

## The Influence of Selection and Financial Motivation on Employee Performance CV. Romen Sport through Competence as an Intervening Variable

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### Abstract

*This study aims to analyze the effect of Selection and Financial Motivation on employee performance of CV. Romen Sport through competence as an intervening variable. The type of research conducted by the author in this study is quantitative research, in quantitative research total sampling techniques are used in data collection. The location of the research conducted by the author to test the hypothesis is at the CV. Romen Sport Company which is located at Jl. Zainal Abidin, Gampang Village, Prambon District, Sidoarjo Regency, East Java. The number of respondents in this study were 83 people. This study uses the test Outer Model, Convergent Validity, Average Variance Extracted (AVE), Composite Reliability, Cronbach Alpha, Inner model, R Square, f-square, Q-square, Estimate for Path Coefficient.*

**Keywords:** Selection; Financial Motivation; Competence; Employee Performance

### INTRODUCTION

The plastic industry in Indonesia has had an up-and-down phase since 2019 until now. BPS (Central Statistics Agency) data states that the plastic industry will decline by 21.15% in 2024. With this issue, this industry needs the support of competent human resources (HR) and strives for effectiveness in successfully achieving the company's vision and mission [1]. The most important human resources are competent employees who have good skills because they play a very important role in the smooth operation of the company [2]. When human resources are managed properly, it will produce optimal performance and greater productivity levels [3].

In this study, the focus is on the entire workforce on CV. Romen Sport. Where the main thing in running a company is the existence of a workforce [4]. CV. Romen Sport is a company engaged in the goods industry, they produce goods such as plastic balls and plastic piggy banks, with distribution that reaches from small stores to out of town. CV. Romen Sport was founded in 2000 by H. Bunyani S.Ag, at the company CV. The Romen Sport that the researcher obtained is that employee performance is still not optimal in achieving production targets.

Internal evaluation shows that the employee selection process is not appropriate, which results in employees feeling less attached to the company and having less competent employee members, besides that financial motivation is also low, this can also affect their performance and satisfaction. Therefore, in the future, the company urgently needs employees who have the potential to support the smooth operation of the company [2].

With the growth of CV. Romen Sport who increasingly wants to improve the quality of its products and company, so support is needed from employee performance with structured work targets, these targets can be the initial foundation for all employees for the company's achievements, but CV. Romen Sport realizes that if they want performance that meets their standards, they also need their initial stages such as selection to find out which employees are eligible to be accepted and competencies to know their skills and financial motivation must be applied fairly and properly for the satisfaction of their work results.

One of the things that is a benchmark is performance, with the aim of being able to find out the extent to which employees can contribute to the progress of a company [5]. Performance benchmarks must be carried out fairly and reflect real performance, one of which is by paying attention to each

employee, whether they have a competitive attitude in achieving superior work performance or vice versa [6]. This research has several factors, including using selection and financial motivation as independent variables and competency as intervening variables which aim to assess employee performance productivity.

Competence is a necessity in employee performance. Because competence includes a person's ability to work based on their knowledge and skills. The competencies possessed can produce professional work with effective and efficient time [3]. Competence is not only related to the ability to complete work effectively and efficiently, but also contributes to creating added value for the company according to a common goal. Therefore, the competency benchmark does not only include individual performance, but also the level of their contribution to the overall progress of the organization [7].

Selection is the initial foundation in forming a work system, with the selection of a company can filter the quality workforce and make the first step in the progress of a company and the recruited workforce is expected to be able to fully contribute in the future [8]. Conversely, if a company does not implement a selection system at the time of recruiting new workers, it will have a very bad effect on smooth performance and the lack of structure of the work system in a company. In this study, it is hoped that it will be able to contribute to the selection system that will be able to improve employee performance.

Financial motivation is also the main factor that affects employee performance productivity [9]. Financial motivation is an encouragement for employees to do work to achieve company goals. High motivation will encourage employees to perform as optimally as possible [10]. Financial Motivation includes various forms such as wages, incentives and holiday allowances, it must be fair and decent so that employees feel valued. With appropriate compensation, employees will feel more satisfied with the work they do [11].

In this study, the development of the gap in previous research [12] was carried out. Previous research [8] on selection used labor quality as a dependent variable while researchers used employee performance. In the study [13] tested the selection of lecturers while the researcher tested the selection on employee performance, the next gap in the study [14] showed that the research on competence used employee work productivity as a dependent variable while the researcher used employee performance. Then the difference that is also a gap in the development of this research is that in study [15] the selection research managed questionnaire data using SPSS software version 25, while the researcher used SPLS Software version 4.0 to process questionnaire data. In the study, Competency [16] has a significant influence on employee performance, but there are differences in research gaps in the study mentioning attitude, knowledge, and skills as indicators for competence that can affect employee performance.

The purpose of this study is to find out and analyze the influence of selection and financial motivation on the performance of CV employees. Romen Sport, as well as to test the role of competence as an intervening variable in the relationship. This research aims to provide a deeper understanding of the extent to which the right selection process and providing financial motivation can improve employee competence, which ultimately has a positive impact on their performance. The results of this research are expected to be evaluation and consideration for company management in designing a more effective and sustainable human resource management strategy.

## METHOD

This type of research is descriptive quantitative research, which is an approach that utilizes statistics for the numbers obtained as research results [2]. As well as providing an explanation of the state of the research object as a step to solve the existing problem [36]. The population used is all CV employees. Romen Sport. The number of CV employees. Romen Sport is 83 people. The location in this study is on Jl. Zainal Abidin, Gampang Village, Prambon District, Sidoarjo Regency, East Java.

This study used a likert scale questionnaire with a total of 32 statement items consisting of 8 statement items in the employee performance variable, 8 statement items in the competency variable, 8 statement items in the selection variable and 8 statement items in the financial motivation variable.

Data collection uses total sampling techniques to obtain optimal conclusions. This study uses primary data collected through filling out questionnaires by respondents. Primary data was obtained based on filling out questionnaires by respondents or samples. From the data obtained, it was then processed using questionnaire data processing in this study using Smart Partial Least Square (SPLS) Software version 4.0. The data analysis techniques used were *the Outer Model, Convergent Validity,*

*Average Variance Extracted (AVE), Composite Reliability, Cronbach Alpha, Inner model, R Square, f-square, Q-square, Estimate for Path Coefficient.*

## RESULTS and DISCUSSION

### Result

#### Respondent Description

This study involved 83 CV employees. Romen Sport as a sample, using a questionnaire distributed through the WhatsApp application. Respondent characteristics data will be presented to provide an overview of the condition and profile of the respondents.

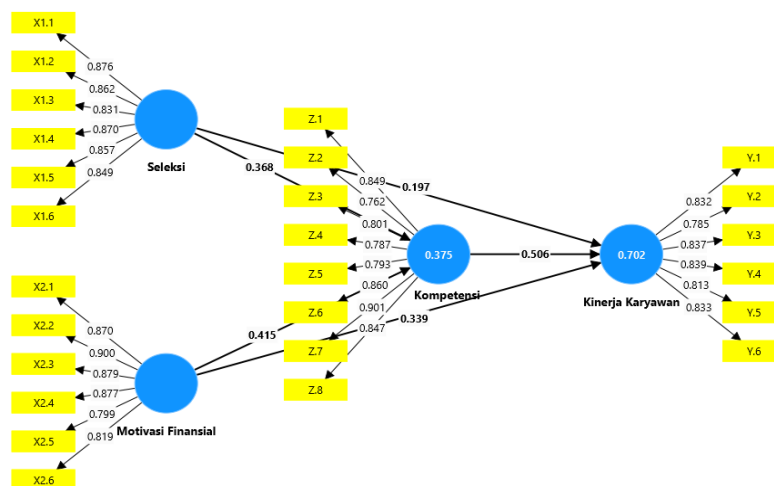
**Table 1. Respondent Description**

Information	Category	Frequency	Presentation (%)
Gender	Man	66	79,52%
	Woman	17	20,48%
Age	<25 years old	12	14,46%
	25 years-70 years	71	85,54%
Long Time Working	1 year-10 years	57	68,67%
	10 years-20 years	26	31,33%

Based on the data in the table above, it can be concluded that in CV. Romen Sport, 79.52% or 66 employees are men, while 20.48% or 17 employees are women. The most age group is respondents aged 25-70 years, which reaches 85.54% or 71 employees. Meanwhile, respondents aged 20-25 years were only 14.46%. This shows that the majority of employees are in the productive age range. In terms of length of work, 68.67% of employees have 1-10 years of work experience, while those who work 10-20 years are only 31.33%. This data shows that CV. Romen Sport is dominated by relatively young employees who have not had a very long work experience.

#### Convergent Validity

Convergent validity testing is tested from each construct indicator. An indicator is said to be valid if the value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered sufficient [38]. Based on this criterion, if there is a loading factor below 0.50, it will be dropped from the model.



**Graph 1: SmartPLS 4.0 Algorithm Results**  
(Source: *Output of SEM PLS Researchers*)

**Table 2. Convergent Validity Test Results**

Items	Selection	Financial Motivation	Employee Performance	Competence
X1.1	0,876			
X1.2	0,862			
X1.3	0,831			
X1.4	0,870			
X1.5	0,857			
X1.6	0,849			

Items	Selection	Financial Motivation	Employee Performance	Competence
X2.1		0,870		
X2.2		0,900		
X2.3		0,879		
X2.4		0,877		
X2.5		0,799		
X2.6		0,819		
Y.1			0,832	
Y.2			0,785	
Y.3			0,837	
Y.4			0,839	
Y.5			0,813	
Y.6			0,833	
Z.1				0,849
Z.2				0,762
Z.3				0,801
Z.4				0,787
Z.5				0,793
Z.6				0,860
Z.7				0,901
Z.8				0,847

Based on the table above, it can be seen that all indicators of the variables of this study are declared valid, because the *Outer Loadings* value of each indicator is greater than 0.7. Thus, the questionnaire items can be used in future analyses.

### Discriminant Validity

The next check is to compare the correlation between the variables with the root of AVE ( . The measurement model has  $\sqrt{AVE}$ ) a good discriminant validity if each variable is greater than the correlation between variables. The value can be seen from the  $\sqrt{AVE}\sqrt{AVE}$  Fornell Larcker Criterion Smart-PLS 4.0 output presented in table 2.

**Table 3. Discriminant Validity Test Results**

	Employee Performance	Competence	Financial Motivation	Selection
<b>Employee Performance</b>	0,823			
<b>Competence</b>	0,765	0,826		
<b>Financial Motivation</b>	0,634	0,497	0,858	
<b>Selection</b>	0,505	0,460	0,222	0,858

From table 2 above, it can be concluded that the square root of the *Average Variance Extracted* for each construct is greater than the correlation between one construct and the other construct in the model. Based on the above statement, the construct in the estimated model meets the *discriminant validity* criteria. The below are the results of Cross Loading

**Table 4. Cross Loading Results**

	Selection	Financial Motivation	Employee Performance	Competence
X1.1	0,876	0,173	0,399	0,420
X1.2	0,862	0,066	0,326	0,260
X1.3	0,831	0,044	0,221	0,286
X1.4	0,870	0,377	0,584	0,532
X1.5	0,857	0,224	0,535	0,432
X1.6	0,849	0,063	0,330	0,277
X2.1	0,141	0,870	0,550	0,455
X2.2	0,153	0,900	0,619	0,512
X2.3	0,279	0,879	0,583	0,463
X2.4	0,172	0,877	0,503	0,367
X2.5	0,259	0,799	0,476	0,389
X2.6	0,142	0,819	0,512	0,340
Y.1	0,538	0,543	0,832	0,685
Y.2	0,402	0,482	0,785	0,624

	<i>Selection</i>	<i>Financial Motivation</i>	<i>Employee Performance</i>	<i>Competence</i>
Y.3	0,359	0,558	0,837	0,568
Y.4	0,440	0,550	0,839	0,634
Y.5	0,368	0,544	0,813	0,614
Y.6	0,369	0,450	0,833	0,648
Z.1	0,420	0,400	0,629	0,849
Z.2	0,425	0,411	0,683	0,762
Z.3	0,374	0,420	0,575	0,801
Z.4	0,337	0,384	0,583	0,787
Z.5	0,289	0,463	0,616	0,793
Z.6	0,293	0,346	0,605	0,860
Z.7	0,442	0,406	0,658	0,901
Z.8	0,431	0,441	0,687	0,847

### Average Variance Extracted

The AVE value aims to measure the degree of variation of a construct component gathered from its indicators by adjusting for the error rate. Testing with AVE values is more critical than *composite reliability*. The minimum recommended AVE value is 0.50. The AVE output obtained from Smart PLS 4.0 is presented in table 4.

**Table 5. Average Variance Extracted (AVE) Test Results**

	<i>Average variance extracted (AVE)</i>
<i>Employee Performance</i>	0,678
<i>Competence</i>	0,683
<i>Financial Motivation</i>	0,736
<i>Selection</i>	0,735

Based on the table above, it can be seen that the AVE value has been greater than 0.50 which means that all of these indicators have met the criteria that have been set and have potential reliability for further testing.

### Composite Reliability and Cronbach's Alpha

To ensure that there are no problems related to measurements, the final step in the evaluation of the outer model is to test the reliability test of the model. The reliability test was carried out using *the Composite Reliability* and *Cronbach's Alpha* indicators. The *Composite Reliability* and *Cronbach's Alpha* tests aim to test the reliability of instruments in a research model. If all the values of the latent variable have a *Composite Reliability* value or *Cronbach's Alpha*  $\geq 0.70$ , it means that the construct has good reliability or the questionnaire used as a tool in this study has been consistent

**Table 6. Composite Reliability and Cronbach's Alpha Test Results**

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>
<i>Employee Performance</i>	0,905	0,906	0,927
<i>Competence</i>	0,933	0,935	0,945
<i>Financial Motivation</i>	0,928	0,935	0,944
<i>Selection</i>	0,931	0,968	0,943

Based on table 5 above, it can be seen that the results of *the Composite Reliability* and *Cronbach's Alpha* tests show a satisfactory value, namely all latent variables are reliable because all latent variable values have a *Composite Reliability* value and *Cronbach's Alpha*  $\geq 0.70$ . So it can be concluded that the questionnaire used as a research tool has been reliable or consistent.

### Test Model

**Table 7. Goodness of Fit Model Results**

	<i>Saturated model</i>	<i>Estimated model</i>
<b>SRMR</b>	0,089	0,089
<b>d_ ULS</b>	2,775	2,775
<b>d_ G</b>	2,063	2,063
<b>Chi-square</b>	760,764	760,764
<b>NFI</b>	0,672	0,672



The NFI value from 0 – 1 is derived from the comparison between the hypothetical model and a certain independent model. Based on the table above, the NFI value is at 0.672 which means that it has a model match that can be declared good.

### R-Square Value (R2)

Look at the R-Square value which is the *model's Goodness of Fit* test .

**Table 8. R-Square Value Test Results (R2)**

	R-square	R-square adjusted
Employee Performance	0,702	0,691
Competence	0,375	0,360

1. **Employee Performance:** The R-Square value for employee performance is 0.702, which suggests that this model can explain about **70.2%** variability in employee performance. With an R-Square adjusted value of 0.691, this means that after considering the number of variables in the model, the proportion of variability described remains high, which is **69.1%**. Therefore, about **29.8%** of employee performance variability is influenced by other variables outside of this model. This suggests that while this model is a **good fit**, there are still other factors that can affect employee performance that are not covered by this analysis.
2. **Competency:** For competence, the R-Square value obtained is 0.375, which means this model can explain about **37.5%** variability in competence. The adjusted R-Square value of 0.360 indicates that after accounting for the number of variables in the model, the proportion of variability described decreases slightly to **36.0%**. Thus, about **62.5%** of competency variability is influenced by other variables outside this model. While this value indicates that the model has a **lower match** compared to employee performance, it also indicates the potential to improve the model by adding other variables that may affect competence.

### f2 Effect Size

The value of f-square (f2) indicates the partial influence of each predictor variable on the endogenous variable. The following is the interpretation of the value of f-square:

1. If the value of f-Square is  $\geq 0.35$ , then it can be interpreted that the predictor of the latent variable has a strong influence.
2. If the value of f-Square is  $0.15 \leq f \leq 0.35$ , then it has a medium influence.
3. If the value of f-Square is  $0.02 \leq f \leq 0.15$ , then it has a weak influence.
4. The following are the results of the f2 value of each exogenous variable against the endogenous variable:

**Table 9. F2 Effect Size Test Results**

	F-Square
Competencies -> Employee Performance	0,538
Financial Motivation - > Employee Performance	0,290
Financial Motivation - > Competence	0,262
Selection -> Employee Performance	0,103
Selection -> Competency	0,206

1. Employee Performance Competence ->: The f-square value for the effect of competence on employee performance is 0.538. Based on the criteria set, this value shows that the influence of competence on employee performance is strong. This means that competencies have a high contribution to improving employee performance, and changes in competencies will have a major impact on their performance.
2. Financial Motivation -> Employee Performance: The f-square value for the effect of financial motivation on employee performance is 0.290. This value is in the range of  $0.15 \leq f \leq 0.35$ , which indicates that the influence of financial motivation on employee performance is medium. This suggests that although financial motivation contributes to improved performance, the influence is not as strong as competence.
3. Financial Motivation -> Competency: For the effect of financial motivation on competence, the f-square value is 0.262. This value is also in the medium category ( $0.15 \leq f \leq 0.35$ ), which shows that

financial motivation has a sufficient influence on improving employee competence, although not as strong as the influence of competence on performance.

4. Selection -> Employee Performance: The f-square value for the effect of selection on employee performance is 0.103. This value is in the range of  $0.02 \leq f \leq 0.15$ , which indicates that the influence of selection on employee performance is weak. This means that the selection process has a limited contribution to improving employee performance.
5. Selection -> Competency: The f-square value for the effect of selection on competence is 0.206. This value is also in the weak category ( $0.02 \leq f \leq 0.15$ ), which indicates that the influence of selection on employee competence is weak. This suggests that although selection can affect competence, it is not enough to have a great impact.

### Hypothesis Test Results (Path Coefficient Estimation)

The estimated value for the influence of the path in the structural model must be significant. This significant value can be obtained by bootstrapping procedure. Look at the significance of the hypothesis by looking at the value of the parameter coefficient and the significant value of t-statistics in the bootstrapping report algorithm. To find out significant or insignificant see from the t-table at alpha  $0.05 (5\%) = 1.96$ . Then the t-table is compared to the t-count (t-statistic).

**Table 10. Hypothesis Test Results**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Competencies -> Employee Performance	0,506	0,513	0,107	4,745	0,000
Financial Motivation -> Employee Performance	0,339	0,328	0,100	3,404	0,001
Financial Motivation -> Competence	0,415	0,415	0,102	4,086	0,000
Selection -> Employee Performance	0,197	0,202	0,077	2,552	0,011
Selection -> Competency	0,368	0,373	0,095	3,861	0,000

Here are the results of hypothesis testing on structural models:

1. Competence -> Employee Performance: The estimated value of the path coefficient for the effect of competence on employee performance is 0.506. With a t-statistic of 4.745 and a p-value of 0.000, these results show that the influence of competence on employee performance is significant. This means that improving employees' competencies contributes positively to improving their performance.
2. Financial Motivation -> Employee Performance: The estimated path coefficient for the effect of financial motivation on employee performance is 0.339. The T-statistic obtained was 3.404 with a p-value of 0.001, which shows that the influence of financial motivation on employee performance is also significant. This indicates that higher financial motivation can significantly improve employee performance.
3. Financial Motivation -> Competency: The path coefficient for the effect of financial motivation on competence is 0.415. With a t-statistic of 4.086 and a p-value of 0.000, these results show that financial motivation has a significant influence on improving employee competence. This means that financially motivated employees tend to have better competencies.
4. Selection -> Employee Performance: The estimated value of the path coefficient for the effect of selection on employee performance is 0.197. The resulting T-statistic was 2.552 with a p-value of 0.011, which shows that the effect of selection on employee performance is significant. This shows that a good selection process can contribute to improved employee performance.
5. Selection -> Competency: The path coefficient for the effect of selection on competence is 0.368. With a t-statistic of 3.861 and a p-value of 0.000, these results show that selection has a significant influence on employee competence. This shows that proper selection can significantly improve employee competence.

The following are the results of testing the hypothesis of the indirect influence of X on Y through Z:

**Table 11. Indirect Effects Test Results**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Financial Motivation -> Competencies -> Employee Performance	0,210	0,214	0,072	2,904	0,004
Selection -> Competency -> Employee Performance	0,186	0,191	0,062	3,000	0,003

1. Financial Motivation -> Competency -> Employee Performance: The estimated value of the path coefficient for the indirect influence of financial motivation on employee performance through competence is 0.210. With a t-statistic of 2.904 and a p-value of 0.004, these results show that this indirect influence is significant. This means that financial motivation not only has a direct effect on employee performance, but also through the improvement of their competence, which in turn improves performance.
2. Selection -> Competency -> Employee Performance: The estimated path coefficient for the indirect influence of selection on employee performance through competence is 0.186. The T-statistic obtained was 3,000 with a p-value of 0.003, which suggests that this indirect influence is also significant. This shows that a good selection process can improve employee competence, which in turn contributes to improved performance.

## Discussion

### The Effect of Selection on Employee Performance.

Based on the results of the study, it is proven that the selection process has a significant positive impact on employee performance, even though the influence is relatively weak. This shows that the more systematic and procedural the selection process is carried out, the higher the employee performance will be produced. Companies that carry out the right selection process can produce employees who suit their needs. These findings confirm that the goal of the selection process is to select the right employees, which in turn can affect their performance. This research is supported by previous studies [17],[20],[21],[22]. Employee selection is built through several indicators, such as experience, interviews, and written tests. The indicator that has the greatest contribution is the interview, where respondents state that a good interview allows the company a CV. Romen Sport to consider exactly which prospective employees are eligible to be hired or not, which ultimately affects their performance. The impact of the selection process on employee performance is very important [20]. A good selection process, especially through interviews, helps in selecting the right employees. This can be seen from the responses of all employees at CV. Romen Sport, where selected employees state that a good interview allows them to assess the fit for the job position they are applying for as well as feel more confident and responsible, so they are more committed to the company. An effective selection process also creates a sense of security and loyalty and encourages employees to perform at their best.

### The Effect of Financial Motivation on Employee Performance.

Based on the results of the study, it is proven that financial motivation has a significant positive influence on employee performance. This means that the higher the financial boost an employee receives, the more optimal the performance will be. Employees who feel that their financial motivation is fair and worthy are more likely to be motivated to work hard for better rewards. These findings are supported by previous research [24],[25],[11]. Financial motivation is built through several indicators, such as wages, incentives, and benefits. The most contributing indicator is wages, where the majority of respondents strongly agree that the company provides wages directly to employees and that they are satisfied with the principal remuneration received, which is in line with their performance results.

The influence of financial motivation on employee performance lies in the high level of satisfaction felt by CV employees. Romen Sport, which creates a positive perception of the company. These findings are also supported by the majority of employees aged 20 to 58. In this age range, employees tend to focus more on career development and financial achievement, so financial motivation is an important factor in driving their performance and commitment to the company.



### **The Influence of Competency on Employee Performance**

Competency has a significant positive influence on employee performance, even greater than the selection and financial motivation factors. This means that the higher the level of competence that employees have, the better the performance will be. Employees who have adequate skills and knowledge tend to be more effective at completing tasks, which in turn increases their contribution to the company. The results of this study are in line with previous research that shows the importance of competence in achieving optimal performance [1],[29],[30]. Employee competencies are built through several indicators, such as expertise, skills, abilities, and knowledge. Responses from respondents show that knowledge indicators make the greatest contribution in influencing employee performance. Where respondents stated that the knowledge they have can make their tasks easier which in turn can affect the results of their individual work. Employees who have enough knowledge are not only better able to complete tasks well, but can also increase productivity and adapt to changes in the work environment.

Additionally, employees who have high skills and a deep understanding of their job are likely to feel more confident and motivated to innovate. Thus, the development of competencies through knowledge is very important to improve employee performance in the company.

### **The Effect of Selection on Competence**

Selection mediated by competence has a significant influence on employee performance. This means that a good selection process can improve employees' abilities, which in turn has a positive impact on their performance. These findings are in line with previous research that emphasizes the importance of effective selection in building relevant competencies [39]. Interview indicators and knowledge are two factors that are very influential in the selection process. where all CV employees. Romen Sport strongly agrees that a good interview process can assess one's knowledge in depth. This is important to ensure that the selected employees are not only qualified for the job, but can also work well together in a team and adjust to the work environment.

By focusing on the quality of the selection process, companies can strengthen employee competencies and improve overall performance. Implementing better selection methods, such as proper assessment tools and training for interviewers, can result in a more skilled and productive team. This not only benefits employees, but also helps the company to compete and achieve success in the long run.

### **The Effect of Financial Motivation on Competence.**

Financial motivation mediated by competence has a significant influence on employee performance. When employees feel financially motivated, they not only work harder, but also strive to improve the necessary skills and abilities. In the CV Company. Romen Sport, employees who feel financially fair and decent tend to show better performance, because they feel valued.

The main indicators of wages and knowledge play a big role in influencing employee performance. where all CV employees. Romen Sport strongly agrees that a fair and decent wage makes employees more satisfied and encourages them to be more committed and innovative. Employees who feel that their rewards are commensurate with the effort expended are more motivated to provide the best performance results. Relevant knowledge and constantly updated skills are essential for improving performance. Thus, companies that focus on financial motivation and employee competency development can create a productive work environment. These factors not only improve individual performance, but also help companies achieve long-term success.

### **CONCLUSION**

Employee performance in CV. Romen Sport is influenced by selection, financial motivation, and competence. Because an effective selection process ensures that employees have the skills and values that match the company's needs, thereby improving their performance. Fair and decent financial motivation encourages employees to work optimally, as well as increases morale and productivity. In addition, employee competence plays an important role in determining the quality of work results. The limitation of this study is the lack of focus on non-financial motivational aspects that can also affect performance. As a proposal for further research, it is recommended that researchers explore more deeply about non-financial motivations and evaluate job specification to ensure employee recruitment that is more in line with the expected performance criteria.

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