


Open Access Article

 <https://doi.org/10.55463/hkjss.issn.1021-3619.63.16>

Influence of Competence on Employee Performance through Innovation Behavior at PT Industri Kapal Indonesia

Eka Suhartini*, Asriandi, Nurmiati, Ahmad Jafar, Amir, Wahyudi

State Islamic University of Alauddin, Makassar, South Sulawesi, Indonesia

Received: March 14, 2024 ▪ Reviewed: April 15, 2024

▪ Accepted: May 4, 2024 ▪ Published: June 30, 2024

Abstract:

This study aims to analyze the effects of competence on performance and innovation behavior, of innovation behavior on performance, and to analyze the effect of competence on performance with innovation behavior as mediating variable. This research method is quantitative. The object of this research is 165 employees at PT Industri Kapal Indonesia. The data sources used are primary and secondary data. Data collection uses questionnaires, interviews, and company documentation. The analytical tool used was SEM with Amos software version 21. The findings of this research show that competence has a positive and significant effect on employee performance at PT Industri Kapal Indonesia, both directly and indirectly, through innovation. Innovation behavior is essential in mediating competence on employee performance at PT Industri Kapal Indonesia. This research implies that innovation behavior can encourage performance and develop organizational competence to achieve set targets through training programs, socialization, efficient technical guidance for employees, and improving human resources through knowledge, skills, and skills for organizational progress. The novelty of this research is that previous researchers only focused on the influence of competence on performance and did not touch innovation behavior as a mediator. Innovation behavior has not been widely studied as a mediating variable; thus, researchers have used innovation behavior as a mediator.

Keywords: competence, innovation behavior, performance.

能力對有限責任公司創新行為員工績效的影響印尼船舶工業

摘要:

本研究旨在分析能力對績效和創新行為的影響，創新行為對績效的影響，並以創新行為為中介變數分析能力對績效的影響。這種研究方法是定量的。本研究的對象為有限責任公司印尼船舶工業的 165 名員工。使用的資料來源有第一手資料和第二手資料。資料收集使用問卷、訪談和公司文件。所使用的分析工具是帶

Corresponding Author: Eka Suhartini, State Islamic University of Alauddin, Makassar, [Indonesia, suhartinieka87@gmail.com](mailto:suhartinieka87@gmail.com)

This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>)

有阿莫斯軟體版本 21 的平均值的標準誤。在有限責任公司印尼船舶工業，創新行為對於調節員工績效的能力至關重要。這項研究表明，創新行為可以透過培訓計劃、社會化、對員工的有效技術指導以及透過知識、技能和組織進步技能改善人力資源來鼓勵績效並發展組織能力，以實現既定目標。本研究的新穎之處在於，過去的研究者只關注能力對績效的影響，而沒有觸及創新行為作為中介因素。創新行為作為中介變數尚未廣泛研究；因此，研究者使用創新行為作為中介。

关键词：能力、创新行为、绩效。

1. Introduction

Companies must improve their environmental performance. Several factors influence the success of the company; one important factor is human resources (HR) playing a crucial role. The workforce has a great potential to conduct company activities. The potential of every HR in a company must be used as much as possible to provide optimal output (Elbaz et al., 2018).

PT (Limited Liability Company) Industri Kapal Indonesia (IKI) is the largest shipping company in Eastern Indonesia, headquartered in Makassar. The government has appointed PT to IKI. IKI is the center of the maritime industry of Eastern Indonesia, especially for fishing vessels, passengers, ferries, cargo, and other industrial projects. The Indonesian ship industry is one of the ports in Indonesia that helps the Makassar port. PT IKI plays a role in advancing national development, therefore increasing human resources. Human resources working at PT IKI comprise 200 people.

Good performance is a manifestation of the work carried out by employees, usually used as a basis for evaluating members and the organization; thus, efforts are necessary to improve performance (Arianty et al., 2016; Syahputra & Tanjung, 2020). Every company or organization must be able to provide a means to assess employee performance, and the results of an assessment can be used as information for management decision-making regarding salary/wage increases, further control, improving employee welfare, and various other essential things that can influence employees in carrying out their work.

Over the last few decades, employee competency has received much attention from researchers, practitioners, and academics around the world because it is the primary determinant of employee performance (Elbaz et al., 2018; Hadi et al., 2020) as well as organizational performance (Otoo, 2019; Potnuru & Sahoo, 2016; Hadi et al., 2020). In Articles 21 and 22 of Law No. 5 of 2014, concerning the State Civil Apparatus, employees have the right to competency development. In this way, training will enable employees to develop new skills and abilities on the job so that what they know and master now and in the future can help employees understand what they must do and why. Motivation enables employees to guide themselves and increase employee commitment to the company.

PT IKI operates in the maritime and shipping industry and is a state-owned enterprise. One of the

main activities is acting as a consultant, which involves designing programs for ships, other floating equipment, and other engineering work (Tohir, 2015).

PT IKI implements 18 training programs annually. In this way, employees can continue to be trained and motivated, increasing their knowledge, skills, and attitudes, making it easier to complete each job on time and according to target, ultimately increasing productivity and profitability. Employee knowledge, skills, and motivation to improve performance influence a company's ability to increase productivity. Knowledge, skills, and motivation are values that must be internalized by all employees so that they realize that they are skilled workers necessary for a company's development.

Based on initial observations made by researchers and supported by previous research, the organizational performance of PT IKI will be good if it is supported by several aspects, including the implementation of good governance principles, increasing the capacity of employees of PT IKI so that their competence employees have increased, as well as the need for innovative employee behavior in advancing various existing business units. If these aspects can be implemented well, the main objective of establishing PT IKI can be realized. Therefore, this research aims to analyze the influence of competence on performance with innovation behavior as an intervention at PT IKI.

2. Literature Review

2.1. Competence

Competencies encompass aspects of employee knowledge, skills, attitudes, and behaviors. In a broader sense, this competency relates to organizational strategy, and its definition can include base, standard, social, and mental skills. Standard skills reflect the knowledge and physical skills of HR; basic skills show intuition and HR sensitivity; skills show HR social relationships; and mental skills show HR's resilience (Nyoto, 2019; Salam & Nur, 2021). Competency is an individual's ability to perform a job correctly and have excellence based on knowledge, skills, and attitudes (Edison, 2017; Nababan, 2020).

Competence refers to the characteristics underlying behavior that describe the motives, personal traits (characteristics), self-concept, values, knowledge, or skills brought by someone who performs superiorly (Otoo, 2020; Sutaguna, 2023) and what one can achieve rather than what one could do (Tarigan & Setiawan,

2020; Sutaguna, 2023). The underlying characteristics of a person are related to the effectiveness of the performance in a person's work or the base characteristics of an individual that have a causal or cause-effect relationship with the criteria used as a reference, effective or excellent or superior performance in the workplace or particular situations (Basori, 2017; Suristya, 2021).

Moeheriono (2018) stated that every underlying characteristic of a person is related to the effectiveness of the person's performance in their work or base characteristics that have a causal/effect relationship with the criteria used as a reference that results in effective or excellent/superior performance in the workplace (Moeheriono, 2018; Hidayat, 2020). Competency is closer to the ability or capability that is applied and produces employees, leaders, and officials who show maximum performance called having competence (Sedarmayanti, 2017; Ardiansyah & Sulistiyowati, 2018).

Based on the above description, competency contains a deep part of personality inherent in a person's behavior, predictable in various situations and work tasks. It also contains predictions of who will perform and not can be measured using the criteria or standards. Competency analyses are prepared mainly for career development, but determining competency levels is necessary to know the effectiveness of expected performance. The above agrees with Prayogi & Rialdy (2018) and Hermawan (2019) that competence strongly influences performance.

Competencies are a set of observable dimensions that include individual knowledge, skills, attitudes, and behavior, teamwork, processes, and organizational skills related to high performance, providing competitive and sustainable advantages for organizations (Arocas & Morley, 2015; Katidjan et al., 2018). In Law Number 13 of 2003 concerning Employment in Article 1 para 10, work competency refers to the workability of each individual, which includes aspects of knowledge, skills, and work attitudes that comply with established standards. The level of individual competence in completing work is reflected through three indicators: intellectual, emotional, and social competence (Van Oosten et al., 2019; Djaya, 2021).

The research results agree with Faustyna (2014), Prayogi & Nursidin (2019), and Ainanur & Tirtayasa (2018), which show that the competence influences employee performance. Likewise, research results by Rosmaini & Tanjung (2019), Dhermawan et al. (2012), and Bukhari & Pasaribu (2019) concluded that work competency influences employee performance.

2.2. Innovation Behavior

Behavior comes from performance, and work transformation comes from abstraction as a reason for action. Behavior is not just an instrument for achieving a result but also the result of mental and physical implementation efforts in a task and can be assessed

separately from results of Onyango & Wanyoik (2014) and Katidjan et al. (2018). Behavior comes from personal creative behavior in helping to modify, communicate and implement new ideas (Groselj, Cerne, Penger, & Grah, 2019; Anjasari, 2021).

Innovation is one of the corporate choices for facing market competition and sustainable management. Do & Shipton (2019) and Yumhi (2021) considered innovation as a company's efforts through the use of technology and information to develop, produce, and market new products. In other words, innovation refers to the modification or discovery of ideas for continuous improvement and development to meet customer needs. Experts agree that organizational innovation is the key to competitive advantage and strategic renewal (Asbari, Fayzhall, Goestjahjanti, et al., 2020; Fayzhall, Asbari, Purwanto, Basuki, et al., 2020; Hutagalung et al., 2021; Suroso, Riyanto, et al., 2021; Tiara et al., 2021; Haq, 2022).

Innovation behavior can be interpreted as a process of human activity or the thinking process of discovering new things. The new thing referred to in innovation behavior is related to inputs, processes, and outputs that are useful for the progress of human life (Mazidah & Laily, 2020; Sari & Laily, 2022). All individual activities with the aim of providing new concepts related to methods, commodities, and strategies are defined as innovative work behavior (Jong & Hartog, 2017; Anjasari, 2021). Furthermore, this concept is defined as a multidimensional construct that covers all employee behaviors and contributes to innovative processes.

Employees with a level of innovative behavior can usually produce creative ideas or incorporate them into something new and develop these ideas to advance the company (Hadi, 2020; Anjasari ono, 2021). This behavior demonstrates how individuals enter into the creation of new things in organizations of various sizes and industries (Coetzer, 2018; Anjasari, 2021).

According to Seng et al. (2017), innovation can be created because there are new ideas and certain goals that an organization wants to achieve. The goals for achieving organizational objectives can vary from one organization to another; however, in general, the goals of innovation can be explained as follows:

Improving quality: In general, the aim of innovation in various fields is to improve quality and value, whether it is a new product or service that already exists.

Reducing costs: Innovation helps reduce costs incurred in organizational activities, especially production costs that depend on labor.

Creating new markets: The existence of a product with higher value as a result of an innovation can create a new market in society.

Expanding their product range, along with the development of internet-based information technology, many organizations currently offer products and services via the internet.

Changing products and services Innovation also

replaces products and services that are considered less effective and efficient for consumers.

Reducing energy consumption, basically, every organization wants to always save energy in addition to saving production costs. Innovations carried out by organizations also vary depending on the field they work in (Seng et al., 2017; Isa, 2021).

2.3. Performance

Performance comes from job performance or actual performance, which refers to the actual achievement or work performance obtained from a person. Performance is the actual employee achievement compared to the employee performance expected by the company (Dessler, 2011; Katidjan et al., 2018). Performance is an activity carried out by employees in carrying out their daily duties in accordance with provisions determined based on assessment standards (Tirtayasa, 2019; Sutaguna et al., 2023).

Performance is the result of work in terms of quality and quantity that can be achieved by an employee when performing tasks in accordance with the responsibilities given to him. If the work results or performance of employees are achieved in accordance with the goals of the cooperative, the goal of the cooperative is achieved, that is, improving collective welfare (Mangkunegara, 2013; Suristya, 2021). Employee performance is necessary because with this performance, it is known how far an employee's ability is to perform the tasks assigned to him/her (Sinambela, 2012; Prasyanto, 2017).

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, to achieve the goals of the organization in question legally, without violating the law, and in accordance with ethical principles. Performance appraisal is a method used to assess whether an employee's work performance has achieved the assigned work targets. The assessment of work results or organizational and individual performance is carried out by a management system whose task is to assess employee work results, which is called performance management (Putri, 2012; Faizal et al., 2019).

Performance relates to records of employee behavior within a certain period that is related to organizational goals. Therefore, individual performance is defined as the evaluative and episodic behavior that a person adopts toward their work as a result of their cognitive abilities, personality, and experience, which provides value to the organization (Carlos & Rodrigues, 2016; Yumhi, 2021). Measuring high or low employee performance can be measured using 3 (three) indicators, namely quantity, quality, and ability to work together (Rianto, 2020; Djaya, 2021).

The performance produced by individuals in carrying out their work is a combination of ability (A), motivation (M), and opportunity (O), namely

performance = $f(A \times M \times O)$, that is a function of ability, motivation, and opportunity. This theory explains that in creating high performance, these three factors are mandatory for individuals to achieve their expected work results (Robbins & Coulter, 2016; Djaya, 2021).

Management must evaluate the performance of each individual in their organization to ensure that each behavior contributes to achieving the stated goals. Regarding unfavorable behavior, management must create policies that direct behavior toward achieving goals because task performance refers to behavior directed toward individual voluntary goals that contribute to organizational goals (McShane & Glinow, 2018; Yumhi, 2021).

Based on the above theories and research objectives, the following hypotheses are proposed in this research:

H1: It is suspected that competency influence employee performance at PT IKI;

H2: It is suspected that competence influences innovation behavior at PT IKI;

H3: It is suspected that innovation behavior influences employee performance at PT IKI;

H4: It is suspected that competency influence employee performance through innovation behavior at PT IKI.

3. Materials and Methods

This research is quantitative. Quantitative research methods test theories and hypotheses using statistical tools (Creswell & Creswell, 2017; Haq, 2022). The objective of this research is to recruit 165 employees at PT IKI. The data sources in this research are primary and secondary data. The research was carried out at PT IKI. The research period starts from December 2023 and ends in February 2024. The data collection methods were questionnaires, interviews, and company documentation. The statistical analysis techniques used were SEM with Amos version 21 software.

4. Results and Discussion

In this study, the authors took research samples from employees at PT IKI. The research results processing used statistics, further modeled structural analysis, and testing of hypotheses. Before getting the analysis results, a test was required consisting of a normality test, a linear test, an outlier test, and a multicollinearity test. The results of the normality test show that the data in this study are normally distributed if the value of each variable ranges from -2.58 to 2.58. The test result was 0.743. This value is within this range, so the normality assumption is met. The linearity test can be observed from the sig value. Employee competency, satisfaction, and performance are $0.000 < 0.05$. The outlier test resulted from the examination with Mahalanobis distance showing a $p2 > 0.05$, so the data meets the outlier test assumptions. The results of the multicollinearity test show that the value of the

determinant of the sample covariance matrix is > 0 , so the data does not have multicollinearity or singularity.

The results of hypothesis testing using the AMOS program are as follows (Table 1).

Table 1. Hypothesis test results (The authors)

Characteristics			Estimate	S.E.	C.R.	P	Label
Innovation behavior	<--	Competence	.744	.104	7.214	***	par_1
Performance	<--	Innovation behavior	.329	.079	4.706	***	par_2
Performance	<--	Competence	.457	.094	5.044	***	par_3

Table 1 shows that competition has a positive and significant effect on employee performance at PT IKI with a value of $P=0.000$, which means it is significant with a coefficient of 0.457. Competence has a positive and significant effect on employee innovation behavior at PT IKI with a value of $P=0.000$, which means it is significant with a coefficient value of 0.744. Innovation behavior has a positive and significant effect on employee performance at PT IKI with a value of $P=0.000$, which means it is significant with a coefficient value of 0.329. The competency variable influences performance through innovation behavior as an intervening variable, as evidenced by the $C.R > 2.00$ and the $P < 0.05$. Then, we proceed with testing the direct, indirect, and total influence of each variable, which are as follows (Table 2).

Table 2. Standardized effects (Processed data, 2024)

	Standardized direct effects		Standardized indirect effects		Standardized total effects
X	Y	X	Y	X	Y
Y	.545	0	0	.545	0
Z	.397	.369	.189	0	.591 .369

4.1. Coefficient of Determination

The next test is the coefficient of determination.

Table 3. Coefficient of determination (The authors)

Characteristics	Estimate
Innovation behavior	.296
Performance	.465

$R^2 \text{ model} = 1 - (1 - R^2_1)(1 - R^2_2) = 1 - (1 - 0,296)(1 - 0,465) = 1 - 0,37 = 0,63\%$ or 63%

The calculation results of the model accuracy of 63% indicate that the model's contribution to the contribution of the three variables studied is 0.63 (63%), and the remaining 37% is explained by other variables.

The R-Square (R^2) value indicates the level of determination of the exogenous variable relative to the endogenous variable. The higher the R-Square (R^2) value, the better was the prediction model used by the research. The R-Square value shows that the model of influence between competency variables on performance variables gives an Adjusted R-Square value of 0.63, which can be interpreted as the performance variable reflected by the innovation behavior dimension is 63%, and the rest is influenced by other factors not included in the model. The competency variable for innovative behavior is 0.63. This means that the innovative behavior variable reflected by the dimensions of exploration, generation,

champion, and implementation ideas is 37% and is still influenced by other factors that are not included in the model.

4.2. Mediation Test

The next test in this research is the mediation test: the Competency variable (X) influences the Innovation Behavior variable (Z), the Innovation Behavior variable (Z) influences the Performance variable (Y), and the competency variable (X) influences performance (Y). Competence (X) also influences Performance (Y) through the Innovation Behavior variable (Z). Mediating or intervening variables are intermediary variables that mediate the relationship between the independent variable and dependent variable, so it can be concluded that mediation in this research is partially mediating.

4.3. Sobel Test

It can be seen that the probability value of competency significance was 0.000 ($p \leq 0.05$). This shows that competency has a significant influence on the performance variable and innovation behavior variable. Therefore, the mediation test via the sobel test is accepted.

Table 4. Sobel test (The authors)

	Test statistic	Std. error	p-value
Sobel test X1-Z-Y	3.80928562	0.06865359	0.000093

Based on the results of data analysis in this research, the discussion of the results of this research combines theory, the results of previous research, and empirical facts that occur in the object studied to confirm the results of this research, strengthen or reject the theory or results of previous research, or are the results of new findings.

4.4. The Influence of Competence on Employee Performance at PT IKI

Competence has a positive and significant effect on employee performance at PT IKI. It can be concluded that the higher the value of competence, the higher the value of efficiency, and this influence is significant. Thus, the performance of employees at PT IKI is quite good.

Employee competency is essential for a company. The company develops thanks to the competence of its employees. Companies with employees with good competencies and skills will definitely have a positive impact on a company's progress. The role of competency in improving employee performance is

critical. In this case, every community organization or company requires HR with good competence to provide excellent service. No matter how small an organization or company is, the effectiveness of HR management can influence the performance of an organization. This will have an impact on the success and improvement of the performance of an organization or company.

Employee competency is an important factor for every company because without quality HR, a company's goals and objectives will not be achieved as planned. Therefore, the role of HR is very important in every company. The important role of HR is expected to improve employee performance. For this reason, HR should have good skills in handling every job because, with reliable skills, employee performance will increase. Companies can only develop and survive in a competitive environment if they have competent employees. Employee competencies, including knowledge, skills, and attitude, are adjusted to the field of work required by the company to produce high-achieving employee performance (Ade, 2011; Faizal et al., 2019).

4.5. Influence of Competency on Performance

Competency is defined as a person's ability to perform a job that is their responsibility and is based on skills and knowledge, which is then supported by the work attitude required by the job. Employees must have high competence; of course, in making decisions related to completing work, they will always use the experience and knowledge they have acquired.

The results of previous research explain that competence has a positive and significant effect on improving a person's performance, the higher a person's competence, the higher the performance achievement obtained (Saputra & Mulia, 2020; Djaya, 2021). These findings are in line with research by Rantesalu et al. (2016), which explains that competence has a significant positive relationship with employee performance. Results of other research by Olido et al. (2015) stated that competence has a positive and significant effect on employee performance. Osei (2015) found that employee competency has a positive effect on employee performance; Faisal (2016), Srikaningsih and Setyadi (2023) also succeeded in proving that competence has an influence on improving employee performance.

4.6. The Influence of Competence on Innovation Behavior at PT IKI

Competence has a positive and significant effect on employee innovation behavior at PT IKI; thus, it can be interpreted that the higher the competency possessed by employees at PT IKI, the greater the employee innovation behavior in managing PT IKI. Innovative employees are attractive to the job market and are not afraid of job security because of their attractiveness. They believe that new jobs are easy to find if needed. On the other hand, non-innovative employees perceive

innovation as a threat (Hutagalung et al., 2021; Suroso, Novitasari, et al., 2021; Haq, 2022), and new innovative initiatives introduced by colleagues are considered to reduce their job security.

The results of this research support research conducted by Harun (2021), which revealed that competence positively and significantly affects the innovative behavior of teachers in State Vocational High Schools in Pohuwato Regency. Furthermore, the research results also revealed a positive and significant relationship between the managerial competence of elementary school principals in Labuhan Batu Regency and innovative behavior.

The results of this research are in line with the statement from Siswoyo (2017, p. 133) that employees have responsibilities, where their responsibility is not only to convey ideas, but also to have creativity.

Innovation behavior carried out in a structured and systematic manner requires management competence, involvement, and leadership in developing technical and nontechnical supporting factors that are able to encourage innovative behavior in every work role (Sugiarto, 2017; Soebardi, 2020).

Technical factors relate to supporting infrastructure and developing workers' technical competence in performing work innovations. Meanwhile, non-technical factors relate to the development of workers' soft skills, which are formed based on the social environment of the organization. In practical terms, innovative work behavior is a continuum of behavior that involves creative thinking processes (intra-personal) to convince other people (interpersonal) in every implementation of ideas in work situations (De Jong & Hartog, 2016; Soebardi, 2020).

Competence in work activities plays an important role in implementing a company's strategy because a company's ability to win competition depends strongly on the combination of employee expertise and control systems in achieving work effectiveness. Likewise, good competence from employees forms smart working patterns, which, in the end, can lead employees to think innovatively. Little research attention has been devoted to competency factors that trigger innovative activities in the workplace. This gap is also seen in topics that are closely related to employee entrepreneurial behavior in established organizations (Zahra et al., 2019).

Innovation can transform opportunities into new ideas and put them into practice more widely to lead to new or improved products, processes, or business models. Key internal factors identified as having the potential to drive innovative activity include fostering an innovative culture within the organization (e.g. through leadership), flatter organizational structures (allowing for better knowledge sharing and communication), teamwork, external orientation toward customers, and the presence of innovation champions or intrapreneurs. Employee involvement in innovation can also lead to higher levels of innovative performance, efficiency, and continuous improvement (Mitchelmore

& Rowley, 2016; Sudiyani & Sawitri, 2021).

4.7. Influence of Innovation Behavior on Employee Performance at PT IKI

Innovation behavior has a positive and significant effect on employee performance at PT IKI, so it can be interpreted that the more employee behavior that reflects innovation at work, the more it will trigger an increase in employee performance. These results are in line with the findings of research conducted by Astuti et al. (2019), where the results of their research show that innovative behavior has a positive influence on employee performance. Furthermore, Berliana (2018) showed that innovative behavior has a positive effect on employee performance. The results indicate that innovative behavior has a direct impact on employee performance at PT Solo Indonesia Post.

The results of this research demonstrate that individuals with a high level of innovative behavior can produce new ideas that improve performance. Innovative work behavior can encourage individuals to give birth to new ideas in their work because these ideas improve the quality of employee performance, which, of course, has an impact on the company. As with the implementation of employee work, employees can provide ideas in the form of input to colleagues who are experiencing problems at work. They take the initiative to solve work problems, such as too much work. Employees take the initiative, namely, by dividing teams to speed up work so that it will have an impact on company performance.

Shahzad et al., (2019) concluded that employees who are proactive are most likely to increase their structural and social job resources. The findings demonstrate that to the extent that employees proactively adapt their work environment, they remain engaged in work and perform well. Alrowwad et al., (2020) found that innovation behavior directly affects performance.

Performance is the result of work that has a strong relationship with an organization's strategic goals, customer satisfaction, and economic contributions. Individual performance is demonstrated through a set of positive and negative behaviors that contribute to organizational goals (Colquitt et al., 2019; Yumhi, 2021). Thus, it is clear that performance is closely related to efforts to achieve the goals of an organization. According to Seng et al. (2017), innovation can be created because there are new ideas and certain goals that an organization wants to achieve. Jong & Hartog (2023) detail innovative behavior in performing the innovation process in more depth into four stages: seeing opportunities, generating ideas, fighting for them and applying them. Therefore, it can be concluded that innovative behavior is the totality of individual actions that create, introduce, and implement something new and useful for an organization.

An employee who has innovative behavior will be very critical and will always do whatever he or she can to bring up something new in the surrounding

environment so that it is more useful and has added value so that someone who has innovative behavior will try to solve problems using more effective and efficient methods. Companies should involve employees more often in various activities, provide opportunities for employees to provide a forum for their opinions, participate in decision making, and develop their work performance so that employees involved will be more committed to their work and improve their performance (Mone & London, 2020; Hadi et al., 2022).

This research concludes that the innovative behavior possessed by PT IKI employees—the ability to see opportunities, generate ideas, implement these ideas, and apply them—relates to employee performance. The higher the innovative ability an employee has, the better their performance.

4.8. The Influence of Competency on Performance with Innovation Behavior as an Intervening Variable

Competence has a positive and significant effect on performance with innovation behavior as an intervening variable. This can be interpreted that the more an employee at PT IKI has high competency, the innovation behavior of that employee will increase and they have the potential to improve employee performance to improve performance at PT IKI.

The positive influence exerted by competency on innovation behavior and the positive influence exerted by innovation behavior on employee performance indicates that competency has an indirect influence on employee performance and that innovation behavior plays a role in mediating this influence in the context of PT IKI employees. The mediation results were strengthened by mediation analysis using the Sobel test, which revealed that innovative behavior plays a mediating role.

Innovation behavior plays a very important role in improving employee performance with the aim of increasing employee performance at PT IKI. Therefore, innovation behavior plays a mediating role, at least in a significant positive influence on employee performance at PT IKI. Innovation behavior is needed as a solution to resolve the low contribution of PT IKI to the economy and can be a solution to the low growth of PT IKI; therefore, competence is needed to run a shipping business. HR need to be managed well and professionally to create a balance that is key to success, productivity, and company growth. This is because the company's business development is very dependent on the productivity of the workforce in the company (Rivai, 2014; Isa, 2021).

Williams & Mc Guire (2018) asserted that innovation is an interactive process, a learning process between people and organizations. It is a deliberate action to improve performance in a job, organization, or society, in which creativity plays an explicit role. Innovation can be created because there are new ideas and certain goals that an organization seeks to achieve. The goals for achieving organizational objectives can vary from one organization to another; however, in

general, the goals of innovation are to improve quality and quantity, reduce costs incurred by the organization, create new markets that suit consumer needs, expand product range by utilizing technological advances, and replace products or services that are deemed ineffective. Reduce energy consumption to reduce production costs (Seng et al., 2011; Isa 2021).

The results of this research are in line with the research conducted by Choi et al. (2021). This research produces innovation behavior that is needed from employees who plan and implement new ideas and tasks quickly to increase competence to produce effective performance. Organizational innovation to improve organizational performance and survival comes from innovation behavior (Hadi et al, 2020).

5. Conclusion

The first finding of this research is that competence directly has a positive and significant effect on the performance and innovation behavior of employees at PT IKI. Thus, the higher the competence and innovation behavior of employees, the greater the performance shown by employees at PT IKI. The second finding is that innovation behavior has a positive and significant effect on employee performance at PT IKI, meaning that the better the innovation behavior, the more it will trigger increasing employee performance at PT IKI. However, with innovation behavior as a mediating variable, the influence of competence on performance remains positive and significant.

This research has differences and similarities with previous research, but the difference is in the indicators used in the competency variable. Researchers used four indicators to measure competency – knowledge, skills, attitudes, and behavior. Previous researchers only used three indicators to measure competency - ability, skills, and attitude. Based on this idea, researchers studied the aspects that rely on or concentrate on human resource management. The variables observed are limited to competence, innovation behavior, and performance critical for determining employee performance at PT IKI. This research implies that innovation behavior can encourage performance and develop organizational competence to achieve predetermined targets.

Recommendations for this research are as follows. Considering the conditions above, further research needs to include aspects of the work climate as research variables. The work climate is a situational aspect of an organization, a rule of behavior with behavioral norms that justify its appearance in the organization.

References

- [1] ADE, M. (2011). Pengaruh motivasi kerja dan kepuasan kerja terhadap Kinerja Karyawan di PT Noer Alharamain Sumedang. *Journal of Economic Bussines and Accounting*, 5(1), 11–21.
- [2] ALROWWAD, A., ABUALOUSH, S.H., & MASA'DEH, R. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, 39(2). <https://doi.org/10.1108/JMD-02-2019-0062>
- [3] ANJASARI, A.L. (2021). *Pengaruh Kompetensi Teknologi Informasi, Perilaku Kerja Inovatif, Dan Keunggulan Kompetitif Terhadap Kinerja Karyawan (Studi Kasus PT. Pos Indonesia Solo)*. Doctoral dissertation, UIN Surakarta.
- [4] ARDIANSYAH, Y., & SULISTIYOWATI, L.H. (2018). Pengaruh kompetensi dan kecerdasan emosional terhadap kinerja pegawai. *Jurnal Inspirasi Bisnis dan Manajemen*, 2(1), 91.
- [5] ARIANTY, N., BAHAGIA, R., LUBIS, A.A., & SISWADI, Y. (2016). *Manajemen Sumber Daya Manusia*. Medan: Perdana Publishing.
- [6] AROCAS, R.L. & MORLEY, M.J. (2015). Talent Management, Talent Mindset Competency and Job Performance: The Mediating Role of Job Satisfaction. *European Journal of International Management*, 9, 28–51.
- [7] BASORI, M.A.N., PRAHYAWAN, W., & KAMSIN, D. (2017). Pengaruh Kompetensi Karyawan dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja Sebagai Variabel Intervening (Studi Pada PT. Krakatau Bandar Samudera). *Jurnal Riset Bisnis dan Manajemen Tirtayasa*, 1(2).
- [8] BERLIANA, V., & ARSANTI, T.A. (2018). Analisis Pengaruh Self-Efficacy, Kapabilitas dan Perilaku Inovatif Terhadap Kinerja. *Jurnal Moksipreneur*, 7(2), 88–97.
- [9] CARLOS, V.S., & RODRIGUES, R.G. (2016). Development and Validation of a Self-Reported Measure of Job Performance. *Social Indicators Research*, 126, 279–307. <https://doi.org/10.1007/s11205-015-0883-z>
- [10] CHOI, W.-S., KANG S.-W., & CHOI, S.B. (2023). Innovative Behavior in the Workplace: An Empirical Study of Moderated Mediation Model of Self-Efficacy, Perceived Organizational Support, and Leader–Member Exchange. *Behavioral Sciences*, 1(12), 182. <https://doi.org/10.3390/bs11120182>
- [11] COETZER, A. (2018). Job embeddedness and employee enactment of innovative work behaviours. *International Journal of Manpower*, 39(2), 182. <http://dx.doi.org/10.1108/IJM-04-2016-0095>
- [12] CRESWELL, J.W., & CRESWELL, J.D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications.
- [13] DE JONG, J., & DEN HARTOG, D. (2016). Measuring inovative work behavior. *Journal of Creativity and Inovation Management*, 19(1), 23–36.
- [14] DESSLER, G. (2011). *Human Resource Management* 13th ed. New Jersey: Pearson Prentice Hall.

- [15] DJAYA, S. (2021). Pengaruh Motivasi Kerja dan Kompetensi Terhadap Kinerja Karyawan Di Moderasi Kompensasi. *Buletin Studi Ekonomi*, 26(1), 72.
- [16] DO, H., & SHIPTON, H. (2019). Highperformance work systems and innovation in Vietnamese small firms. *International Small Business Journal: Researching Entrepreneurship*, 37(7). <https://doi.org/10.1177/0266242619863572>.
- [17] ELBAZ, A.M., HADDOUD, M.Y., & SHEHAWY, Y.M. (2018). Nepotism, employees' competencies and firm performance in the tourism sector: a dual multivariate and qualitative comparative analysis approach. *Tourism Management*, 67, 3–16.
- [18] EDISON, E., ANWAR, Y., & KOMARIYAH, D.I. (2017). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta, Cv.
- [19] FAIZAL, R., SULAEMAN, M., & YULIZAR, I. (2019). Pengaruh budaya, motivasi kerja dan kompetensi terhadap kinerja karyawan. *Jurnal eBA*, 5(1).
- [20] GROSELJ, M., CERNE, M., PINGER, S., & GRAH, B. (2019). *Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment*. Retrieved from <https://doi.org/10.1108/EJIM-10-2019-0294>
- [21] HADI, S., PUTRA, A.R., & MARDIKANINGSIH, R. (2020). Pengaruh Perilaku Inovatif dan Keterlibatan Kerja terhadap Kinerja Karyawan. *Baruna Horizon*, 3(1), 186–197.
- [22] HAQ, S., & NOVITASARI, D. (2022). Eksplorasi Peran Variabel Kontekstual dan Mediasi Kepuasan Kerja terhadap Perilaku Inovasi Karyawan. *Edumaspul: Jurnal Pendidikan*, 6(1), 838–851.
- [23] HIDAYAT, A., MATTALATTA, S., & SANI, A. (2020). Pengaruh kompetensi terhadap kinerja melalui kepuasan kerja pada dinas sosial Kota Makassar. *Jurnal Mirai Management*, 5(3), 202–212
- [24] HUTAGALUNG, D., NOVITASARI, D., SILITONGA, N., ASBARI, M., & SUPIANA, N. (2021). Membangun Inovasi Organisasi: Antara Kepemimpinan Transformasional dan Proses Manajemen Pengetahuan. *Edukatif: Jurnal Ilmu Pendidikan*, 3(6), 4568–4583. <https://edukatif.org/index.php/edukatif/article/view/1522>
- [25] ISA, E.S.A. (2021). *Human Capital, Pembelajaran Organisasional Dan Efeknya Terhadap Perilaku Inovasi Serta Kinerja Karyawan Perbankan Di Kota Gorontalo*. Thesis for the degree of Master of Management. Universitas Islam Indonesia.
- [26] JONG, J., & HARTOG, D. (2017). How leaders influence employees' innovative behaviour. *European Journal of Innovation Management*, 10(1), 41–64. <https://doi.org/10.1108/14601060710720546>
- [27] KATIDJAN, P., PAWIROSUMARTO, S., & YULIANI, T. (2018). The effect of competence, training, and compensation to employment performance. *European Research Studies Journal*, XXI(3), 280–292.
- [28] MCSHANE, S.L., & GLINOW, M.A. (2018). *Organizational Behavior Emerging Knowledge. Global Reality*. 8th ed. McGraw-Hill Education.
- [29] MITCHELMORE, S., & ROWLEY, J. (2016). Entrepreneurial competencies: a literature review and development agenda. *International Journal of Entrepreneurial Behavior & Research*, 16(2), 92–111.
- [30] MOEHERIONO (2018). *Pengukuran Kinerja Berbasis Kompetensi*. Cetakan 2. Jakarta: Rajagrafindo Persada.
- [31] NABABAN, F.L., SEMBIRING, B., BANCIN, L., SIANTURI, L., & TANJUNG, M.A. (2020). Pengaruh Kepemimpinan, Motivasi, Dan Kompetensi Terhadap Kinerja Karyawan Pada Pt Intertama Trikencana Berisnar Medan. *Jurnal Darma Agung*, 28(3), 496–506.
- [32] NYOTO (2019). *Manajemen Sumber Daya Manusia*. Sidoarjo:Uwais Inspirasi Indonesia
- [33] OTOO, F.N.K. (2020). Measuring the impact of human resource management (HRM) practices on the pharmaceutical industry's effectiveness: the mediating role of employee competencies. *Employee Relations: The International Journal*, 42, 1353–1380.
- [34] POTNURU, R.K.G & SAHOO, C.K. (2016). HRD Interventions, employee competencies and organizational effectiveness: an empiric study, *European Journal of Training and Development*, 40 (5), 345–365. <https://doi.org/10.1108/EJTD-02-2016-00>.
- [35] PRASYANTO, G.R. (2017). Pengaruh Kompetensi Karyawan terhadap Kinerja dengan Kepuasan Kerja sebagai Variabel Intervening (Studi pada PT. DOK dan Perkapalan Surabaya Bagian Produksi). *Jurnal Ilmu Manajemen*, 5(2), 1–8.
- [36] PUTRI, D. (2012) Pengaruh budaya organisasi terhadap kinerja dalam perspektif, 3.
- [37] RIANTO, A. (2020). Analisis Kepemimpinan Transformasional, Motivasi dan Kepuasan Kerja Serta Dampaknya Pada Kinerja Aparatur Sipil Negara Pada Kecamatan Sukorejo Kota Blitar. *REVITALISASI: Jurnal Ilmu Manajemen*, 7(4), 297–308.
- [38] ROBBINS, S.P., & COULTER, M. (2016). *Manajemen*, Jilid 1 Edisi 13, Alih. Bahasa: Bob Sabran dan Devri Bardani P. Jakarta: Erlangga.
- [39] SALAM, M. (2021). *Pengaruh kompetensi sumber daya manusia terhadap produktivitas kerja karyawan pada pt. Industri Kapal Indonesia*. Doctoral dissertation, Universitas Bosowa.
- [40] SARI, K.F., & LAILY, N. (2022). Pengaruh Knowledge Sharing terhadap Kinerja Karyawan melalui Perilaku Inovasi (Studi pada Karyawan Pln Area Sidoarjo). *Jurnal Ilmu dan Riset Manajemen*, 11(12).

- [41] SEDARMAYANTI (2017) *Perencanaan dan Pengembangan Sumber Daya Manusia*. Bandung: PT. Refika Aditama.
- [42] SHAHZAD, K., ARENIUS, P., MULLER, A., RASHEED, M.A., & BAJWA, S.U. (2019). Unpacking the relationship between high-performance work systems and innovation performance in SMEs. *Personnel Review*, 48(4). <https://doi.org/10.1108/PR-10-2016-0271>.
- [43] SINAMBELA, L.P. (2012). *Judul Kinerja pegawai: Teori pengukuran dan implikasi*. Yogyakarta: Graha Ilmu.
- [44] SENG, L.K., & MCGUIRE, S.J. (2017). Economic creativity and innovation implementation: the entrepreneurial drivers of growth? Evidence from 63 countries. *Small Business Economics*, 34(4), 391–412. <https://doi.org/10.1007/s11187-008-9145-7>
- [45] SOEBARDI, R. (2020). Perilaku inovatif. *Jurnal Psikologi Ulayat*, 1(1), 57–74.
- [46] SUDIYANI, N.N., & SAWITRI, N.P.Y.R. (2021). Peran Kompetensi Dalam Memediasi Pengaruh Person Job-Fit Terhadap Perilaku Inovasi. *Jurnal Manajemen Dan Bisnis Equilibrium*, 7(1), 89–100.
- [47] SUGIARTO, P. (2017) *Net Quality income Astra capai Rp. 4 triliun*. Retrieved from <http://www.infobanknews.com>
- [48] SURISTYA, K.L., & ADI, N.R. (2021). Pengaruh Kompetensi Karyawan dan Motivasi Terhadap Kinerja Melalui Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi*, 8(1).
- [49] SUROSO, NOVITASARI, D., NUGROHO, Y.A., CHIDIR, G., & ASBARI, M. (2021). Managing MSME Innovation Performance : Analysis of Knowledge-Oriented Leadership and Knowledge Management Capability. *Edukatif: Jurnal Ilmu Pendidikan*, 3(6), 4541–4555. <https://edukatif.org/index.php/edukatif/article/view/1506>
- [50] SUTAGUNA, I.N.T., YUSUF, M., ARDIANTO, R., & WARTONO, P. (2023). The Effect of Competence, Work Experience, Work Environment, and Work Discipline on Employee Performance. *Asian Journal of Management, Entrepreneurship and Social Science*, 3(1), 367–381.
- [51] SYAHPUTRA, M.D., & TANJUNG, H. (2020). Pengaruh Kompetensi, Pelatihan dan Pengembangan Karir Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 283–295.
- [52] TARIGAN, N.M.R., & SETIAWAN, H. (2020). The Effect of Employee Competence on Increasing Employee Motivation in North Sumatra Bank of Sharia Unit, North Sumatra. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 858–867.
- [53] TIARA, B., STEFANNY, V., SUKRIYAH, NOVITASARI, D., & ASBARI, M. (2021). Inovasi di Era Informasi: Analisis Kepemimpinan Transformasional dan Iklim Etis di Industri Manufaktur. *Edukatif: Jurnal Ilmu Pendidikan*, 3(6), 4651–4660.
- [54] TIRTAYASA, S. (2019). The influence of leadership, organizational culture, and motivation on employee performance. *Maneggio: Scientific Journal of Master of Management*, 2(1), 45–54.
- [55] VAN OOSTEN, E.B., MCBRIDE-WALKER, S.M., & TAYLOR, S.N. (2019). Investing in what matters: The impact of emotional and social competency development and executive coaching on leader outcomes. *Consulting Psychology Journal: Practice and Research*, 71(4), 249.
- [56] YUMHI, Y. (2021). Pengaruh Kepemimpinan Transformasional, Perilaku Kerja Inovasi Kerja Terhadap Kinerja Tugas Di LPMP Provinsi Banten. *Asia Pacific Journal of Management Studies*, 8(3).

參考文：

- [1] ADE, M. (2011)。工作動機和工作滿意度對有限責任公司諾爾·阿爾哈拉曼·蘇梅當員工績效的影響。經濟商業與會計雜誌，5(1)，11–21。
- [2] ALROWWAD, A.、ABUALOUSH, S. H. 與 MASA'DEH, R. (2020)。創新和智力資本作為變革型領導、交易型領導和組織績效之間的中介變數。管理發展雜誌，39(2)。 <https://doi.org/10.1108/JMD-02-2019-0062>
- [3] 安賈薩裡, A.L. (2021)。資訊科技能力、創新工作行為和競爭優勢對員工績效的影響（有限責任公司印尼郵政獨奏案例研究）。博士論文，統一用戶識別號梭羅市。
- [4] ARDIANSYAH, Y. 和 SULISTIYOWATI, L.H. (2018)。能力和情緒智商對員工績效的影響。商業與管理靈感雜誌，2(1)，91。
- [5] ARIANTY, N.、BAHAGIA, R.、LUBIS, A.A. 與 SISWADI, Y. (2016)。人力資源管理。棉蘭：佩爾達納出版社。
- [6] 阿羅卡斯, R.L. 和 莫利, M.J. (2015)。人才管理、人才心態能力與工作績效：工作滿意度的中介效果。歐洲國際管理雜誌，9，28-51。
- [7] BASORI, M.A.N.、PRAHYAWAN, W. 與 KAMSIN, D. (2017)。透過工作動機作為介入變量，員工能力和工作環境對員工績效的影響（有限責任公司喀拉喀託海洋之城的研究）。蒂爾塔亞薩商業與管理研究雜誌，1(2)。
- [8] BERLIANA, V. 和 ARSANTI, T.A. (2018)。自我效能、能力和創新行為對績效的影響分析。莫西企業家雜誌，7(2)，88–97。
- [9] 卡洛斯, V.S., 和 羅德里格斯, R.G. (2016)。自我報告的工作績效衡量標準的發展與驗證。社會指標研究，126，279–307。 <https://doi.org/10.1007/s11205-015-0883-z>
- [10] 蔡偉聖、康紹偉、蔡 S.B. (2023)。工作場所

- 的創新行為：自我效能感調節中介模式、知覺組織支持與領導者-成員溝通的實證研究。行為科學, 1(12), 182。
- [11] 庫澤, A. (2018)。工作嵌入與員工創新工作行為的發展。國際人力雜誌, 39(2), 182。
- [12] 克雷斯韋爾, J.W. 和克雷斯韋爾, J.D. (2017)。研究設計：質性、量性與混合方法。聖人出版品。
- [13] DE JONG, J. 和 DEN HARTOG, D. (2016)。衡量創新工作行為。創造力與創新管理雜誌, 19 (1), 23-36。
- [14] 德斯勒, G. (2011)。人力資源管理第 13 版新澤西州：皮爾遜普倫蒂斯大廳。
- [15] DJAYA, S. (2021)。薪酬調節中工作動機與能力對員工績效的影響。經濟研究通報, 26 (1), 72。
- [16] DO, H. 和 SHIPTON, H. (2019)。越南小企業的高績效工作系統與創新。國際小型企業雜誌：創業研究, 37(7)。 <https://doi.org/10.1177/0266242619863572>。
- [17] ELBAZ, A. M., HADDOUD, M. Y. 和 SHEHAWY, Y. M. (2018)。旅遊部門的裙帶關係、員工能力與公司績效：雙重多元與質性比較分析方法。旅遊管理, 67, 3-16。
- [18] 愛迪生, E., 安瓦爾, Y., 和科瑪麗亞, D.I. (2017)。人力資源管理。萬隆：阿爾法貝塔。
- [19] FAIZAL, R., SULAEMAN, M. 與 YULIZAR, I. (2019)。文化、工作動機和能力對員工績效的影響。電子商務期刊, 5(1)。
- [20] GROSELJ, M., CERNE, M., PENDER, S. 與 GRAH, B. (2019)。真實與變革型領導與創新工作行為：心理賦權的調節作用。取自 <https://doi.org/10.1108/EJIM-10-2019-0294>
- [21] 哈迪, S., PUTRA, A.R. 與 MARDIKANINGSIH, R. (2020)。創新行為和工作投入對員工績效的影響。巴魯納地平線, 3(1), 186-197。
- [22] HAQ, S. 與 NOVITASARI, D. (2022)。探討工作滿意度的情境變項與中介變項對員工創新行為的影響。教育馬斯普爾：教育雜誌, 6(1), 838-851。
- [23] HIDAYAT, A., MATTALATTA, S. 與 SANI, A. (2020)。望加錫市社會服務中工作滿意度對能力對績效的影響。未來管理雜誌, 5(3), 202-212
- [24] HUTAGALUNG, D., NOVITASARI, D., SILITONGA, N., ASBARI, M. 與 SUPIANA, N. (2021)。建構組織創新：變革型領導與知識管理流程之間。教育：教育科學雜誌, 3(6), 4568-4583。
<https://edukatif.org/index.php/edukatif/article/view/1522>
- [25] ISA, E.S.A. (2021)。人力資本、組織學習及其對哥倫打洛市銀行員工創新行為與績效的影響。管理學碩士學位論文。印尼伊斯蘭大學。
- [26] JONG, J. 和 HARTOG, D. (2017)。領導者如何影響員工的創新行為。歐洲創新管理雜誌, 10(1), 41-64。
<https://doi.org/10.1108/14601060710720546>
- [27] KATIDJAN, P., PAWIROSUMARTO, S. 與 YULIANI, T. (2018)。能力、培訓和薪酬對就業績效的影響。歐洲研究雜誌, XXI(3), 280-292。
- [28] MCSHANE, S. L. 與 GLINOW, M. A. (2018)。組織行為新興知識。全球現實。第 8 版。麥格勞-希爾教育。
- [29] 米切爾莫爾, S., 和羅利, J. (2016)。創業能力：文獻綜述與發展議程。國際創業行為與研究雜誌, 16(2), 92-111。
- [30] 莫赫里奧諾 (2018)。基於能力的績效衡量。印刷 2. 雅加達：拉賈格拉芬多·佩薩達。
- [31] NABABAN, F.L., SEMBIRING, B., BANCIN, L., SIANTURI, L. 與 TANJUNG, M.A. (2020)。有限責任公司棉蘭因特馬·特里肯卡納貝里斯納爾的領導、動機和能力對員工績效的影響。達瑪阿貢雜誌, 28(3), 496-506。
- [32] NYOTO (2019)。人力資源管理。詩都阿佐：烏艾斯印尼的靈感
- [33] 奧托, F.N.K. (2020)。衡量人力資源管理實踐對製藥業有效性的影響：員工能力的中介作用。員工關係：《國際期刊》，42, 1353-1380。
- [34] R.K.G. POTNURU 和 C.K. SAHOO (2016)。人力資源發展介入、員工能力和組織有效性：實證研究，《歐洲培訓與發展雜誌》，40 (5), 345-365。 <https://doi.org/10.1108/EJTD-02-2016-00>。
- [35] PRASYANTO, G.R. (2017)。以工作滿意度作為介入變數的員工能力對績效的影響（有限責任公司·道克和泗水航運生產部的研究）。管理科學雜誌, 5(2), 1-8。
- [36] PUTRI, D. (2012) 組織文化對績效的影響視角, 3。
- [37] 裡亞托, A. (2020)。布里達市蘇科雷佐區變革型領導、動機和工作滿意度及其對國家民事機構績效的影響分析。振興：管理科學雜誌, 7(4), 297-308。
- [38] 羅賓斯, S.P. 和庫爾特, M. (2016)。管理, 第 1 卷第 13 版, 轉讓。語言：鮑伯·薩布蘭和德夫里·巴爾達尼·P.雅加達：埃爾蘭加。
- [39] 薩拉姆, M. (2021)。有限責任公司人力資源能力對員工工作生產力的影響。印尼船舶工業。博士論文, 博索瓦大學。
- [40] SARI, K. F. 和 LAILY, N. (2022)。知識分享透過創新行為對員工績效的影響（對西都阿佐地區磷灰石員工的研究）。管理科學研究雜誌, 11 (12)。
- [41] SEDARMAYANTI (2017) 人力資源規劃與發展。萬隆：有限責任公司。雷菲卡·阿迪塔瑪。
- [42] SHAHZAD, K., ARENIUS, P., MULLER, A., RASHEED, M.A. 與 BAJWA, S.U. (2019)。解

- 析中小企業高績效工作系統與創新績效之間的關係。人事審查, 48(4)。 <https://doi.org/10.1108/PR-10-2016-0271>。
- [43] 西南貝拉, L.P. (2012)。標題 員工績效: 測量理論與意義。日惹: 科學館。
- [44] SENG, L.K. 和 MCGUIRE, S.J. (2017)。經濟創造力與創新實施: 成長的創業驅動力? 來自 63 個國家的證據。小企業經濟學, 34(4), 391-412。
<https://doi.org/10.1007/s11187-008-9145-7>
- [45] 蘇巴迪, R. (2020)。創新行為。烏拉亞特心理學雜誌, 1(1), 57-74。
- [46] SUDIYANI, N.N. 和 SAWITRI, N.P.Y.R. (2021)。能力在調節人的工作適合度對創新行為的影響中的作用。平衡管理與商業雜誌, 7(1), 89-100。
- [47] SUGIARTO, P. (2017) 阿斯特拉的淨質量收入達到比率。4 兆。取自 <http://www.infobanknews.com>
- [48] SURISTYA, K.L. 和 ADI, N.R. (2021)。透過工作滿意度作為介入變數來影響員工能力和動機對績效的影響。薩姆·拉圖蘭吉大學商業管理與創新科學期刊, 8(1)。
- [49] SUROSO, NOVITASARI, D., NUGROHO, Y.A., CHIDIR, G. 和 ASBARI, M. (2021)。管理中小微型企業創新績效: 知識導向領導與知識管理能力分析。教育: 教育科學雜誌, 3(6), 4541-4555。
<https://edukatif.org/index.php/edukatif/article/view/1506>
- [50] SUTAGUNA, I.N.T., YUSUF, M., ARDIANTO, R. 和 WARTONO, P. (2023)。能力、工作經驗、工作環境和工作紀律對員工績效的影響。亞洲管理、創業與社會科學雜誌, 3(1), 367-381。
- [51] SYAHPUTRA, M.D. 和 TANJUNG, H. (2020)。能力、培訓和職業發展對員工績效的影響。馬廐: 管理碩士科學雜誌, 3(2), 283-295。
- [52] TARIGAN, N.M.R. 和 SETIAWAN, H. (2020)。北蘇門答臘島伊斯蘭教法部門北蘇門答臘銀行員工能力對提升員工積極性的影響。布達佩斯國際研究與批評研究所期刊: 人文與社會科學, 3(2), 858-867。
- [53] TIARA, B., STEFANNY, V., SUKRIYAH, NOVITASARI, D. 與 ASBARI, M. (2021)。資訊時代的創新: 製造業轉型領導與道德氛圍分析。教育: 教育科學雜誌, 3(6), 4651-4660。
- [54] 蒂爾塔亞薩, S. (2019)。領導力、組織文化和動機對員工績效的影響。馬廐: 管理碩士科學雜誌, 2(1), 45-54。
- [55] 範·奧斯騰 (E. B.)、麥克布萊德-沃克 (S. M.) 與泰勒 (S. N.) (2019)。投資重要的事情: 情緒和社交能力發展以及高階主管輔導對領導者成果的影響。諮商心理學期刊: 實踐與研究, 71(4), 249。
- [56] YUMHI, Y. (2021)。低密度聚乙烯萬丹省變革型領導、工作創新工作行為對任務績效的影響。亞太管理研究雜誌, 8(3)。