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**THE INFLUENCE OF COMPETENCY, COMPENSATION, AND  
COMMITMENT ON EMPLOYEE PERFORMANCE IN THE NATIONAL  
LAND AGENCY OF THE LABUHANBATU REGENCY**



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**Abstract**

This research was conducted at the National Land Agency of Labuhanbatu Regency, to analyze the influence of competency, compensation, and commitment on employee performance. This research uses quantitative methods, with several analytical techniques such as classical assumption tests, multiple linear regression tests, hypothesis tests, and coefficient of determination tests. The results of this research show that all independent variables have a positive and significant influence on the dependent variable, this is proven through tests and F tests on the data in the research. The results of the t-test show that competency (X1) has a value of tcount (6.72) > ttable (1.66), which means Ha is accepted and Ho is rejected. Meanwhile, the significant value is smaller than the probability value of 0.05 or the significant value of 0.000 < 0.05. Thus, it can be concluded that the competency variable (X1) has a positive and significant effect on employee performance. Compensation (X2) has a value of tcount (5.01) > ttable (1.66) which means Ha is accepted and Ho is rejected. Meanwhile, the significant value is smaller than the probability of 0.05 or 0.000 < 0.05. It can be concluded that compensation (X2) has a positive and significant effect on employee performance. Commitment (X3) has a value of tcount (12.28) > ttable (1.66) which means Ha is accepted and Ho is rejected, while the significant value is smaller than the probability of 0.05 or 0.000 < 0.05. Therefore, commitment (X3) has a positive and significant effect on employee performance. The results of the F test show that the Fcount value is 90.60 > Ftable 2.71 with a significance value of 0.000 < 0.05. From these results, it can be concluded that competency (X1), compensation (X2), and commitment (X3) simultaneously have a positive and significant effect on employee performance (Y).

**Keywords:** Competency, Compensation, Commitment, Employee Performance

## INTRODUCTION

Along with developments over time, the competitive business environment is also increasingly developing. This is clearly visible from the increasing number of new organizations which often have similar types. To maintain its existence, every organization is required to always excel and be able to face every change, thus every organization is required to have adequate human resources. The human resources they have a huge impact on the organization, both in maintaining its existence in a competitive business environment and in achieving its vision, mission, and goals (Kurniawan et al, 2022). One of the organization's goals is to have employees with optimal performance. Performance is defined as the abilities possessed by employees as a requirement for the work they are responsible for, where employees are required to be able to complete work according to targets without exceeding the time limit determined by the organization (Suharto, et al, 2020: 116). Employee performance is one of the factors that most influence organizational success. Employee performance can be influenced by several things, one of which is the competence of an employee. Competency is a cognitive structure that facilitates certain behaviors and is usually associated with high professional performance. Competency can also be defined as the ability to apply or use knowledge, skills, abilities, behavior, and personal characteristics to perform critical work tasks, certain functions, or carry out certain roles. or positions (Nyakundi, et al, 2020: 173). Competent employees tend to feel comfortable doing their work, this is because the knowledge and skills they have can make it easier to do their work so that any work given to them is not used as a burden. Employees with good competence will certainly produce optimal performance. Vice versa, employees with low competency will provide performance that may be below the standards set by the organization. At the National Land Agency of Labuhanbatu Regency, there are several problems related to competency. This problem can be seen from several employees who have low interest in work, these employees tend to be lazy and postpone work that should be completed immediately. Apart from that, some employees do not understand the work they are responsible for, this happens because the knowledge possessed by employees tends to be low, and their abilities do not match the work given to them, this makes employees

have a poor attitude towards work. These problems will certainly have an impact on employee performance.

Apart from competency, compensation also influences employee performance. Compensation is defined as an award given by the organization to employees for the work, they have done within one month (Pratiwi, 2021: 5). Nitya, et al (2021:67) define compensation as compensation given to employees for the work they produce. Compensation can be given in financial or non-financial form. Providing compensation can motivate employees to work harder than before, with compensation it can also make employees compete to produce the maximum possible performance (Widjaja, 2022). Based on the results of the pre-survey, it can be said that at the National Land Agency of Labuhanbatu Regency, there is a phenomenon related to compensation, this occurs because the leadership of the organization pays little attention to the performance produced by each employee, the leadership of the organization tends to generalize all employee work results. Organizational leaders tend to provide incentives with the same amount, this is considered unfair, employees who work extra should receive greater incentives than employees who do their work to the best of their ability. Apart from that, the promotion system was also not implemented according to the specified time. If this is not corrected, it will certainly have a negative impact on the performance produced by employees.

Commitment also influences employee performance. Commitment is an attachment between employees and the organization. Commitment can be defined as how an employee is willing to help the organization achieve its goals (Omofiwa, et al, 2021: 460). High commitment will produce output in the form of optimal performance. An employee who has high commitment can be marked by the attitude he shows, such as being able to attend work following the provisions, being able to protect and safeguard the assets and good name of the company, being more consistent, and being able to work extra hard to achieve the vision, mission, and goals of the organization where he works (Pelealu, 2022). At the National Land Agency, there is a phenomenon related to commitment, this can be seen from several employees who have different goals from the organization where they work, thus making them work as they please because they feel they do not want to realize the

goals of the organization, besides that there are also several employees who lack of confidence in the organization where they work and often choose to give up their membership status from that organization. This can have an influence on employee performance.

Competency is defined as an employee's ability in the form of skills and knowledge which are supported by the work attitudes applied in carrying out their work (Prayogi, et al, 2019: 667). This is in line with the explanation of Choriyah, et al (2021: 1023) who define competency as the ability an employee uses in carrying out work based on the skills and knowledge they possess. Competency can be measured through indicators: 1) knowledge possessed by employees; 2) the employee's understanding of his work; 3) the employee's abilities; 4) employee attitudes towards work; 5) interest in doing work (Karnadi, et al, 2021: 30).

Compensation is a reward for work results given to members of an organization (Kadir, et al, 2019: 3). Siddiqi, et al (2018: 155) define compensation as accumulation in financial or non-financial forms received by employees as compensation for the performance they produce. Competencies can be given in the form of money and goods, either directly or indirectly to employees who have provided their performance for the organization where they work (Syah, et al, 2021: 18). Jayaningrum, et al, (2020: 3) state that several dimensions can be used to measure compensation, these dimensions include: 1) Direct financial compensation, with indicators in the form of salaries and incentives received by employees; 2) Indirect financial compensation, with indicators in the form of health insurance provided to each employee and pension benefits provided to employees who have completed their work period within the period determined by the organization; 3) Non-financial compensation, with indicators in the form of promotions carried out periodically following organizational regulations.

In simple terms, commitment is the level of interest of an employee to stay with the organization where he works. This is in line with the opinion of Carolyne, et al (2020: 19) who define it as a condition where an employee can identify his goals and desires to maintain his membership status in the organization where he works. Omofiwa, et al (2021:

460) define commitment as how an employee is willing to help the organization achieve its goals. Commitment refers to the loyal attitude given by employees when working, this includes several aspects such as, employees using their work time as best as possible, paying attention to the work they do in detail, employees are willing to put in extra effort on behalf of the organization, employees always provide support to the organization in the form of loyalty to the organization where they work, employees consciously work for the organization and are willing to meet the expectations of the organization where they work (Carolyne, 2020: 190). Thuy, et al (2020: 3) explain that commitment can be measured through 5 indicators which can be described as follows, employees have an attachment to the organization, employees can accept the goals of the organization where they work, employees have confidence in the organization, employees are willing to exert great effort on behalf of the organization, employees have a strong desire to maintain their membership status in the organization where they work.

Employee performance is the ability that employees have as a requirement for the work they are responsible for, where employees are required to be able to complete work according to targets without exceeding the time limit determined by the organization (Suharto, et al, 2020: 116). Kalogiannidis (2020: 2) defines performance as the behavior shown by an employee when carrying out certain work in an organization. Employee performance can also be defined as an activity carried out based on knowledge, skills, and experience to complete their work effectively and efficiently (Qudah, et al, 2014: 129). Pahos, et al (2018 : 3) explained that employee performance is the employee's achievement of the contribution made to the organization. Mendoca, et al (2019: 14) state that employee performance can be measured through several indicators such as 1) the quality of service provided by employees; 2) the volume of work that can be completed within the specified time; 3) the time required to complete the work; 4) attitudes or actions carried out by employees at work; 5) the entire time series when carrying out a process.

## RESEARCH METHOD

This research uses quantitative methods, to analyze the influence of competency, compensation, and commitment on employee performance. This research was conducted at the National Land Agency of Labuhanbatu Regency, using all its employees as the research population, namely 119 employees. Sampling in this study used the Slovin technique, with an error limit of 5%. The following is the formula used in drawing research samples

$$n = \frac{N}{1+N(e)^2}; ; n = 91.7 = 92. n = \frac{119}{1+119(0.05)^2} n = \frac{119}{1+119(0.0025)}$$

Source: Sugiyono (2019:137)

After calculating using the Slovin formula, the sample in this study can be determined, namely 92 employees. The data in this research was obtained through interviews with relevant employees and distributing questionnaires directly to employees of the Labuhanbatu Regency National Land Agency. The data was then analyzed using 4 analytical techniques, including 1) classical assumption test, which consists of normality test, multicollinearity test, and heteroscedasticity test; 2) multiple linear regression test; 3) hypothesis testing, which consists of the t-test and F test; 4) coefficient of determination test.

## RESULTS AND DISCUSSION

### Results

Before testing the data in the research, the validity and reliability test of the questionnaire was first carried out. The validity test was carried out on 30 employees of the Labuhanbatu Regency Transportation Service, using a significant criterion of  $> 0.5$  (Ghazali, 2018: 51).

**Table 1.**  
**Validity Test Results**

<b>Variable</b>	<b>Total Correlation</b>	<b>Sig Criteria</b>	<b>Information</b>
X1.1	,919	0.5	Valid
X1.2	,660	0.5	Valid
X1.3	,757	0.5	Valid
X1.4	,743	0.5	Valid
X1.5	,919	0.5	Valid
X2.1	,919	0.5	Valid
X2.2	,660	0.5	Valid
X2.3	,757	0.5	Valid
X2.4	,743	0.5	Valid
X2.5	,919	0.5	Valid
X3.1	,833	0.5	Valid
X3.2	,516	0.5	Valid
X3.3	,862	0.5	Valid
X3.4	,755	0.5	Valid
X3.5	,862	0.5	Valid
Y.1	,684	0.5	Valid
Y.2	,765	0.5	Valid
Y.3	,633	0.5	Valid
Y.4	,587	0.5	Valid
Y.5	,538	0.5	Valid

Information: \*Sig Criteria < 0.5

Source: Research Results, 2022.

Reliability testing is carried out to determine consistent measurement results when measuring the same measuring instrument. An indicator in the questionnaire can be accepted if the alpha coefficient has a value > 0.6 (Sugiyono, 2016: 130).

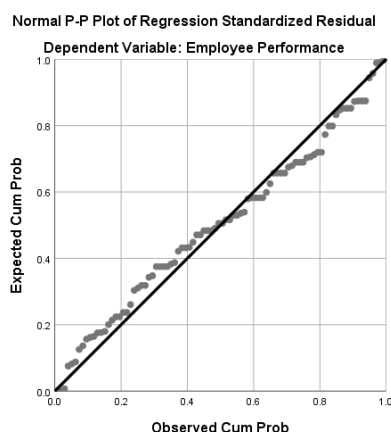
**Table 2.**  
**Reliability Test Results**

Variable	Croanbach Alpha (CA)	Information
Competence	,802	Reliable
Compensation	,806	Reliable
Commitment	,752	Reliable
Employee Performance	,796	Reliable

Information: \*CA criteria > 0.6.

Source: Research Results, 2022.

The results of validity and reliability tests on the questionnaire show that all statement items in the questionnaire are valid and reliable, and distribution of the questionnaire can be carried out. The next test, the classical assumption test with the normality test. The normality test results can be seen in the following graph:



**Figure 1.**  
**Graph P-Plot Normality test**  
 Source: Research Results, 2022.

Figure 1 contains the residual points of the regression model which are distributed as a whole following a diagonal line, thus it can be stated that the regression model in this study is normally distributed. Next, a multicollinearity test was carried out by looking at the values tolerance and VIF for each variable. The results of the multicollinearity test are contained in Table 3:

**Table 3.**  
**Multicollinearity Test Results**

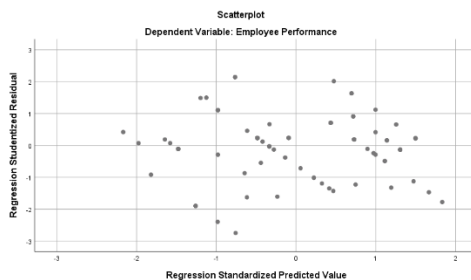
Coefficients <sup>a</sup>			
Model	Sig.	Collinearity Statistics	
		Tolerance	VIF
1 (Constant)			
Competence	,000	,935	1,070
Compensation	,000	,997	1,003
Commitment	,000	,933	1,072

a. Dependent Variable: Employee Performance

Information: \*p < 0.05.

Source: Research Results, 2022.

The multicollinearity test results are contained in Table 3, showing the values of all independent variables, where the VIF value is < 10 and the tolerance value is > 0.1. These results indicate that the data in this study did not experience symptoms of multicollinearity. Next, a heteroscedasticity test was carried out using a scatterplot graph. The results of the heteroscedasticity test are displayed in the following image:



**Figure 2.**  
**Graph Scatterplots**

Source: Research Results, 2022.

The graph displays the points spread above and below the number 0 on the Y axis, thus it can be concluded that the data in this study does not experience symptoms of heteroscedasticity. After the data in this research is declared to have passed the classical assumption test, it can then be continued by carrying out multiple linear regression analysis. The results of this research's multiple linear regression test can be seen in Table 4:

**Table 4.**  
**Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>						
	Model	B	Std Err or	Bet a	t	Sig.
1	(Constant)	14,888	2,68 2		5,552	,000
	Competence	,487	,072	,367	6,729	,000
	Compensatio n	,423	,084	,265	5,016	,000
	Commitment	,707	,058	,670	12,28 1	,000

Information: \*p< 0.05

Source: Research Results, 2022.

The results of the multiple linear regression test can then be explained with the following explanation, the B value for the competency variable (B1) is 0.487. The value of the compensation variable (B2) is 0.423. The value of the commitment variable (B3) is 0.707. The constant value (a) is 14,888. This value can then be used as the following equation:  $Y=14.888+0.487X_1+0.423X_2+0.707X_3$ . This equation shows that the variables competency (X1), compensation (X2), and commitment (X3) have a positive sign on the employee performance variable (Y).

Next, a hypothesis test was carried out using the t-test and F-test. The t-test was carried out to analyze the influence of the independent variables, namely competency (X1), compensation (X2), and commitment (X3) partially on the dependent variable, namely employee performance (Y). The basis for decision-making in the t-test is: If  $t_{count} > t_{table}$ , then  $H_a$  is accepted and  $H_o$  is rejected, meaning that competence, compensation, and commitment have a positive and significant effect on employee performance. If  $t_{count} < t_{table}$ , then  $H_a$  is rejected and  $H_o$  is accepted, meaning that competence, compensation, and commitment do not have a positive and significant effect on employee performance. To determine the  $t_{table}$  value, the following equation can be used:  $df = nk-1 = 92-3-1 = 88$ .

After calculating using this equation, the value of  $t_{table}$  can be determined to be 1.66. The  $t$ -test results are displayed in Table 5:

**Table 5.**  
**t Test Results**

		Coefficients <sup>a</sup>			
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	14,888	2,682		5,552	,000
Competence	,487	,072	,367	6,729	,000
Compensation	,423	,084	,265	5,016	,000
Commitment	,707	,058	,670	12,281	,000

a. Dependent Variable: Employee Performance  
 Information: \* $p < 0.05$

Source: Research Results, 2022.

Table 5 shows that competency (X1) has a value of  $t_{count}$  (6.72) >  $t_{table}$  (1.66), which means  $H_a$  is accepted and  $H_o$  is rejected. Meanwhile, the significant value is smaller than the probability value of 0.05 or the significant value of 0.000 < 0.05. Thus, it can be concluded that the competency variable (X1) has a positive and significant effect on employee performance. Compensation (X2) has a value of  $t_{count}$  (5.01) >  $t_{table}$  (1.66) which means  $H_a$  is accepted and  $H_o$  is rejected. Meanwhile, the significant value is smaller than the probability of 0.05 or 0.000 < 0.05. It can be concluded that compensation (X2) has a positive and significant effect on employee performance. Commitment (X3) has a value of  $t_{count}$  (12.28) >  $t_{table}$  (1.66) which means  $H_a$  is accepted and  $H_o$  is rejected, while the significant value is smaller than the probability of 0.05 or 0.000 < 0.05. Therefore, it can be concluded that commitment (X3) has a positive and significant effect on employee performance.

The F test is carried out to test the independent variables, namely competency (X1), compensation (X2), and commitment (X3), which simultaneously have a significant relationship or not with the dependent variable, namely employee performance (Y). The

basis for making the F Test decision is: If  $F_{count} > F_{table}$ , then  $H_a$  is accepted and  $H_o$  is rejected, meaning that competence, compensation, and commitment have a positive and significant influence on employee performance. If  $F_{count} < F_{table}$ , then  $H_a$  is rejected and  $H_o$  is accepted, meaning that competence, compensation, and commitment do not have a positive and significant effect on employee performance. To determine the  $F_{table}$  value, the following equation can be used:  $df = k; n - k = 3; 92 - 3 = 3; 89$ . After calculating using this equation, it can be determined that the  $F_{table}$  value is 2.71. The results of the F test in this research can be contained in Table 6:

**Table 6.**  
**F Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	580,862	3	193,621	90.606	,000b
	Residual	188,051	88	2,137		
	Total	768,913	91			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Commitment, Compensation, Competence

Information: \* $p < 0.05$

Source: Research Results, 2022.

In Table 6, the F test results show that the F value is  $90.60 > F_{table} 2.71$  with a significance value of  $0.000 < 0.05$ . From these results, it can be concluded that competency (X1), compensation (X2), and commitment (X3) simultaneously have a positive and significant effect on employee performance (Y).

The next analysis is the coefficient of determination test. The coefficient of determination test was carried out to analyze the contribution of the influence of the independent variables, namely competence (X1), compensation (X2), and commitment (X3) to the dependent variable, namely employee performance (Y). If the coefficient of determination value is closer to 1, it shows that the relationship between the independent variable and the dependent variable is stronger, and vice versa. The coefficient of determination test results is contained in Table 7:

**Table 7.**  
**Coefficient of Determination Test Results**

<b>Model Summary<sup>b</sup></b>				
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869	.755	.747	1.46183
a				

a. Predictors: (Constant),  
 Commitment, Compensation,  
 Competence

b. Dependent Variable: Employee  
 Performance

Information: \*p < 0.05

Source: Research Results, 2022.

Table 7. The results of the coefficient of determination test show that the adjusted R Square value is 0.747, meaning that employee performance can be explained by the variables competency (X1), compensation (X2), and commitment (X3) of 74.7%, while the remaining 25.3% can be explained. explained by other variables not examined in this study.

## Discussion

The results of the t-test for the competency variable (X1) have a tcount value (6.72) > ttable value (1.66) which means Ha is accepted and Ho is rejected, with a significant value smaller than the probability value of 0.05 or  $0.000 < 0.05$ , thus it can be stated that the competency variable has a positive and significant effect on employee performance at the

National Land Agency of Labuhanbatu Regency. This is in line with previous research conducted by Adilase, et al (2022) with the title "Competence, Work Discipline, and Work Culture Influence on Employee Performance. This research shows that competence, work discipline, and work culture have a positive and significant effect on employee performance in sub-districts in Demak Regency.

Compensation (X2) has a tcount value (5.01) > ttable value (1.66) which means  $H_a$  is accepted and  $H_o$  is rejected, with a significant value smaller than the probability value of 0.05 or  $0.000 < 0.05$ . It can be stated that the compensation variable (X2) has a positive and significant effect on employee performance Labuhanbatu Regency National Land Agency. This is in line with research conducted by Paramitha, et al (2022) with the title "The Influence of Leadership, Financial Compensation and Work Discipline on Employee Performance". Based on the research results, it can be seen that: (1) Leadership has a positive and significant effect on employee performance. (2) Financial Compensation has a positive and significant effect on employee performance. (3) Work discipline has a positive and significant effect on employee performance. (4) Simultaneously leadership, financial compensation and work discipline have a positive and significant influence on employee performance at the Denpasar District Prosecutor's Office.

The commitment variable (X3) has a tcount value (12.28) > ttable value (1.66) which means  $H_a$  is accepted and  $H_o$  is rejected, with a significant value smaller than the probability value of 0.05 or  $0.000 < 0.05$ , it can be stated that the commitment variable (X3) has a positive and significant effect on employee performance at Labuhanbatu Regency National Land Agency. This is in line with research conducted by Costa, et al (2022) with the title "The Influence of Work Environment, Professionalism and Work Commitment on Employee Performance at the Ministry of Transportation's State Property Procurement and Management Services Bureau (LPPBMN). The findings prove that the work environment, professionalism, and work commitment have a positive and significant effect on employee performance at the Office of the State Property Procurement and Management Services Bureau (LPPBMN) of the Ministry of Transportation, both partially and simultaneously.

Research analysis using the F test, obtained an F value of  $90.60 > F$  table 2.71 with a significance value of  $0.000 < 0.05$ . From these results, it can be concluded that competence, compensation, and commitment together have a positive and significant effect on employee performance at the National Land Agency of Labuhanbatu Regency.

## CONCLUSION

1. Competence has a positive and significant effect on employee performance at the National Land Agency of Labuhanbatu Regency
2. Compensation has a positive and significant effect on employee performance at the National Land Agency of Labuhanbatu Regency
3. Commitment has a positive and significant effect on employee performance at the National Land Agency of Labuhanbatu Regency
4. Competency, compensation, and commitment have a positive and significant effect on employee performance at the National Land Agency of Labuhanbatu Regency

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