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# The Influence of Competence, Work Ethic, and Self Efficacy on the Performance of Employess

1<sup>st</sup> *Putri Aulia Nisfi Awaliyah*

*Student of Management Study, , Faculty of Economics and Business, Pancasakti University Tegal  
Indonesia  
Putriauliana173@gmail.com*

2<sup>nd</sup> *Agnes Dwita Susilawati*

*Student of Management Study, , Faculty of Economics and Business, Pancasakti University Tegal  
Indonesia  
agnes\_dwita@upstegal.ac.id*

3<sup>rd</sup> *Suwandi*

*Student of Management Study, , Faculty of Economics and Business, Pancasakti University Tegal  
Indonesia*

4<sup>th</sup> *Setyowati Subroto*

*Student of Management Study, , Faculty of Economics and Business, Pancasakti University Tegal  
Indonesia*

## *Abstract*

*Employee performance is a key factor in organizational effectiveness, essential in achieving goals and delivering quality services. However, many organizations face challenges in enhancing employee performance, often linked to variables like competence, work ethic, and self-efficacy. This study aims to explore effect of these three variables on employee performance, to providing recommendations for improvement. The research method was a quantitative approach with a population of 30 employees. The data collection was performed with a questionnaire that was first validated and confirmed for its reliability. The analytical tool used in this study is multiple linear regression analysis, which allows the researcher to measure the impact competence, work ethic, and self-efficacy on the employee performance. The findings indicate that competence, work ethic, and self-efficacy each have a positive and significant effect on employee performance. Specifically, each variable demonstrated a significant effect individually: competence ( $p=0.004$ ), work ethic ( $p=0.000$ ), and self-efficacy ( $p=0.018$ ). Furthermore, the simultaneous F-test ( $F=53.518$ ,  $p=0.000$ ) confirmed that these three independent variables significantly affect the employee performance. Thus, these factors significantly influence employee performance at the Tegal City Manpower and Industry Office.*

**Keywords:** Competence, Work Ethic, Self efficacy, Employee Performance

## **I. INTRODUCTION**

Effective human resource planning is crucial in this environment, improving work efficiency by accurately determining future workforce needs, both in terms of quantity and quality, and ensuring that the right workforce is in the right place to fill various positions and carry out new activities (Irmayani, 2021: 17-18). The Tegal City Manpower and Industry Office, a government agency, is responsible for managing the government's agenda in the employment and industrial sectors. However,

observations indicate that employee performance in this office has not reached its maximum potential. Indicators include absenteeism, including tardiness and non-compliance with attendance, as well as a lack of diligence and initiative in carrying out tasks. Furthermore, a mismatch between employee educational backgrounds and job requirements has created difficulties in completing tasks, highlighting competency issues. Uneven training and development, coupled with a suboptimal work ethic—marked by unproductive activities during work hours—and low self-efficacy have led to a lack of employee confidence in facing challenges and completing their work. The resulting phenomenon is that employee performance has not reached its maximum potential. Based on attendance records, absenteeism is a frequent problem for some employees. These problems include tardiness and non-compliance with attendance. Furthermore, some employees are less thorough in carrying out assigned tasks and obligations. This inaccuracy impacts the quality of work, requiring employees to take additional time to correct errors. Furthermore, initiative in carrying out tasks also deserves attention. Not all employees are willing to complete tasks without being asked by their superiors. This indicates a lack of commitment and responsibility in completing work. This phenomenon is considered to impact employee performance and agency performance. This study provides novelty by comprehensively examining the simultaneous influence of competence, work ethic, and self-efficacy on employee performance in the context of local government agencies, specifically the Tegal City Manpower and Industry Office. Based on previous research linking competence (Masruroh et al., 2023), work ethic (Andini, 2022), and self-efficacy (Taryono et al., 2023) with performance, this study aims to investigate the partial and simultaneous influence of these three variables on employee performance at the Tegal City Manpower and Industry Office. The purpose of this study is to find out and analyze whether there is an influence of Competence on the Performance of Employees of the Tegal City Manpower and Industry Service, to find out and analyze whether there is an influence of Work Ethic on the Performance of Employees of the Tegal City Manpower and Industry Service, to find out and analyze whether there is an influence of Self Efficacy on the Performance of Employees of the Tegal City Manpower and Industry Service and to find out and analyze whether there is an influence of Competence, Work Ethic, and Self Efficacy together on the Performance of Employees of the Tegal City Manpower and Industry Service.

## II. METHOD

This is a quantitative research design based on numerical data (Suliyanto, 2018: 20) The research population consists of all 30 employees. Data were collected through observations, interviews, and questionnaires, and then analyzed using multiple linear regression in SPSS. The research followed a robust analytical process, which included classical assumption tests (Normality, Multicollinearity, and Heteroscedasticity) to validate the model. Final hypothesis testing was then performed via t-tests, F-test, and R<sup>2</sup>. Operationalization of Variables: Employee Performance (Y): Measured based on work results (quality, quantity, efficiency), work behavior (discipline, initiative, diligence), and personal traits (honesty, creativity) (Busro, 2018: 99-100). Competence ( $X_1$   $X_1$ ): Measured based on knowledge, understanding, skills, values, attitudes, and interests (Karsudjono, 2021: 86). Work Ethic ( $X_2$   $X_2$ ): Measured based on hard work (actualization, trustworthiness, calling), smart work (artistry, honor), and sincere work (grace, worship, service) (Darodjat, 2015: 77). Self efficacy ( $X_3$   $X_3$ ): Measured based on magnitude (level of difficulty, ability to complete tasks), strength (resilience in facing tasks, strength of belief, commitment to goals, stress management), and generality (scope of tasks, multidimensional confidence, flexibility in handling tasks) (Fitriyani et al., 2019: 9).

## III. RESULT AND DISCUSSION

### Descriptive Statistical Analysis

Table 1  
Results of Descriptive Statistical Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Competency	30	23	44	31.57	6.328
Work Ethic	30	26	59	45.57	8.928
<i>Self Efficacy</i>	30	43	62	50.87	4.747
Performance	30	32	61	43.93	7.688
Valid N ( <i>listwise</i> )	30				

#### 1. Competence Variable ( $X_1$ $X_1$ )

The average score of respondents' competence is 31.57 (min = 23, max = 44) and SD of 6.328, shows a low level of dispersion. The mean being greater than the standard deviation further confirms that the data is not widely spread.

#### 2. Work Ethic Variable ( $X_2$ $X_2$ )

The mean score of respondents' work ethic is 47.57 (min = 26, max = 59). The SD of 8.928 relative to the mean value suggests that the scores are clustered closely around the average, indicating a low degree of variation among respondents' work ethic levels.

3. Self Efficacy Variable ( $X_3$   $X_3$ )

The mean score of respondents' self efficacy is 50.87 (min = 43, max = 62) and SD of 4.747, the data exhibits low dispersion, indicates that the scores are not widely dispersed, suggesting a relatively low degree of variability.

4. Performance (Y)

The mean score of respondents' performance is 43.93 (min = 32, max = 61). The SD of 7.688 relative to the mean value suggests that the scores are clustered closely around the average, indicating a low degree of variation among respondents' performance levels.

Validity Test

A valid research instrument can measure the variables accurately and precisely (Suliyanto, 2018: 233). Data is considered valid if it is greater than 0.361.

Table 2  
Result of Validity Test

Item Number	Calculated r for Performance	Calculated r for Competence	Calculated r for Work Ethic	Calculated r for Self efficacy	Table r
1	0,688	0,750	0,705	0,586	0,361
2	0,782	0,746	0,619	0,788	0,361
3	0,522	0,744	0,734	0,747	0,361
4	0,715	0,732	0,702	0,643	0,361
5	0,812	0,811	0,734	0,880	0,361
6	0,795	0,737	0,760	0,800	0,361
7	0,711	0,774	0,772	0,754	0,361
8	0,801	0,854	0,807	0,741	0,361
9	0,717	0,571	0,718	0,846	0,361
10	0,770	0,791	0,807	0,679	0,361
11	0,822	0,789	0,778	0,729	0,361
12	0,731	0,754	0,809	0,893	0,361
13	0,787		0,571	0,818	0,361
14	0,506		0,558	0,842	0,361
15	0,782		0,581	0,740	0,361
16	0,824		0,597	0,656	0,361
17				0,787	0,361
18				0,707	0,361

Source: Primary data processed 2025.

## Reliability Test

The reliability of a measurement is established when a series of measurements on similar objects produces relatively consistent results, even with some tolerance for potential differences (Sulyianto, 2018: 254). The criteria for the reliability test requires a Cronbach's Alpha score exceeding 0.70 to establish the instrument as reliable.

Table 3

Result of Reliability Test		
Nama variabel	Cronbach's Alpha	N of item
1	0.942	12
2	0.930	16
3	0.932	18

Source: Primary data processed 2025.

The instrument was confirmed to be reliable, with all variables exceeding the Cronbach's Alpha criterion of 0.70 (Performance = 0.942; Competence = 0.930; Work Ethic = 0.932; Self efficacy = 0.954).

## Classical Assumption Test

### Normality Test

Table 4

Result of the Normality Test		
One-Sample Kolmogorov-Smirnov Test		

			Unstandardized Residual
N			30
Normal Parameters <sup>a,b</sup>	<u>Mean</u>		.0000000
	Std. Deviation		2.85925297
Most Differences	Extreme Absolute		.099
	Positive		.099
	Negative		-.086
Test Statistic			.099
Asymp. Sig. (2-tailed)			.200 <sup>c,d</sup>

Source: Primary data processed 2025.

Based on the Kolmogorov-Smirnov test, the residual distribution is confirmed to be normal, as sig was 0.200 ( $>p>0.05$ ) of 0.200 ( $>0.05$ ).

### Multicollinearity Test

Table 5  
Results of the Multicollinearity Test

Model	Coefficients			t	Sig.	Collinearity Statistics
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant) -9.433	6.830		-1.381	.179	
	Competence .446	.142	.366	3.144	.004	.384 2.604
	Work Ethic .530	.102	.603	5.173	.000	.383 2.613
	Self Efficacy .299	.119	.186	2.524	.018	.958 1.043

Source: Primary data processed 2025.

The assumption of no multicollinearity was successfully met. All variables' Tolerance values were above 0.10 and their VIF values were below 10 (Competence: Tolerance = 0.384, VIF = 2.604; Work Ethic: Tolerance = 0.383, VIF = 2.613; Self efficacy: Tolerance = 0.958, VIF = 1.043).

### Heteroscedasticity Test

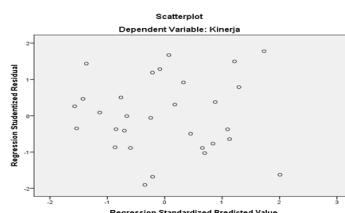


Figure 1  
Scatterplot

The scatterplot shows a random distribution of residual points without any specific pattern, indicating the absence of heteroscedasticity.

### Multiple Linear Regression Analysis

Table 6  
Result of Multiple Linear Regression Analysis

Model	Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta		Tolerance	VIF
1 (Constant)	-9.433	6.830		-1.381	.179	
Competence	.446	.142	.366	3.144	.004	.384 2.604
Work Ethic	.530	.102	.603	5.173	.000	.383 2.613
Self Efficacy	.299	.119	.186	2.524	.018	.958 1.043

Source: Primary data processed 2025

$$Y = -9.433 + 0.446 (X_1 X_1) + 0.530 (X_2 X_2) + 0.299 (X_3 X_3)$$

- The constant value of -9.433 means if all independent variables have zero value, the performance is estimated to be -9.433. A negative constant typically arises when the range of values for the independent and dependent variables is quite different [10].
- The regression coefficient for competence is 0.446, This positive value signifies as employee competence increases, employee performance (Y) tends to improve.
- The regression coefficient for work ethic is positive at 0.530. This shows as work ethic increases, performance (Y) will also positively improve.
- With a positive regression coefficient of 0.299, self-efficacy is also positively linked to performance, as self-efficacy improves, employee performance (Y) will also increase.

### Hypothesis Testing

#### Parsial Test (t-test)

The t-test is performed to establish the individual significance of each independent variable's influence on the dependent one. A significant partial effect is concluded if the calculated t-value to the critical t-table or by confirming the sig value is below the 0.05 threshold.. This result directly informs whether the study's hypotheses are supported.

Table 7  
Results of Hypothesis Testing (t-test)

Model	Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta		Tolerance	VIF
1 (Constant)	-9.433	6.830		-1.381	.179	
Competence	.446	.142	.366	3.144	.004	.384 2.604
Work Ethic	.530	.102	.603	5.173	.000	.383 2.613
Self Efficacy	.299	.119	.186	2.524	.018	.958 1.043

Source: Primary data processed 2025.

- Competence Variable ( $X_1 X_1$ )  
H1 is accepted. The calculated t-value of 3.144 exceeds the critical t-table of 2.056. This is further supported by sig of 0.004 ( $p < 0.05$ ), which confirms that competence has a positive and significant effect on employee performance.
- Work Ethic Variable ( $X_2 X_2$ )  
H2 is accepted. The t-value of 5.173 exceeds the critical value of 2.056, with sig of 0.000 ( $p < 0.05$ ). Work ethic has a significant influence on employee performance.
- Self-Efficacy Variable ( $X_3 X_3$ )  
H3 is accepted. The t-value of 2.524 is greater than the critical of 2.056. Additionally, the sig of 0.018 ( $p < 0.05$ ). This demonstrates that self-efficacy has significant effect on employee performance.

### Simultaneous Test (F Test)

An F-test was utilized to determine the collective significance of competence, work ethic, and self-efficacy on employee performance. The test specifically aimed to analyze the simultaneous effect of these three independent variables on the employee performance at the Tegal City Department of Manpower and Industry.

Table 8  
Results of Simultaneous Test (F-test)

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1514.494	3	504.831	55.363 .000 <sup>b</sup>
	Residual	237.084	26	9.119	
	Total	1751.579	29		

Source: Primary data processed 2025.

The study concludes that competence, work ethic, and self-efficacy have a significant and simultaneous effect on employee performance at the Department of Manpower and Industry of Tegal City. This conclusion is supported by the F-test results, where the calculated F-value of 55.363 exceeds the critical F-table value of 2.92, and the sig of 0.000 ( $p < 0.05$ ).

### Coefficient of Determination ( $R^2$ ) Test

It serves to measure the explanatory power of the independent variable on the dependent variable. It assesses the percentage of the dependent variable's total variance that can be accounted for by the changes in the independent variable.

Table 8  
Results of the Coefficient of Determination ( $R^2$ ) Test

Model	R Square	R Square	Adjusted R Square	Std. Error	Durbin-Watson
1	.930 <sup>a</sup>	.865	.849	3.01971	1.789

Source: Primary data processed 2025.

The  $R^2$  value is 0.849 or 84.9%, means the employees performance is influenced by variables of competence, work ethic, and self efficacy by 84.9%, while the unexplained variance of 15.1% can be attributed to variables not accounted for this research.

1. The Influence of Competence on Employee Performance at the Department of Manpower and Industry of Tegal City  
This study shows that the competence of employees at the Department of Manpower and Industry of Tegal City has a positive and significant effect on their performance, with a significance value of 0.004 and a calculated t-value of 3.144. This means that the higher the competence of employees (knowledge, skills, abilities, attitudes, and values), the better their performance. Competence encompasses both technical and cognitive aspects that are essential for achieving performance. Theoretically, competence reflects an individual's ability to carry out tasks, while practically, performance improvement can be achieved through the development of employees' physical and mental capabilities. These findings are consistent with the research by Setiastuti et al., (2022), which emphasizes the significant influence of competence on employee performance.
2. The Influence of Work Ethic on Employee Performance at the Department of Manpower and Industry of Tegal City  
This study reveals that the work ethic of employees at the Department of Manpower and Industry of Tegal City has a positive and significant effect on performance, with a significance value of 0.000 and a calculated t-value of 5.173. A strong work ethic encourages employees to work with dedication, discipline, and responsibility, ultimately enhancing their performance. A good work ethic also boosts morale, work achievements, and fosters a positive outlook towards work. Theoretically, work ethic reflects the attitude of employees who view work as an important factor in improving their quality of life, which impacts their work behavior (Priansa, 2020: 283). Practically, performance improvement can be achieved by enhancing values such as hard work, discipline, responsibility, and commitment. These findings are consistent with the research by Nurjaya et al., (2021), which demonstrates the significant influence of work ethic on employee performance.
3. The Influence of Self efficacy on Employee Performance at the Department of Manpower and Industry of Tegal City  
This study indicates that the self efficacy of employees at the Department of Manpower and Industry of Tegal City has an effect on performance, with a significance value of 0.018 and a calculated t-value of 2.524. Self efficacy is the belief in one's abilities, which enhances employees' confidence to tackle various tasks with maximum effort, allowing them to overcome challenges in a correct and optimal manner. Therefore, organizations need to create a

work environment that encourages employees to feel capable and confident in completing their tasks, for example, by providing positive feedback and appreciation for their performance. Theoretically, self efficacy is defined as a person's belief in their capabilities to execute tasks. This belief directly influences behavior: high self-efficacy leads to greater resilience in the face of obstacles, whereas low self-efficacy often results in a higher propensity to give up. These findings support the research by Santri et al., (2023) who confirmed that self-efficacy is a significant positive predictor of employee performance.

#### 4. The Influence of Competence, Work Ethic, and Self efficacy on Employee Performance at the Department of Manpower and Industry of Tegal City

The results of the study show that competence, work ethic, and self-efficacy collectively and significantly impact employee performance, as confirmed by an F-value of 55.363 (p=0.000). Performance can be viewed from the perspective of effectiveness and efficiency in resource utilization. It is not as an innate quality, but rather the evidence demonstrated by workers executing their assigned tasks and fulfill their organizational responsibilities (Indahingwati & Nugroho, 2020: 211). The practical implication is employees can be considered optimal if they are able to perform their tasks and responsibilities effectively, efficiently, and in accordance with organizational standards, while also making a tangible contribution to achieving the organization's goals. Proper management of competence, work ethic, and self efficacy will enhance productivity and work effectiveness, as well as foster a positive work culture that can boost employee morale and confidence, thereby improving their performance. These findings are supported by Masruroh et al., (2023), Jusdiendar et al., (2024), and [17]), all of which state that competence, work ethic, and self efficacy exert significant positive effect on performance.

## IV. CONCLUSION

Conclusions from this Study:

1. There is a positive and significant influence of competence on the performance of employees at the Department of Manpower and Industry of Tegal City.
2. There is a positive and significant influence of work ethic on the performance of employees at the Department of Manpower and Industry of Tegal City.
3. There is a positive and significant influence of self efficacy on the performance of employees at the Department of Manpower and Industry of Tegal City.
4. There is a positive and significant simultaneous influence of competence, work ethic, and self efficacy on the performance of employees at the Department of Manpower and Industry of Tegal City.

In light of these conclusions, the author recommends:

- a. For the Institution: The Department is encouraged to conduct regular training sessions to enhance both technical and non-technical competencies of employees, as well as to strengthen employees' self-confidence through mentoring, coaching, and performance appreciation programs.
- b. For Future Researchers: include additional variables such as organizational culture, career development, organizational commitment, or work engagement. Furthermore, expanding the population and sample size or conducting research in other government institutions is suggested for broader generalization.

Limitations and suggestion for future studies

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