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The Effect of Work Design and Production Processes on the Performance of MSMEs with Human Resource Competence as a Moderating Variable (A Study of MSMEs in the Former Pekalongan Residency)

Syifa Rohmah[1*], Muhammad Aris Safi'i[2], Ardiyan Darutama[3]

[1, 2, 3] State Islamic University K.H. Abdurrahman Wahid, Pekalongan, Indonesia, syifa.rohmah@uingusdur.ac.id, m.aris.safii@uingusdur.ac.id, ardiyan.darutama@uingusdur.ac.id

[*]*Corresponding Author: syifa.rohmah@uingusdur.ac.id*

Abstract:
This study examines the effect of work design and production processes on the performance of MSMEs in the former Pekalongan Residency, with human resource competence as a moderating variable. Questionnaires were distributed to 96 MSME respondents in the former Pekalongan Residency using *purposive sampling* and a 5-point Likert scale questionnaire. This quantitative study used MRA testing to examine how human resource competencies can moderate the influence of work design and production processes on the performance of MSMEs in the former Pekalongan Residency. The results showed that work design and production processes had a positive effect on MSME performance. Human resource competencies moderated the relationship between work design and production processes and MSME performance.
The originality of this paper lies in its focus on the moderating role of human resource competencies in strengthening the influence of work design and production process variables on the performance of MSMEs in the former Pekalongan Residency.

Keywords: *Work design, Production process, MSME performance, HR competence*

INTRODUCTION

Micro, small and medium enterprises (MSMEs) play a strategic role in driving economic growth, creating jobs, and reducing poverty in Indonesia. Based on data from the Indonesian Ministry of Cooperatives and SMEs (2023), MSMEs contribute more than 60% to the national GDP and absorb around 97% of the workforce. However, many MSMEs still face challenges in terms of operational efficiency, product quality, and market competitiveness.

Picture 1. SMEs Contribution

Source: Processed primary data, 2025.

Java Island is the region with the highest GRDP and it increases every year. GRDP is an indicator that is widely used as a measure of regional economic potential. GRDP shows the ability of a region to generate income that participates in the production process in that region through MSMEs (Tangkilisan, H. E, 2017). This reflects that MSMEs have good performance that can make a significant contribution to the country's economy.

MSME performance is a measure of the effectiveness and efficiency of a business in achieving its business objectives. According to Rachmawati et al., (2023), MSME performance is viewed from the ability of a business to generate profits, maintain business continuity, and increase its business scale in a sustainable manner.

Proper work design helps clarify task distribution, improve operational efficiency, and boost labor productivity. Research conducted by (Sholekhati & Irmawati, 2023) found that work design has a positive effect on SME performance, with similar results also found by (Santari et al., 2022). However, there is a gap in the research results, where work design has a negative effect on performance (Agarwal & Jindal, 2022).

The production process is a series of structured activities to convert inputs (raw materials, labor, energy, and information) into outputs in the form of goods or services that have added value for consumers (Jay & Berry, 2015). An efficient and standardized production process can improve product quality, reduce production costs, and speed up order fulfillment times. Research conducted by (Sari & Yanti, 2023) found that the production process has a positive effect on the performance of MSMEs. Similar research was also conducted by (Kholik & Krishna, 2012) and (Hasna, 2020).

Human resource competency refers to the abilities, skills, and knowledge that a person possesses in order to perform their job tasks effectively. Research by (Anggriawan et al., 2023)

shows that competency has an influence on the performance of MSMEs, which is in line with the theory of (Spencer, L. M., & Spencer, S. M., 1993) which states that the right competencies will increase work effectiveness and the achievement of organizational goals. Similar research results were also studied by (Sulistiyo et al., 2022).

In the context of MSMEs in the former Pekalongan Residency, which are characterized by flexibility but often face human resource constraints in their production processes, it is important to examine how work design and production processes can affect MSME performance, with human resource competencies as a moderating variable. This research also enriches the literature, which has previously focused more on large organizations or companies. By examining the MSME sector, it is hoped that this study will contribute to providing more targeted strategic recommendations for the contextual development of MSME performance in the former Pekalongan Residency.

LITERATURE REVIEW

MSME performance is a measure of business success in achieving business objectives, both from a financial and non-financial perspective. According to Rachmawati et al., (2023), MSME performance can be seen from the ability to generate profits, maintain business continuity, and increase business scale in a sustainable manner. From an organizational behavior perspective, explain that clarity of roles, motivation, and a (Robbins & Judge, 2017) good work system will increase productivity and organizational performance.

Empirical research by (Ananda, 2022) shows that work design has a positive effect on employee performance. Similar results were also found by (Santari et al., 2022). However, research by (Agarwal & Jindal, 2022) shows that certain work designs can have a negative impact if they are not adapted to organizational conditions.

Research by (Sari & Yanti, 2023) and (Hasna, 2020) proves that the production process has a positive effect on MSME performance. This shows that the effectiveness of the production system is a key factor in increasing business competitiveness.

Human resource competence refers to the combination of knowledge, skills, and attitudes that enable individuals to work effectively. According to Competence at Work by Lyle M. (Spencer, L. M., & Spencer, S. M., 1993) competence is a basic characteristic of individuals that is related to superior performance. Research by (Anggriawan et al., 2023) and (Sulistiyo et al., 2022) shows that human resource competence has a positive effect on MSME performance.

METHOD

This study is a field study using a field survey with quantitative analysis. The research data was collected from the responses of micro, small, and medium enterprises (MSMEs) in the former Pekalongan Residency. The researcher used *a non-probability* sampling method with a *purposive sampling* technique, which is a sampling technique that does not give equal opportunity to each member of the population to be selected as a research sample (Ghozali, 2020). The researcher determined the sample size from the population using the Lemeshow formula with a 10% error rate. This formula was chosen because it is suitable for conditions where the population is not yet known with certainty or is unlimited, as is the case with MSMEs in the former Pekalongan residency, whose numbers can change every day, either increasing or decreasing.

Lemeshow's formula:

$$\text{Lemeshow : } n = \frac{z^2.p.(1-p)}{d^2} = \frac{(1{,}96)^2.0{,}5.(1-0{,}5)}{(0{,}10)^2} = \frac{0{,}9604}{0{,}01} = 96{,}04$$

Where:
n = Sample size/number of samples required Z = Z-score at 95% confidence level or (1.96) P = Maximum estimate of 0.5

D = Alpha (0.10) or sampling error used 10%

From the results of the Lemeshow formula calculation, the number of samples to be used in the research is 96.04, rounded to 96 samples, so that the number of samples in this study is 96 respondents.

The requirements for purposive sampling in this study are as follows:

1. MSMEs in the former Pekalongan Residency
2. Products produced directly by MSMEs
3. Have employees

Data were collected using a structured questionnaire containing 19 items. The questionnaire was adapted from validated scales used in previous studies, namely (Reksohadiprodjo, 2010), (Pramularso, E. Y., 2018), and (Yakin, 2023). The data collection method in this study used a 1-5 Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The data analysis method used in this study is a verifiable method, which aims to test hypotheses through statistical calculations to obtain evidence of whether a hypothesis is accepted or rejected. The data analysis method used is the E-views program with normality tests, multiple regression tests, and moderation through MRA tests or interaction tests.

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$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Z + \beta_4 (X_1 Z) + \beta_5 (X_2 Z) + \varepsilon$$

β_0 :	: constant
$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$	: regression coefficient
X_1	: Work Design
X_2	: Production Process
Z	: Human Resource Competencies
ε	: error

The following are the variables and indicators in this study. Work design indicators validated by research (Sholekhati & Irmawati, 2023) based on (Jay & Berry, 2015): skill diversity, namely the utilisation of employees' talents and potential to complete their tasks; job identity, namely viewing one's work as a single unit from start to finish; job significance, namely recognising that one's career has a positive impact on both the organisation and the public; autonomy, namely granting independence and the right to make decisions and feedback, namely providing and explaining performance evaluations. Production Process indicators (Reksohadiprodjo, 2010): the workforce required in the production process; machinery used in the production process and funds/costs incurred in the production process

Performance of MSMEs indicators according to (Robert et al., 2011), the following factors influence performance contributions within an organisation or company, amongst others: quantity of work. This benchmark is measured by comparing work capacity, work standards and employee capabilities; quality of work. This benchmark focuses on the weight of the work carried out compared to work capacity and timeliness, which refers to the work period as defined by company policy. Human resource competencies according to (Pramularso, E. Y., 2018): skills; knowledge,

and attitude.

RESULTS AND DISCUSSION

Respondent Description

The description of respondents in this study can be seen from the length of time they have been entrepreneurs and the type of business sector. For more details, several tables describing MSME entrepreneurs in the former Pekalongan residency are as follows:

Table 1. Length of Business Operation MSME Actors , Former Pekalongan Residency

No.	Range of	Number	Percentage
1	< 5 Years	18	**18**
2	5-10 Years	61	**61**
3	>10 Years	17	**17**
	Total	**96**	**%**

Source: Processed primary data, 2025.

Based on the results of calculations and grouping of respondents regarding the length of time in entrepreneurship, Table 4.2 shows that the category of MSME entrepreneurs with the largest number, namely 61 or 66% of the total respondents, are entrepreneurs who have started their businesses for five to ten years (5-10 years).

Table 2.Types of MSME Business Sectors in the Former Pekalongan Residency

No.	Business Sector	Number	Percentage
1	Agriculture, Livestock, Forestry, and Fisheries	13	13
2	Processing Industry	30	30
3	Trade, Hotels and Restaurants	44	44
4	Private Services	9	9
	Total	96	100

Source: Processed *primary* data, 2025.

The type of business sector in which MSME entrepreneurs operate determines their expectations. Based on the results of calculations and grouping of respondents according to sector type, Table 2 shows that the largest category of MSME entrepreneurs, comprising 44 respondents or 44%, is in the trade, hotel, and restaurant sector.

Table 3. Gender of Respondents Engaged in MSMEs in the Former Pekalongan Residency

No	Gender		Total
	Male	Female	
1	45	51	96
Percentage	45	51	100

Source: Processed *primary* data, 2025.

Based on the results of calculations and grouping of respondents according to gender criteria, Table 3 shows that for the category of respondents based on gender differences, the

number of male MSME entrepreneurs in the former Pekalongan Residency is comparable to the number of female MSME entrepreneurs.

Descriptive Statistics

Table 4. Descriptive Statistics Results

	N	Min	Maximum	Sum	Mean	Std. Deviation
WD	96	7	25	1942	20.23	3,626
PP	96	5	15	1,140	11.88	2,286
PM	96	3	15	1048	10.92	2,448
HRC	96	4	15	1,156	12.04	2.294
Valid N (listwise)	96					

The amount of respondent data processed in this study was 96 data for each variable. The Work Design variable had a minimum value of 7, a maximum value of 25, an average of 20.23, and a standard deviation of 3.626. The Production Process variable had a minimum value of 5, a maximum value of 15, an average of 11.88, and a standard deviation of 2.286. The Human Resource Competency variable has a minimum value of 3, a maximum value of 15, an average of 10.92, and a standard deviation of 2.448. The MSME Performance variable has a minimum value of 4, a maximum value of 15, an average of 12.04, and a standard deviation of 2.294.

Instrument Testing

The research instrument in this study used two tests, namely validity and reliability tests. The validity test measures whether the research instrument (questionnaire) is appropriate or not. The validity test in this study used Pearson Correlation. (Sugiyono, 2019) states that if the Pearson Correlation value is above 0.3, then the item is valid.

Table 5. Validity Test

No	Variable	Item	Pearson Correlation Value	Description
1	Work Design	X1.1	0.830	Valid
		X1.2	0.869	Valid
		X1.3	0.842	Valid
		X1.4	0.855	Valid
		X1.5	0.738	Valid
2	Production Process	X2.1	0.800	Valid
		X2.2	0.912	Valid
		X2.3	0.713	Valid
3	Performance of MSMEs	Y1.1	0.907	Valid
		Y1.2	0.915	Valid
		Y1.3	0.896	Valid
4	Human Resource Competence	Z1.1	0.837	Valid
		Z1.2	0.870	Valid
		Z1.3	0.730	Valid

The second research instrument test is the reliability test. The reliability test is used to see the consistency of the research instrument if it is used repeatedly. The reliability test in this study uses Cronbach's Alpha value. If the value is above 0.60, the instrument is reliable.

Table 6. Reliability Test

No	Variable	Value Cronbach's Alpha	Description
1	Work Design	0.885	Reliable
2	Production Process	0.773	Reliable
3	Performance of MSMEs	0.891	Reliable
4	Human Resource Competence	0.731	Reliable

Based on the table above regarding the validity test results, all research variables are valid because the Pearson Correlation value is above 0.3. Based on Table 4 regarding the reliability test results, all research variables are reliable because the Cronbach's Alpha value is above 0.6.

Classical Assumption Test

The classical assumption tests conducted in this study are the normality test using the Kolmogorov Smirnov test, the heteroscedasticity test using the Glejser test, the multicollinearity test by looking at the VIF and Tolerance values, and the autocorrelation test by looking at the Durbin Watson value.

Normality

The results of the normality test using the Kolmogorov Smirnov test obtained a significance value of 0.2, which is greater than 0.05, so the research data is said to be normally distributed.

Table 7. Normality Test

	Significance Asymp. Sig. (2-tailed)	Description
Kolmogorov-Smirnov	0.565	Data is normally distributed

Heteroscedasticity

The results of the heteroscedasticity test using the Glejser test show that the significance values of all variables are greater than 0.05, so it can be concluded that there is no heteroscedasticity in the regression model.

Table 8. Heteroscedasticity Test

No	Variable	Significance	Description
1	Work Design	0.238	
2	Production Process	0.846	No Symptoms
3	Human Resource Competence	0.847	Heteroscedasticitas

Multicollinearity

The results of the multicollinearity test by looking at the tolerance and VIF values in SPSS show that the tolerance values of all variables are greater than 0.1 and the VIF values are less than 10, so it can be concluded that there is no multicollinearity in the regression model.

Table 9. Multicollinearity Test

No	Variable	VIF	Tolerance	Description
1	Work Design	1.363	0.734	
2	Production Process	1.672	0.598	No Symptoms
3	Human Resource Competence	1.588	0.63	Heteroscedasticity

Autocorrelation

The results of the autocorrelation test using the Durbin-Watson value show a value between 2, so it can be concluded that there is no autocorrelation in the regression model.

Table 10. Autocorrelation Test

Nilai Durbin-Watson	Description
1.924627	No autocorrelation

Multiple Linear Regression Test
Results

Tabel 11. Multiple Linear Regression Test

Variable Dependen	Independent Variable	B	Sig.	Conclusion
Performance of MSMEs	Work Design	0.554	0.001	Significant
	Production Process	0.232	0.010	Significant

Based on the above output results, it was found that the Work Design variable (X1) had an effect on MSME Performance. This was proven by the significance value of the which was 0.001<0.05, so H1 was accepted and H0 was rejected. The coefficient value of 0.554 indicated that the Work Design variable had a positive effect on MSME Performance.

Based on the output results, it was found that the Production Process variable (X1) affects MSME Performance, as evidenced by a significance value of 0.010<0.05, so H2 is accepted and H0 is rejected. The coefficient value of 0.554 indicates that the Work Design variable has a positive effect on MSME Performance.

Moderated Regression Analysis Results

Table. 12 MRA Test

Dependent Variable	Independent Variable	B	Sig.	Conclusion
Performance of MSMEs	Constant	2,792		
	Work Design	0.865	0.001	Significant
	Productin Process	-0.834	0.017	Significant
	Work Design* Human Resource Competence	-0.044	0.016	Significant
	Production Process* Human Resource Competence	0.087	0.004	Significant

Based on the results of hypothesis testing using Moderated Regression Analysis, it is known that the interaction between the variables of Work Design and Human Resource Competence on MSME Performance obtained a significance value of 0.016 (<0.05), so H3 is accepted, H0 is rejected, with a coefficient value of -0.044, it can be concluded that the Human Resource Competency variable weakens the influence of the Work Design variable on the SME Performance variable.

From the results of the data processing above, it is known that the interaction between the Production Process and Human Resource Competence variables on MSME Performance obtained a significance value of 0.004 (<0.05), so H4 is accepted, H0 is rejected, and the coefficient value is 0.087. Therefore, it can be concluded that the Human Resource Competence variable strengthens the influence of the Production Process variable on the MSME Performance variable.

RESULTS AND DISCUSSION

The Effect of Work Design on MSME Performance of MSMEs

Job design encompasses how tasks, responsibilities, and work processes are structured to achieve organizational goals. Effective job design can increase motivation, clarify roles, and create a productive work environment (Robbins & Judge, 2017). Job design that takes into account task variety, autonomy, and feedback can improve individual and organizational performance.

The acceptance of this hypothesis indicates that the better the Work Design implemented by

the company, the higher the performance of MSMEs in the former Pekalongan Residency will be. Good work design helps each employee understand their duties and responsibilities clearly, thereby reducing wasted time and increasing work *output*. With a structured workflow and appropriate division of tasks, the production process becomes more efficient.

Previous research on work design was studied by (Ananda, 2022). The results of the study show that work design has a positive effect on employee performance. Similar research results were also studied by (Santari et al., 2022).

The Influence of the Production Process on the Performance of MSMEs

Based on the *output* results, it was found that the Production Process variable (X1) affects the performance of MSMEs, as evidenced by a significance value of 0.010<0.05, so H2 is accepted and H0 is rejected. Similarly, the positive coefficient value indicates that the clearer and easier the production process is, the more it will improve the performance of MSMEs in the former Pekalongan Residency.

A structured and standardized production process will reduce waste of time, materials, and labor. This enables MSMEs to produce more products at a lower cost, which in turn has an impact on business efficiency. According to (Jay & Berry, 2015), the production process is a system that converts *inputs* (raw materials, labor, machinery) into *outputs* (products or services) through the use of resources and operational activities.

According to the Resource Based View (RBV) theory, the competitive advantage of a business comes from the management of unique and difficult to imitate internal resources, including the production process (Ghozali, 2020). Research conducted by (Sari & Yanti, 2023) shows that the production process has a positive effect on company performance. Similar research was also conducted by (Hasna, 2020).

The Influence of Human Resource Competence in Moderating Work Design on the Performance of MSMEs

Human resource competency is the ability possessed by individuals in the form of knowledge, skills, and attitudes needed to carry out tasks or work effectively and efficiently (Spencer, L. M., & Spencer, S. M., 1993).

The SPSS *output* shows that the interaction between the Work Design and Human Resource Competency variables on MSME Performance obtained a significance value of 0.016 (<0.05) and a coefficient value of -0.044, indicating that the Human Resource Competency variable weakens the effect of the Work Design variable on the MSME Performance variable.

High human resource competencies (knowledge, expertise, skills) mean that the positive effect of work design on MSME performance is lower. This means that if employees are already highly competent, improvements in work design no longer have a significant impact on the performance of MSMEs in the former Pekalongan Residency. This is in line with research conducted by (Widodo, 2010), which found that human resource competency weakens the relationship between work design and the performance of KJKS BMT Bina Ummat Sejahtera Lasem.

The Influence of HR Competence in Moderating the Production Process on MSME Performance

An effective production process is key to the success of MSMEs because it has a direct impact

on quality, cost, and production time (Jay & Berry, 2015). However, the successful implementation of the production process may depend on human resource competencies. Human resources with technical skills, production knowledge, and a good work attitude can carry out the production process optimally. Therefore, in this study, human resource competencies act as a moderating system that strengthens the relationship between the production process and the performance of MSMEs.

According to (Ghozali, 2020), RBV theory states that the competitive advantage of a business is determined by internal capabilities, such as human resource competencies and production systems. Competent human resources can manage production processes more efficiently and innovatively, thereby improving the performance of MSMEs in the former Pekalongan Residency. This is in line with the research (Muhammad & Isnaeni, 2025) in the research on MSMEs Bakpia Wong Keraton Yogyakarta, which states that human resource competencies strengthen the relationship between production processes and MSME production performance, such as volume, quality, and customer satisfaction.

CONCLUSION

1) Work design has a positive effect on MSME performance, where structured, clear, and autonomous work designs can increase motivation, efficiency, and work productivity. The better the work design implemented, the higher the MSME performance in the former Pekalongan Residency.
2) The production process has a positive effect on MSME performance, as an effective and standardized production system can reduce waste of time, materials, and labor, thereby increasing cost efficiency, product quality, and business competitiveness.
3) Human resource competency negatively moderates the relationship between work design and MSME performance, meaning that for highly competent human resources, improvements in work design no longer have a significant impact on performance. High competency enables workers to adapt and work effectively even when there are few changes in work design.
4) Human resource competency positively moderates the relationship between production processes and MSME performance, indicating that human resources with good knowledge, skills, and work attitudes are able to optimize the implementation of production processes, thereby improving overall MSME performance.
5) The novelty of this study lies in the finding that human resource competence does not always strengthen the influence of independent variables on performance, but can also weaken it, depending on the moderating aspects of the organization.

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