planning*, 46(1–2), 1–12. <https://doi.org/10.1016/j.lrp.2013.01.001>

Hariyono, T., Uskiansyah, M., Rusvitawati, D., Syamsuddinnor, S., & Yasrie, A. (2021). Pengaruh Budaya Organisasi Dan Perilaku individu Terhadap Kepuasan Kerja Personil Polri Pada Kepolisian Sektor Banjarmasin Tengah Kota Banjarmasin. *Jurnal Ilmiah Al-Tsarwah*, 4(1), 1–14. <https://doi.org/10.30863/al-tsarwah.v4i1.1553>

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>

Henseler, J., Ringle, C. M., & Sarstedt, M. (2016). Testing measurement invariance of composites using partial least squares. *International Marketing Review*, 33(3), 405–431. <https://doi.org/10.1108/IMR-09-2014-0304>

Henseler, J., & Sarstedt, M. (2013). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, 28(2), 565–580. <https://doi.org/10.1007/s00180-012-0317-1>

Hidayat, A., Mattalatta, S., Sani, A., & Nurhadi, M. (2020). Pengaruh Kompetensi Terhadap Kinerja personil Melalui Kepuasan Kerja Pada Dinas Sosial Kota Makassar. *Jurnal Mirai Managemnt*, 6(1), 2597–4084.

Huit, G. T. M., Hair, J. F., Proksch, D., Sarstedt, M., Pinkwart, A., & Ringle, C. M. (2018). Addressing endogeneity in international marketing applications of partial least squares structural equation modeling. *Journal of International Marketing*, 26(3), 1–21.

<https://doi.org/10.1509/jim.17.0151>

Indrawan, J., Rumengan, J., & Rumengan, A. E. (2019). Transformational Leader Determination, Organizational Culture And Organizational Climate With Satisfaction Work As An Intervening Variable On Performance Of People's Household Service And The Area Of Provincial Settlement Riau Islands. *Zona Manajerial: Program Studi Manajemen (S1) Universitas Batam*, 9(2).

Irawan, H. (2016). Pengaruh Pendidikan & Latihan dan Perilaku Individu terhadap Kinerja personil Pegawai Dinas Perhubungan Kota Solok. *Jurnal Sosial Dan Ilmu Ekonomi*, 1, 51–60.

Iskandar, S., & Sembada, G. G. (2012). Pengaruh Beban Kerja, Motivasi Dan Kepuasan Kerja Terhadap Kinerja personil Pegawai Bank BJB Cabang Padalarang. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 6(1), 26–38.

Janah, R., Akbar, Z., & Yetti, E. (2020). Pengaruh Perilaku individu terhadap Kinerja personil Guru PAUD di Kota Depok. *Jurnal Obsesi : Jurnal Pendidikan Anak Usia Dini*, 4(1), 224–229. <https://doi.org/10.31004/obsesi.v4i1.236>

Jogiyanto, H. M. (2004). Metodologi penelitian bisnis. *Yogyakarta: BPFE–UGM*.

Kadek Ferrania Paramitadewi. (2017). Pengaruh Beban Kerja Dan Kompensasi Terhadap Kinerja personil Pegawai Sekretariat Pemerintah Daerah Kabupaten Tabanan. *Jurnal Manajemen Unud*, 6(6), 3370–3397.

Kenedy, T. F., Rumengan, J., & Manjang, Y. (2019). Determination Of Leadership, Work Discipline And Work Ability With Organizational Commitment As An Intervening Variable On The Performance Of The Personnel Of Satlantas Karimun Regional Police Using Partial Least Square (PLS). *Zona Manajemen: Program Studi Magister Sains Manajemen Universitas Batam*, 9(3), 21–30.

Lantz, M. M., Pieterse, A. L., & Taylor, T. O. (2020). A social dominance theory perspective on multicultural competence. *Counselling Psychology Quarterly*, 33(2), 142–162. <https://doi.org/10.1080/09515070.2018.1500352>

Lengkong, Victor P K, Benyamin Richard Manery, R. T. S. (2018). *Pengaruh Eskalasi komitmen Dan Budaya Organisasi Terhadap Kinerja personil Pegawai Di Bkdpsda Di Kabupaten Halmahera Utara*. 6(4), 1968–1977.

Lubis, M. S. (2019). Pengaruh Perilaku individu Dan Eskalasi komitmen Terhadap Pembentukan Organizational Citizenship Behavior (Ocb) Karyawan Dalam Rangka Peningkatan Kinerja personil. *Jurnal Apresiasi Ekonomi*, 3(2), 75–84. <https://doi.org/10.31846/jae.v3i2.176>

Lukito, L. H., & Alriani, I. M. (2018). Pengaruh Beban Kerja, Lingkungan Kerja, Stres Kerja Terhadap Kinerja personil Karyawan Pada PT. Sinarmas Distribusi Nusantara Semarang. *Jurnal Ekonomi Manajemen Dan Akuntansi*, 25(45), 24–35.

Manik, S., & Syafrina, N. (2018). Pengaruh Kompetensi Terhadap Kinerja personil Dosen Sekolah Tinggi Ilmu Ekonomi Riau. *Jurnal Ilmiah Ekonomi Dan Bisnis*, 15(1), 1–6. <https://doi.org/10.31849/jieb.v15i1.72>

Marini, N. P., Sumada, I. M., & Laksmi, A. A. R. S. (2017). Pengaruh Kepemimpinan , Perilaku individu , dan Motivasi Kerja Terhadap Kinerja personil Karyawan di Sekolah Tinggi Ilmu Kesehatan (STIKes) Wira Medika Bali Ni Putu Marini Program Pascasarjana Universitas Warmadewa Email: marini.putu@gmail.com belajar memimpin d. *Jurnal Administrasi Publik*, 8–14.

Mcafee, R. B., Champagne, P. J., Mcafee, R. B., & Champagne, P. J. (2013). *Performance Management A Strategy For Improving Employee Performance And Productivity*.

Mora, Z., Fandayani, I., & Suharyanto, A. (2020). *Pengaruh Komitmen Kerja dan Kepuasan Kerja terhadap Kinerja personil Karyawan PT . Mopoli Raya di Kecamatan Seruway Effect of Work Commitment and Job Satisfaction on Employee Performance of PT . Mopoli Raya in Seruway District*. 3, 487–492.

Mukhsin, R., Mappigau, P., & Tenriawaru, A. N. (2017). Pengaruh Orientasi Kewirausahaan Terhadap Daya Tahan Hidup Usaha Mikro Kecil dan Menengah Pengolahan Hasil Perikanan di Kota Makassar. *Jurnal Analisis*, 6(2), 188–193. <http://pasca.unhas.ac.id/jurnal/files/ef79bd330d16ba9fda32510e0a581953.pdf>

Munawar, S., Yousaf, D. H. Q., Ahmed, M., & Rehman, D. S. (2022). Effects of green human resource management on green innovation through green human capital, environmental knowledge, and managerial environmental concern. *Journal of Hospitality and Tourism Management*, 52, 141–150. <https://doi.org/10.1016/j.jhtm.2022.06.009>

Mustofa, A. Z. (2022). Hierarchy of Human Needs: A Humanistic Psychology Approach of Abraham Maslow. *Kawanua International Journal of Multicultural Studies*, 3(2), 30–35. <https://doi.org/10.30984/kijms.v3i2.282>

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory*. New York: McGraw. OECD (2012). How Your School Compares Internationally: OECD Test for Schools

Nursalam, S. (2013). Metodologi penelitian ilmu keperawatan pendekatan praktis. *Jakarta: Salemba Medika*.

Nurwanda, A., & Badriah, E. (2020). Analisis Program Inovasi Desa Dalam Mendorong Pengembangan Ekonomi Lokal Oleh Tim Pelaksana Inovasi Desa (Pid) Di Desa Bangunharja Kabupaten Ciamis. *Jurnal Ilmiah Ilmu Administrasi Negara*, 7, 68–75.

Otaye-Ebede, L., Shaffakat, S., & Foster, S. (2020). A Multilevel Model Examining the Relationships Between Workplace Spirituality, Ethical Climate and Outcomes: A Social Cognitive Theory Perspective. *Journal of Business Ethics*, 166(3), 611–626. <https://doi.org/10.1007/s10551-019-04133-8>

Potawari, I. (2020). Pengaruh Komunikasi dan Motivasi terhadap Kinerja personil Penegakan Hukum Fungsi Lalulintas. *Jurnal Ilmu Kepolisian*, 14(April), 38–48.

Pramularso, E. Y. (2018). Pengaruh Kompetensi terhadap Kinerja personil Karyawan CV Inaura Anugerah Jakarta. *Widya Cipta*, II(1), 40–46.

Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Peran Organizational Citizenship Behavior (OCB), Transformational and Digital Leadership Terhadap Kinerja personil Melalui Mediasi Eskalasi komitmen Pada Family Business. *JENIUS: Jurnal Ilmiah, Manajemen Sumber Daya Manusia*, 4(3), 256–272.

Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Pengaruh Servant , Digital dan Green Leadership terhadap Kinerja personil Industri Manufaktur melalui Mediasi Eskalasi komitmen. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 5(1), 1–13.

Putri, N. O., Abduh, T., & Remmang, H. (2021). Pengaruh Perilaku individu Terhadap Kinerja personil Pegawai Melalui Kepuasan Kerja Dan Organizational Citizenship Behavior Pada Kantor Kecamatan Panakkukang Kota Makassar. In *Indonesian Journal of Business and Management* (Vol. 4, Issue 1). repository.unibos.ac.id. <https://doi.org/10.35965/jbm.v4i1.1198>

Rahayu, S., Thahir, T., & Jusman, I. A. (2022). Analisis Dampak Perilaku Individu Dan Kepemimpinan Terhadap Kinerja personil Pegawai (Studi Kasus Pada Kantor Wilayah Direktorat Jenderal Bea Dan Cukai Sulawesi Bagian Selatan). *Master of Management Journal*, 3(1), 70–79.

Rahmafitria, F., Suryadi, K., Oktadiana, H., Putro, H. P. H., & Rosyidie, A. (2021). Applying knowledge, social concern and *Perceived* risk in planned *Behavior* theory for tourism in the Covid-19 pandemic. *Tourism Review*, 76(4), 809–828. <https://doi.org/10.1108/TR-11-2020-0542>

Rahman, A. (2013). Pengaruh Perilaku Individu Terhadap Kinerja personil Pegawai Pada Kantor Wilayah Departemen Agama Provinsi Riau. *Jurnal Ilmiah Cano Ekonomos*, 2(1), 1–19.

Rahman, F. A., Sahabuddin, R., & Ruma, Z. (2022). Pengaruh Motivasi, Lingkungan Kerja dan Kompetensi terhadap Kinerja personil Karyawan PT. Telkom Witel Makassar. *YUME : Journal of Management*, 5(2), 39–46. <https://doi.org/10.37531/yume.vxix.457>

RAHMAWATI. (2021). Kinerja personil Aparat Satuan Lalu Lintas Kepolisian Resor Wajo. *Jurnal Ilmu Sosial Dan Politik*, 3(2), 6.

Rindorindo, R. P., Murni, S., & Trang, I. (2019). Pengaruh Beban Kerja, Stres Kerja Dan Kepuasan Kerja Terhadap Kinerja personil Karyawan Hotel Gran Puri. *Jurnal EMBA*, 7(4), 5953–5962.

Rozalia, N. A., Utami, H. N., & Ruhana, I. (2015). Pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kinerja personil Karyawan (Studi Kasus Pada Karyawan PT. Pattindo Malang). *Jurnal Administrasi Bisnis (JAB)*, 26(2), 1–8.

Rusliza Yahaya, F. E. (2016). *Leadership styles and organizational commitment : literature review*. <https://doi.org/10.1108/JMD-01-2015-0004>

Sabarofek, M. S., & Sawaki, M. E. (2017). *Pengaruh Karakteristik Individu, Budaya Kerja Dan Perilaku Individu Terhadap Kinerja personil Pegawai: Studi Kasus Pada Pt. Televisi Mandiri Papua*. 12(2).

Sanders, K., Jorgensen, F., Shipton, H., Van Rossenberg, Y., Cunha, R., Li, X., Rodrigues, R., Wong, S. I., & Dysvik, A. (2018). Performance-based rewards and innovative Behaviors. *Human Resource Management*, 57(6), 1455–1468. <https://doi.org/10.1002/hrm.21918>

Sapitri, R. (2016). Pengaruh Eskalasi komitmen Terhadap Kinerja personil Karyawan Perusahaan Listrik Negara Area Pekanbaru. *JOM Fisip*, 3(2), 1–9.

Setiawan, K. C. (2016). Pengaruh Perilaku individu Terhadap Kinerja personil Karyawan Level Pelaksana Di Divisi Operasi PT. Pusri Palembang. *Psikis : Jurnal Psikologi Islami*, 1(1), 23–32. <https://doi.org/10.19109/psikis.v1i1.554>

Shidarta, D. D. dan. (1995). *Pokok-pokok Filsafat Hukum: Apa dan Bagaimana Filsafat Hukum Indonesia*. Gramedia Pustaka Utama.

Silvia, Bagia, I. W., & Cipta, W. (2019). Pengaruh Kompetensi dan Budaya Kerja Terhadap Kinerja personil Karyawan. *Prospek: Jurnal Manajemen Dan Bisnis*, 7(1), 111. <https://doi.org/10.23887/pjmb.v2i1.26274>

Soemadi, R. R. A. (2021). Pengaruh Perilaku individu Terhadap Kepuasan Kerja Dan Komitmen Karya Wan Pada Universitas Muhammadiyah Tangerang. *Dynamic Management Journal*, 5(1).

Solikin. (2019). Pengaruh Peran Kepemimpinan Dan Budaya Kerja Terhadap Kinerja personil Anggota Kepolisian Pada Polsek Trimurjo Polres Lampung Tengah. *Jurnal Simplex*, 2(1). <https://doi.org/10.1088/1751-8113/44/8/085201>

Sri Gustina Pane, F. (2017). *Pengaruh Eskalasi komitmen Terhadap Kinerja personil Pegawai Pada Badan Pertanahan Nasional Kota Medan*. 2(3), 67–79.

Sudargini, Y. (2021). Peran Pelatihan Dan Pengembangan, Pemberdayaan Dan Partisipasi Terhadap Kinerja personil Pegawai Di Sekolah. *Journal of Industrial Engineering & Management Research*, 2(5), 213–227.

Sugiharjo, R. J., & Aldata, F. (2018). *Pengaruh Beban Kerja Dan Motivasi Kerja Terhadap Kinerja personil Karyawan Bpjs Ketenagakerjaan Cabang Salemba*. 4(1), 132–141.

Sugiono, Noerdjanah, & Wahyu, A. (2020). Uji Validitas dan Reliabilitas Alat Ukur SG Posture Evaluation. *Jurnal Keterapi Fisik*, 5(1), 1–61. <https://doi.org/10.37341/jkf.v5i1.167>

Sulistiwati, R., Atika, D. B., Purnomo, J., Koswara, R., & Safitri, A. M. (2022). *Pengaruh Karakteristik Individu, Budaya Organisasi Dan Perilaku Individu Terhadap Kinerja personil Pegawai*. 6(1), 35–40.

Supardi, S. (1993). Populasi dan Sampel Penelitian. *Unisia*, 13(17), 100–108. <https://doi.org/10.20885/unisia.vol13.iss17.art13>

Sutjahjo, G. (2022). Analisis Perilaku Individu, Komunikasi Kerja dan Motivasi Terhadap Kinerja personil Pegawai. *Jurnal Manajemen, Organisasi Dan Bisnis*, 2(2), 41–50.

Syaiful, S. (2008). *Kemampuan Profesional Guru dan Tenaga Kependidikan*. Alfabeta.

Tanasal, R., Kojo, C., & Sendow, G. M. (2016). Analisis Beban Kerja, Perilaku Individu, Dan Persepsi Terhadap Kinerja personil Karyawan Pt. Hasjrat Abadi Manado. *Jurnal EMBA*, 4(5), 456–466.

TOLA, M. (2021). Efektivitas Penerapan E-Government Melalui Sistem E-Tilang Pada Satuan Polisi Lalu Lintas (Satlantas) Polrestabes Makassar. *Jurnal Ilmu Sosial Dan Politik*, 44(8), 1689–1699. <https://doi.org/10.1088/1751-8113/44/8/085201>

Wardhani, Y. (2020). Pengaruh Gaya Kepemimpinan Dan Perilaku Individu Terhadap Disiplin Kerja Serta Dampaknya Pada Kinerja personil Karyawan Bps Provinsi Jawa Timur. *Repository STIE Mahardhika*.

Weiner, B. J. (2009). A theory of organizational readiness for change. *Implementation Science*, 4(1). <https://doi.org/10.1186/1748-5908-4-67>

Xia, N., Xie, Q., Hu, X., Wang, X., & Meng, H. (2020). A dual perspective on risk perception and its effect on safety *Behavior*: A moderated mediation model of safety motivation, and supervisor's and coworkers' safety climate. *Accident Analysis and Prevention*, 134. <https://doi.org/10.1016/j.aap.2019.105350>

Zaeni, N., & Ayu, W. M. (2023). Pengaruh Pelatihan dan Motivasi Terhadap Kinerja personil Pegawai. *Economics and Digital Business Review*, 4(2), 276–292.

Zahra, R. R., & Rina., N. (2018). Pengaruh Celebrity Endorser Hamidah Rachmayanti Terhadap Keputusan Pembelian Produk Online Shop Mayoutfit Di Kota Bandung. *Jurnal Lontar Vol. 6 No 1 Januari-Juni 2018*, 43-57, 6(4), 43–57.

Zheng, X., Lu, Y., Le, Y., Li, Y., & Fang, J. (2018). Formation of Interorganizational Relational *Behavior* in Megaprojects: Perspective of the Extended Theory of Planned *Behavior*. *Journal of Management in Engineering*, 34(1). [https://doi.org/10.1061/\(asce\)me.1943-5479.0000560](https://doi.org/10.1061/(asce)me.1943-5479.0000560)

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*. Cengage learning.

Zikri, M., Amboro, Y. P., & Seroja, T. D. (2022). Analisis Penegakan Hukum Terhadap Budaya Tertib Berlalulintas di Pulau Karimun. *Jurnal Hukum Respublica Fakultas Hukum Universitas Lancang Kuning*, 1–18.