

**THE EFFECT OF PROFESSIONAL CERTIFICATION ON COMPETENCE,
MOTIVATION, AND WELFARE AND ITS IMPACT ON TREASURER
PERFORMANCE**

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ABSTRACT

This research aims to examine the Treasurer's Professional Certification role in Competence, Motivational, and Welfare on Treasurer Performance. The population was all treasurers working for the Regional Government of Aceh, Indonesia, totaling 145 people, while the sample used was a census, which means that all population members were sampled. Data were tested using one-sample t-test and Structural Equation Modelling (SEM) techniques, employing SPSS and Amos software. results, it reveals that Treasurer Professional Certification, Competence, Motivational, Welfare, and Treasurer Performance have been going well, Professional Certification affects Competence, Professional Certification affects Motivation, Professional Certification affects Welfare, Competence affects Treasurer Performance, Motivation does not Treasurer Performance, Welfare affects Treasurer Performance, Professional Certification does not Treasurer Performance, Professional Certification affects Treasurer Performance through Competence, Professional Certification does not Treasurer Performance through Motivation, and Professional Certification affects Treasurer Performance through Welfare. The findings also explain that competence and welfare function as partial mediators in the Professional Certification affects the treasurer performance model. So as a whole, the findings prove that the model of increasing treasurer performance in the Government of Aceh is a function of the accuracy of the implementation of Professional Certification, increasing competence, and increasing welfare.

Keywords: Professional Certification, Employee Competency, Work Motivation, Employee Welfare, Treasurer Performance.

1. INTRODUCTION

The treasurer as the manager of state finances consists of a receiving treasurer and an expenditure treasurer in Indonesian government institutions. Even though the rules and signs regarding the administration of treasury duties have detailed what can and cannot be done by treasury officials, in reality, there are still deviations from the implementation of these tasks carried out by treasurers in a government agency (SKPA). President Regulation (PP No. 58 of 2005 article 64) also stipulates that the spending treasurer as a taxpayer with the collection of income tax (PPH) and other taxes, must deposit all deductions and taxes he collects into the account of the State Treasury at a government bank or other bank designated by the Minister of Finance as a perception bank or giro post within a period according to statutory provisions. However, in carrying out treasury duties, there are still expenditure treasurers at SKPA, in carrying out their duties, they do not collect, deposit, and tax reporting in the form of income tax (PPH) Article 21, article 22, article 23, article 4 paragraph (2) and VAT (<https://djpb.kemenkeu.go.id/portal/bendahara/Final.pdf>). These

various irregularities will certainly have an impact on the treasurer's performance as a human resource component in an organization and the impact will also affect organizational performance achievements, such as not achieving the PAD target or tax handling procedures that are not following procedures and other organizational performance indicators in each SKPA of Aceh Province.

Many factors are thought to be the cause of low treasurer performance in an organization, including the low competence of treasurers (Efendi & Yusuf, 2021). Another variable that is thought to be the cause of the low treasurer performance in this study is low work motivation (Kuswati, 2020). An additional factor believed to be responsible for the poor performance of the treasurer in this research is inadequate employee welfare. The lack of expertise, motivation, and welfare among treasurers is attributed to their insufficient knowledge as they have not obtained certification. Competence, as stated by (Nawawi, 2022), refers to an individual's capacity to perform a job accurately and gain advantages based on knowledge, skills, and attitudes. Many previous studies have discussed treasurer performance in an organization and its antecedent variables such as those carried out by (Waititu, Kihara, & Senaji, 2017) and (Rantesalu, Mus, Mapparenta, & Arifin, 2016). However, to the best of the author's knowledge, there has not been much discussion of the role of professional certification in a government agency. Even though the profession of treasurer is seen as more important than other professions in the disbursement of development funds in a government agency such as Commitment Making Officer (PPK), Payment Order Signing Officer (PPSPM), and Work Recipient Official (PJPHP)/Work Recipient Committee (PPHP). This is reflected in the rules of the profession where Treasurers are regulated in the State Treasury Act, while other professions are only regulated by regulations at the level of Government Regulations and Ministerial Regulations whose level is still below the Law. Therefore the research with the theme of Professional Certification is unique in adding to the treasury of knowledge in this treasurer profession. Especially if there are still many problems related to the treasurer's profession in government agencies, for example, the revenue treasurer does not collect regional original income (PAD) at all against a predetermined tax object.

H1: Treasurer Professional Certification, Competence, Motivational, Welfare, Employee (Treasurer) Performance condition?

2. LITERATURE STUDY

Professional Certification

Professional Certification is a formal recognition of a person's ability to carry out certain tasks related to his field of work. Professional Certification is usually given after a person has completed certain training or education, and has met the requirements set by the organization or agency issuing the certification. The purpose of professional certification is to show that a person has achieved competency standards that are widely recognized in his field of work and can be relied upon in carrying out tasks related to his work. Professional certification can also help a person to increase credibility, increase competitiveness in the job market, and gain recognition from colleagues and clients. (Nawawi, 2022) defines certification as the procedure of awarding professional certificates to employees who have fulfilled specific criteria, including academic qualifications, competence, physical and mental well-being, as well as the capability to achieve their position's objectives. On the other hand, according to (Nawawi, 2022), competence refers to an individual's aptitude to effectively perform a job and reap benefits related to knowledge, skills,

and attitudes. The impact of Certification Benefits on Competence has been investigated by (Kis et al., 2020). The existence of this professional certification is very useful to ensure a person's expertise that has been obtained while undergoing various learning, training, and work experience at the training site. According to (Afandi, 2016); (Kanto, Kulase, Ahmad, Talib, & Tiro, 2014). The purpose of certification is a means to increase career paths and spur oneself to be more professional and achieve quality and accountable work results. Improved communication with colleagues in the profession. The effect of Certification Benefits on Welfare has been researched by (Rijn, Fort, Ruben, Koster, & Beekman, 2020).

H2: Professional Certification Affects Competence?

H3: Professional Certification Affects Motivation?

H4: Professional Certification Affects Welfare?

Employee Competency

Employee competence is the set of skills, knowledge, and attitudes necessary to succeed in a particular job. Employee competence includes technical skills related to the field of work, such as an understanding of technology, business processes, or applicable regulations. In addition, employee competencies also include interpersonal skills, such as the ability to communicate well, work with others, and manage conflict.

Employee competencies are usually related to organizational goals and strategies and are set as standards that must be met by employees in carrying out their duties. Employee competence can be measured and assessed through various methods, such as direct observation, tests, or interviews. Employee competency assessment can help organizations identify employee strengths and weaknesses, as well as plan for more effective employee development.

Competence encompasses abilities, knowledge, influence, and the ability to make decisions or judgments. The performance of a treasurer is the outcome attained by an employee in their role, based on specific job-related criteria. The influence of competence on treasurer performance has been examined by (Rantesalu et al., 2016). Furthermore, communication competence has a positive influence on both satisfaction and performance. Satisfaction, in itself, is a crucial factor that affects the enhancement of performance, as stated by (Ramzi, Ibrahim, Sakir, & Yunus, 2021).

H5: Competence Affects Treasurer Performance?

Work Motivation

Work motivation is an internal or external drive that encourages a person to start, maintain and improve performance in his work. Work motivation can come from within a person (such as satisfaction, ambition, or a sense of responsibility) or from external factors (such as rewards, recognition, or competition). The purpose of work motivation is to increase productivity, work quality, and job satisfaction of employees.

Several factors that can affect work motivation include job satisfaction, namely feeling happy or satisfied with the work done. Recognition and rewards, namely awards or prizes given by the organization for good performance. A conducive work environment, namely a pleasant working atmosphere and supports productivity. Career development, namely the opportunity to develop and advance in a career.

Challenges in work, namely work that is challenging and allows employees to grow and develop. High work motivation can bring benefits to employees, organizations, and society as a whole.

Motivated employees tend to be more productive and high performing, whereas organizations can achieve their goals more effectively and efficiently. In addition, society can also experience the benefits of better work outcomes, such as better and more innovative products or services.

Motivation represents an individual's factors that stimulate their inclination to engage in specific activities in pursuit of goals. Meanwhile, the performance of a treasurer is attributed to the individual's responsibility to fulfill their job duties and act in alignment with assigned tasks. The impact of motivation on treasurer performance has been investigated by (Kuswati, 2020). Additionally, research conducted by (Fuadi, Ibrahim, & Djalil, 2020) further validates the influence of motivation on treasurer performance.

H6: Motivation Affects Treasurer Performance?

Employee Welfare

Employee well-being is a condition in which employees feel comfortable and happy in their work environment, and have an overall good quality of life. Employee welfare covers various aspects, such as physical, mental, social, and financial. Some examples of factors that affect employee welfare include physical conditions and a safe and healthy work environment, such as health facilities, availability of drinking water, good air ventilation, and adequate lighting. work-life balance and personal life, namely being able to separate work and personal life and having sufficient time for rest and recreation. Social recognition and support from colleagues and superiors, such as support for career development, opportunities to learn, and support for emotional well-being. Fair and adequate compensation, such as decent wages, medical benefits, insurance, and retirement plans. Opportunity to participate and contribute to the organization, Good employee well-being can bring benefits to employees, organizations, and society as a whole. Employees who feel comfortable and happy in their work environment tend to be more productive and high performing, while organizations can achieve their goals more effectively and efficiently. In addition, society can also experience the benefits of better work outcomes, such as better and more innovative products or services. It is important to note how to improve Employee Welfare, namely by reducing Work Pressure. High pressure in the world of work will certainly make employees in the company stressed and unhappy. Paying Attention to the Work Environment. The office is the second home for every employee. An Important Aspect in Measuring the Treasurer's Performance is the quality of work. One of the most important criteria for assessing Treasurer Performance is the overall quality of work. In addition to the goals and achievement of targets, initiative and motivation, and ability to solve problems. The effect of Welfare on Treasurer Performance has been researched by (Waititu et al., 2017).

H7: Welfare Affects Treasurer Performance?

Treasurer Performance

In this article, employee performance will often be referred to as treasurer performance because the respondent was determined very specifically, namely the treasurer but still an employee. Employee performance is a measure of effectiveness and efficiency in carrying out the duties and responsibilities assigned to them at work. Employee performance includes how well employees carry out their duties and how well employees contribute to organizational goals. Factors that contribute to increased performance include technical capabilities, namely the ability of employees to master the technical skills and knowledge needed to carry out their duties properly.

Interpersonal skills, namely the ability of employees to communicate well, cooperate with others, and manage conflict. In addition, there is motivation and commitment, namely how much motivation employees have in carrying out their duties and how much commitment employees have towards the organization. Work environment, namely the physical and psychological conditions in the work environment that affect employee performance. Performance appraisal and feedback, namely the process of objectively evaluating performance and providing feedback to employees to help them improve their future performance.

Employee performance appraisal is usually carried out periodically, such as every six months or every year. Its purpose is to provide feedback to employees on their performance and assist them in planning their future career development. Employee performance appraisals can also assist organizations in identifying employee strengths and weaknesses and planning more effective training and development programs. The effect of Professional Certification on Treasurer Performance. has been researched by (Phytanza & Burhaei, 2020). In this article, employee performance will often be referred to as treasurer performance.

H8: Professional Certification Affects Treasurer Performance?

Research Model

The mode in this study and its hypothesis that has been adapted to the supporting theory is like Figure 1 below.

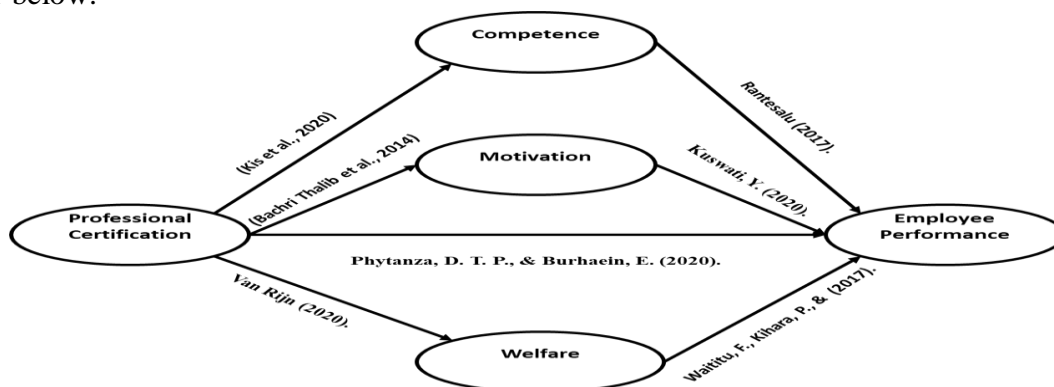


Figure 1. Research Framework

H1 : Treasurer Professional Certification, Competence, Motivational, Welfare, and Treasurer Performance have been going well,

H2 : Professional Certification affects Competence,

H3 : Professional Certification affects Motivation,

H4 : Professional Certification affects Welfare,

H5 : Competence affects Treasurer Performance, Motivation affects Treasurer Performance,

H6 : Welfare affects Treasurer Performance,

H7 : Professional Certification affects Treasurer Performance,

H8 : Professional Certification affects Treasurer Performance through Competence,

H9 : Professional Certification affects Treasurer Performance through Motivation, and

H10 : Professional Certification affects Treasurer Performance through Welfare.

3. METHOD

The population used in this study was all financial treasurers in the SKPA Aceh Government, both revenue treasurers, assistant revenue treasurers, and assistant expenditure treasurers. The respondents were as much as 145 people (census) to get more reliable results. The data collection technique used a questionnaire (primary data), and one sample t-test and Structural Equation Modeling (SEM) techniques were applied to test the data.

Table 1. Validity and Reliability Test Results

Variable	Indicator	validity			Reliability	
		Correlation	Sig	Remark	Cronbach Alpha	Remark
Professional Certification	Knowledge validation.	.771**	0.000	Valid	0.869	Reliable
	Increase selling power.	.902**	0.000			
	Increase earning power.	.762**	0.000			
	Better reputation.	.869**	0.000			
	Enhanced credibility.	.749**	0.000			
	Increased self-confidence.	.600**	0.000			
	Respect from peers	.630**	0.001			
Competence	The ability of employees to work	.596**	0.001	Valid	0.759	Reliable
	The ability of employees to correct mistakes	.764**	0.000			
	The ability of employees to help colleagues	.614**	0.000			
	The ability of employees to understand the feelings of others.	.623**	0.000			
	The ability of employees to maintain good relations with colleagues.	.566**	0.000			
	The ability of employees to provide support	.763**	0.000			
Work motivation	Self-actualization.	.663**	0.000	Valid	0.635	Reliable
	Award.	.839**	0.000			
	Social Needs.	.650**	0.000			
	The Need for Security.	.617**	0.000			
	Physical Needs.	.594**	0.000			

Variable	Indicator	validity			Reliability	
		Correlation	Sig	Remark	Cronbach Alpha	Remark
Employee welfare	Rate of the Work Environment in the Organization.	.649**	0.000	Valid	0.795	Reliable
	Rate of the medical benefits provided by the Organization for employees & their families.	.601**	0.000			
	Rate of the incentives offered by the Organization.	.772**	0.000			
	Assess the Overtime allowance offered by the Organization.	.560**	0.000			
	Rate the Organization's leave policy.	.734**	0.001			
	Promotion policy within the organization.	.732**	0.000			
Treasurer Performance	Work quality.	.744**	0.000	Valid	0.821	Reliable
	The quantity or quantity produced.	.848**	0.001			
	On-Time management or level of timeliness.	.568**	0.000			
	Effectiveness, the level of accuracy in the use of resources	.864**	0.000			
	Independence.	.785**	0.000			

From the table, it can be seen that all variables have good validity with statistically significant correlation values. In addition, all variables are also proven to have good reliability with a Cronbach Alpha value above 0.6, which indicates that the indicators used are consistent in measuring the variable in question.

4. RESULT

Characteristics of Respondents

Based on the age of the respondents, it explains that as many as 9 people aged between 20-29 years, as many as 41 respondents aged 30-39 years, as many as 82 respondents aged 40-49 years and as many as 11 respondents aged over 50 years. Thus respondents with an age level of 40-49 years are more dominant than respondents aged 30-39 years, so respondents have maturity in thinking and acting that has an impact on improving the performance of treasurers in the Aceh

government. Characteristics of respondents based on marital status can be explained that as many as 130 respondents are married, and as many as 12 respondents are not married. Thus it can be explained that married respondents are more dominant than unmarried respondents. Then the characteristics of the next respondent are regarding the education level of the respondent, it can be explained that as many as 6 people with the last education were SMA, as many as 15 respondents had the last education Diploma III, as many as 98 people with the last education Bachelor degree while the respondents with the last education Postgraduate were 24 people from the total respondents studied.

Descriptive Hypothesis Testing

Testing hypothesis 1 (H1), namely the descriptive hypothesis was carried out using a one-sample t-test with a cut-off value of 3.4 with the following results:

Table 2. Testing One Sample Test

Variable	Test Value = 3.4					
	t	df	Sig. (2-tailed)	Mean Differences	95% Confidence Interval of the Difference	
					Lower	Upper
Professional Certification	23,496	142	.000	1.15689	1.0597	1.2541
Competence	19,879	142	.000	1.07904	.9719	1.1862
Motivation	17.147	142	.000	.94132	.8329	1.0497
Welfare	12.172	142	.000	.73772	.6181	.8574
Treasurer Performance	19,041	142	.000	1.01317	.9081	1.1182

Source: Processed 2023 results.

From Table 2 above, it can be seen that the significance level with an alpha of 5% is all below the number 0.05 so it reveals that all the variables in this study, namely Professional Certification, Competence, Motivation, Welfare, and Treasurer Performance, are good. Thus rejecting Ho and accepting Ha.

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was used in this study as part of the Structural Equation Modeling (SEM) analysis. SEM analysis is used to test the developed models and hypotheses. Initially, CFA was used to test measurement models. One indicator, X2.4, has a loading factor of 0.5 and was excluded from further testing. The significance of causality was examined using the regression cohesion test in the SEM analysis.

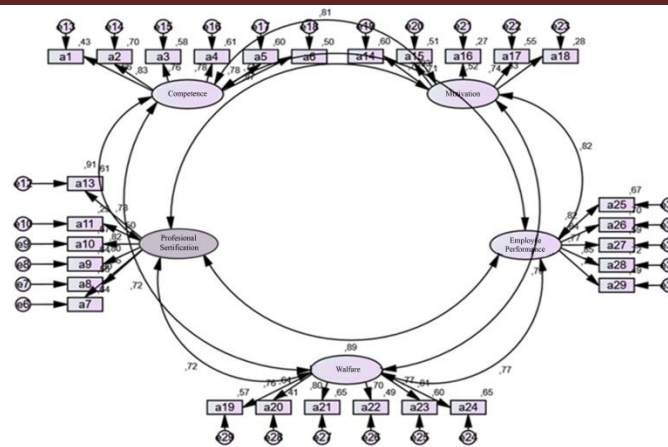


Figure 2. CFA model

Table 3. CFA Result

			Estimates
a7	<---	Professional_Certification	,797
a8	<---	Professional_Certification	,746
a9	<---	Professional_Certification	,800
a10	<---	Professional_Certification	,820
a11	<---	Professional_Certification	,500
a13	<---	Professional_Certification	,780
a1	<---	Competence	,655
a2	<---	Competence	,835
a3	<---	Competence	,764
a4	<---	Competence	,782
a5	<---	Competence	,775
a6	<---	Competence	,706
a14	<---	Motivation	,776
a15	<---	Motivation	,713
a16	<---	Motivation	,523
a17	<---	Motivation	,742
a18	<---	Motivation	,527
a24	<---	Welfare	,805
a23	<---	Welfare	,774
a22	<---	Welfare	,698
a21	<---	Welfare	,803
a20	<---	Welfare	,638
a19	<---	Welfare	,755
a25	<---	Performance_Treasurer	,817

			Estimates
a26	<---	Performance_Treasurer	,840
a27	<---	Performance_Treasurer	,765
a28	<---	Performance_Treasurer	,848
a29	<---	Performance_Treasurer	,703

Table 3 above shows all indicators, after going through the elimination process it shows a Loading Factor value of > 0.50 so that it meets the validity requirements to be included in the next data processing.

Goodness of Fit

The results of the SEM analysis show that the goodness of fit index meets the desired standard. The GFI, RMSEA TLI, and IFI scores all exceeded acceptable thresholds, and the CMIN/DF and AGFI scores also met the required criteria. Therefore, it concludes that the model does not require any modification and has a good fit.

Table 4. Evaluation of the Goodness of Fit Indices Criteria

The Goodness of Fit Index	Cut of Value	The calculation results	Information
CMIN/DF	<2	1,739	fit
RMSEA	≤ 0.08	,067	fit
GFI	≥ 0.90	0.906	fit
TLI	≥ 0.90	0910	fit
IFI	≥ 0.90	0921	fit
CFI	≥ 0.90	0.920	fit

The indicators tested for the feasibility of the model have exceeded the required threshold value, indicating that the model is feasible for further data processing.

Direct Hypothesis Testing

Table 5. Results of Hypothesis Testing with Structural Model

Endogenous Variables		Exogenous Variables	CR	P	Standardized Estimates
Competence	<---	Certification_Profession	8,409	***	,920
Motivation	<---	Certification_Profession	9,979	***	,919
Welfare	<---	Certification_Profession	8,858	***	,766
Performance_Treasurer	<---	Certification_Profession	,349	,727	.096
Performance_Treasurer	<---	Competence	3,693	***	,655
Performance_Treasurer	<---	Welfare	2,469	,014	, 186
Performance_Treasurer	<---	Motivation	,373	,709	,067

Professional Certification effect on Competence, Effect of Professional Certification on

Motivation, Professional Certification effect on Welfare, Competence effect on Treasurer Performance, Motivation effect on Treasurer Performance, Welfare effect on Treasurer Performance, and Professional Certification effect on Treasurer Performance has p values of ***; ***; ***; .727; ***; .014 and 0.709 respectively, which indicates that two hypotheses have a non-significant effect, namely the Professional Certification effect on Treasurer Performance and the motivation effect on treasury performance. To improve the treasurer's performance, the most important thing is to increase treasurer competence, because this variable has the largest magnitude coefficient value compared to other variables.

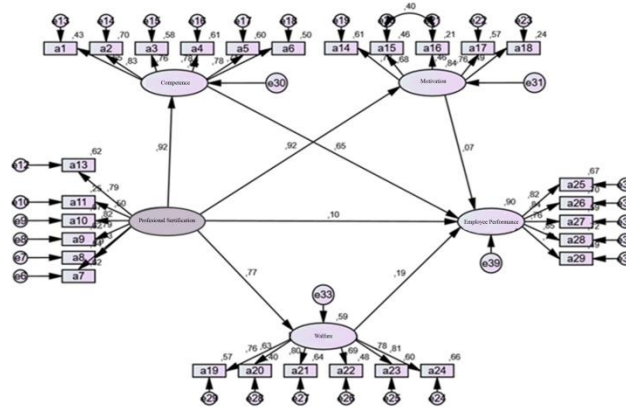


Figure 2. Structural Model Indirect Effect Testing

There are 3 (three) mediation hypotheses proven in this study, namely the Effect of Professional Certification on Treasurer Performance through Competence, the Effect of Professional Certification on Treasurer Performance through Motivation, and the Effect of Professional Certification on Treasurer Performance through Welfare.

Table 6. Indirect Effect Testing

Specific Indirects	Indirect Coeff.	STD	T Statistics	P Values	Information
Professional Certification -> Competency -> Treasurer Performance	0.598	0.062	6.22	0	Sig
Professional Certification -> Motivation -> Treasurer Performance	0.064	0.05	1,038	0.3	No Sig
Professional Certification -> Welfare -> Treasurer Performance	0.146	0.041	2,935	0	Sig

Table 7. Summary of Indirect Effect Testing Result

Specific Indirects	Direct Sig	Indirect Sig	Mediator	Mediation Role
Professional Certification -> Competency -> Treasurer Performance	Not Sig	Sig	Competence	Full mediation

Professional Certification -> Motivation -> Treasurer Performance	Not Sig	No Sig	Motivation	No significant Mediation role
Professional Certification -> Welfare -> Treasurer Performance	Not Sig	Sig	Welfare	Full mediation

Managerial Implications

The direct and indirect effects of Professional Certification on Treasurer Performance have been studied. In terms of direct influence, of the 7 direct influence hypotheses tested, it was found that the Professional Certification role in Competence has the highest effect on the model, followed by the Professional Certification role in Motivation. But unfortunately, Professional Certification and motivation do not affect the treasurer's performance, so Professional Certification can only be through a variable mediator to affect treasurer performance. Furthermore, based on the findings of the indirect effect test, it turns out that motivation is not a significant mediator variable to be involved in the role of Professional Certification in Treasurer Performance, but competence and welfare are. Therefore, the role of competence and welfare in the Professional Certification model influences Treasurer's Performance as a full mediator.

The results of this study have managerial implications. Managers or organizational leaders need to pay attention to improving employee competence and employee welfare because these two factors have proven to have a positive effect on treasurer performance. In addition, the implementation of Professional Certification as the predictor also needs to be considered to improve Treasurer Performance indirectly through these factors. By optimizing these factors, organizations can achieve better results in managing their finances.

5. CONCLUSION

Based on these results, it reveals that Treasurer Professional Certification, Competence, Motivational, Welfare, and Treasurer Performance have been going well, Professional Certification affects Competence, Professional Certification affects Motivation, Professional Certification affects Welfare, Competence affects Treasurer Performance, Motivation does not Treasurer Performance, Welfare affects Treasurer Performance, Professional Certification does not Treasurer Performance, Professional Certification affects Treasurer Performance through Competence, Professional Certification does not Treasurer Performance through Motivation, and Professional Certification affects Treasurer Performance through Welfare. The findings also explain that competence and welfare function as partial mediators in the Professional Certification affects treasurer performance model. So as a whole, the findings prove that the model of increasing treasurer performance in the Government of Aceh is a function of the accuracy of the implementation of Professional Certification, increasing competence, and increasing welfare. The model's findings contribute to the strengthening of causality theory, especially for treasury management in government. The model can also be a reference for further research, developing it by involving new variables. In general, these findings explain how the model can be practically utilized by managerial actors, especially in this case the Government of Aceh can use it to develop a strategy to strengthen treasurers so that it can become part of support for improving overall financial performance.

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