

THE EFFECT OF COMPETENCE, COMPENSATION AND MOTIVATION ON EMPLOYEE PERFORMANCE AT THE HEAD OFFICE PT. ALNS ANGLO EASTERN INDONESIA

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ABSTRACT

This study uses a quantitative approach that combines data collection methods through surveys and observations. In this approach, a dual paradigm is applied by involving three independent variables and one dependent variable. The choice of this type of design is because this study will empirically test the relationship between competence, compensation, and motivation on employee performance at PT. Alns Anglo Eastern Indonesia Anglo Eastern Indonesia . Population is employee PT. Alns Anglo Eastern Indonesia with amount 161 respondents . Research This using the questionnaire data that was studied , data analysis using device soft SPSS Statistics version 21. Data testing with descriptive statistical tests , classical tests and hypothesis tests From the results of this study indicate that simultaneously, competence, compensation and motivation have a positive effect on employee performance achievement at PT. ALNS Anglo Eastern Indonesia. Partially, competence and motivation have an effect on employee performance, while compensation does not have an effect on employee performance.

Keywords: Competence, Compensation and Motivation on Employee Performance

1. INTRODUCTION

In an increasingly competitive and dynamic era of globalization, the success of an organization is highly dependent on its ability to adapt and develop. Fierce competition in the global market requires companies to not only have an effective business strategy, but also optimize human resources as a primary asset. Amidst these challenges, PT. ALNS ANGLO EASTERN INDONESIA, as one of the leading companies in the shipping sector, faces the need to ensure that their employees are not only competent, but also motivated and satisfied with the compensation received.

Competence is one of the main factors that affect employee performance. In the context of a rapidly growing business, competence includes not only technical skills and knowledge relevant to the job, but also leadership, communication, and managerial abilities. Good competence allows employees to carry out their duties effectively and make the right decisions, thereby increasing organizational productivity and effectiveness. In line with research by (Sri et al., 2024) and (Sumar et al., 2020) , good leadership competence is essential to understanding and meeting employee needs, as well as creating a supportive work environment.

Compensation, both financial and non-financial, also plays an important role in influencing employee satisfaction and performance. Financial compensation includes salary, bonuses, and allowances, while non-financial compensation includes health facilities, a conducive work environment, and career development opportunities. Fair and adequate compensation not only increases employee satisfaction but also contributes to their motivation and performance. (Lucky et al., 2022) , (Sumarni & Ayu, 2022) show that good compensation can guarantee employee satisfaction and support the achievement of optimal organizational performance.

Motivation is another crucial factor that influences employee performance. Motivation drives employees to achieve their personal and professional goals. In situations where organizations frequently make structural changes or downsizing, motivation is the main key to maintaining employee morale and performance. According to (Hidayat, 2021) , motivation is related to psychological processes that influence behavior and work performance. High motivation makes employees more committed and proactive in carrying out their duties, which in turn improves organizational performance.

PT. ALNS ANGLO EASTERN INDONESIA, as a company with a broad employee transfer policy and the best facilities, faces challenges to ensure that employee competence, compensation, and motivation are always optimal. Competence decline approaching retirement, stress due to transfer, and too narrow a focus on key performance indicators (KPIs) can negatively affect employee motivation and performance. Therefore, it is important to analyze in depth how these three variables competence, compensation, and motivation affect employee performance at PT.

ALNS ANGLO EASTERN INDONESIA. This study aims to provide insight into the relationship between these three factors and employee performance, as well as to offer recommendations that can help companies improve human resource effectiveness and overall organizational success.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Literature review

2.1.1. Competence

Competence is the basic ability to carry out a job that involves skills, knowledge, and work attitudes. It reflects the characteristics of individuals in carrying out job responsibilities effectively and improving their professional quality. Competence identifies characteristics, knowledge, and skills that are in accordance with professional quality standards, resulting in superior performance. According to (Sri et al., 2024), competence is a fundamental characteristic that influences or can predict excellent performance. Performance is influenced by knowledge, skills, attitudes, work styles, personality, interests, values, beliefs, and leadership styles (Syarif et al., 2023). Thus, competence is the foundation of individual characteristics that support behavior and thinking in various situations and contribute to long-term success (Astrinasari, 2021).

2.1.2. Compensation

Compensation is an important factor in a person's decision to join and remain with an organization (Sumar et al., 2020). Companies must provide competitive compensation to recruit, retain, and reward employees based on their performance. Compensation is divided into two categories: intrinsic (internal), such as praise and recognition, and extrinsic (external), which includes monetary and non-monetary rewards (Mufti, 2023). Compensation system design should be strategic and aligned with the company's goals and organizational culture. A rapidly growing organization may require a flexible compensation system, while a more stable one may have a fixed salary structure and limited bonuses.

2.1.3. Work Motivation

According to Ridho et al., (2024) a person's motivation often starts from the needs or goals they want to achieve. After the needs or goals are met, motivation can decline, so it is important to renew motivation by setting new needs or goals. Individual needs and organizational goals have interrelated interests: workers seek compensation and personal achievement, while organizations depend on the collective performance of workers to achieve their goals. Motivation is a psychological process that drives individuals to achieve goals (Farida & Lestari, 2023). According to (Hidayat, 2021), motivation affects the intensity, direction, and effort given in achieving goals, as well as the individual's ability to maintain those efforts. (Ridho et al., 2024) added that motivation involves the process of arousing, directing, and maintaining behavior to achieve goals.

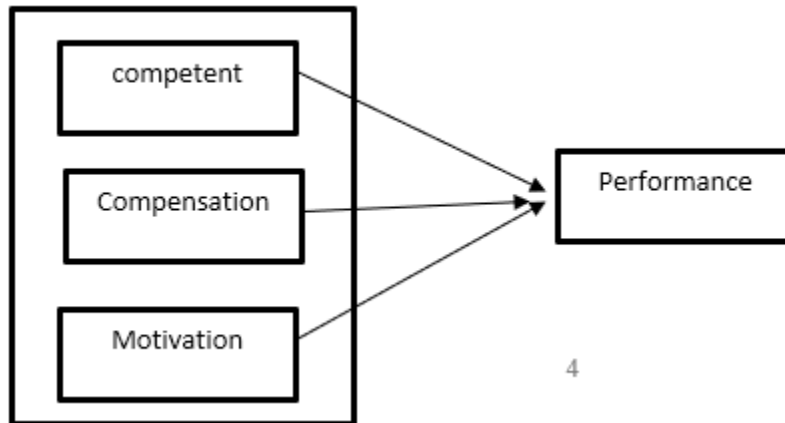
2.1.4. Performance

Performance includes results Work individual or organization and the process carried out For reach results said . According to (Dewi & Novandriani, 2020), performance involving Good results end and the process of achieving it. Organizational performance related with achievement objective strategic, satisfaction customers, and contributions more economy broad. Organizations aim to improve services, meet market demand, improve product quality, competitiveness, and overall performance (Riana et al., 2022). To achieve these goals, resource management and work processes must be carried out properly. The benefits of effective performance management include benefits for the organization, managers, and individuals. For organizations, the benefits include goal alignment, improved employee performance and motivation, and employee skill development and retention. For managers, the benefits include clarifying performance expectations, effective use of time, and improving team performance (Gender et al., 2018). Performance management also supports non-financial rewards and leadership development. For individuals, the benefits include role clarification, performance support, and opportunities for skill development and effective use of time.

2.2. Formulation Hypothesis Study

- a. Competence, compensation and motivation in a way simultaneous have influence significant to performance employee.
- b. Competence in a way partial have influence significant to performance employee
- c. Compensation in a way partial have influence significant to performance employee .
- d. Motivation in a way partial have influence significant to performance employee

Figure 1. Framework



Source : author's data processing

3. RESEARCH METHODOLOGY

This study uses a quantitative approach that combines data collection methods through surveys and observations. In this approach, a dual paradigm is applied by involving three independent variables and one dependent variable. The choice of this type of design is because this study will empirically test the relationship between competence, compensation, and motivation on employee performance at PT. ALNS ANGLO EASTERN INDONESIA Anglo Eastern Indonesia. Population is employee PT. ALNS ANGLO EASTERN INDONESIA with amount 161 respondents. Research This using the questionnaire data studied, data analysis with use device soft SPSS Statistics version 21. Data testing with descriptive statistical tests, classical tests and hypothesis tests

3.1. Definition and Operational of Research Variables

3.1.1. Competence (X1)

Competence is ability For carry out a work based on knowledge, skills, concepts self and attitude work, characteristics personal and motives.

3.1.2. Compensation (X2)

Compensation is reward on contribution employees who given by the organization or company consisting of from : salary received employees, overtime pay, incentives, benefits day raya, and allowances health .

3.1.3. Motivation (X3)

Motivation is encouragement somebody For do activities, initially arise Because feel the need fulfil needs which include: needs psychology, safety, social and belonging, recognition, and needs actualization self.

3.1.4. Employee performance (Y)

Employee performance is level achievements achieved compared to as planned or compared to with results employee others, which include: quantity work, quality work, obedience, and mental attitude.

4. ANALYSIS RESULTS AND DISCUSSION

4.1. Analysis results

4.1.1. Analysis Descriptive

Table 1. Analysis Descriptive Variables Study Statistics

	Competence	Compensation	Motivation	Performance
N Valid	102	102	102	102
Missing	0	0	0	0
Mean	4.46	4.27	4.29	4.30
Median	4.00	4.00	4.00	4.00
Std. Deviation	.501	.647	.479	.503

Minimum	4	3	3	3
Maximum	5	5	5	5

Source: SPSS data processing

Based on table 1 above variable competence obtained results that majority Respondent answer question with scale answer Agree with an average score of 4.46 on a scale Likert. The average score is in the range of 4.00 - 4.99 which means it is included in the agree criteria. Thus, the competency variable at PT. ALNS ANGLO EASTERN INDONESIA Anglo Eastern Indonesia is included in the category Enough Good or Enough tall.

4.1.2. Assumption Test Results Classic

4.1.2.1. Multicollinearity Test Results

Table 2. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.135	4.210		.032	.974		
Competence	.203	.060	.286	3.368	.001	.640	1,563
Compensation	.029	.060	.044	.482	.631	.550	1,818
Motivation	.378	.078	.503	4.857	.000	.429	2,331

Source: SPSS data processing

From the multicollinearity test in the table above seen VIF value for third independent variables are each below 10 and the coefficient their respective tolerances are not there are those below 0.1 which means No happen multicollinearity between independent variables in study This .

4.1.2.2. Autocorrelation Test Results

Table 3. Autocorrelation Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.741 ^a	.549	.535	2,994	1,655

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

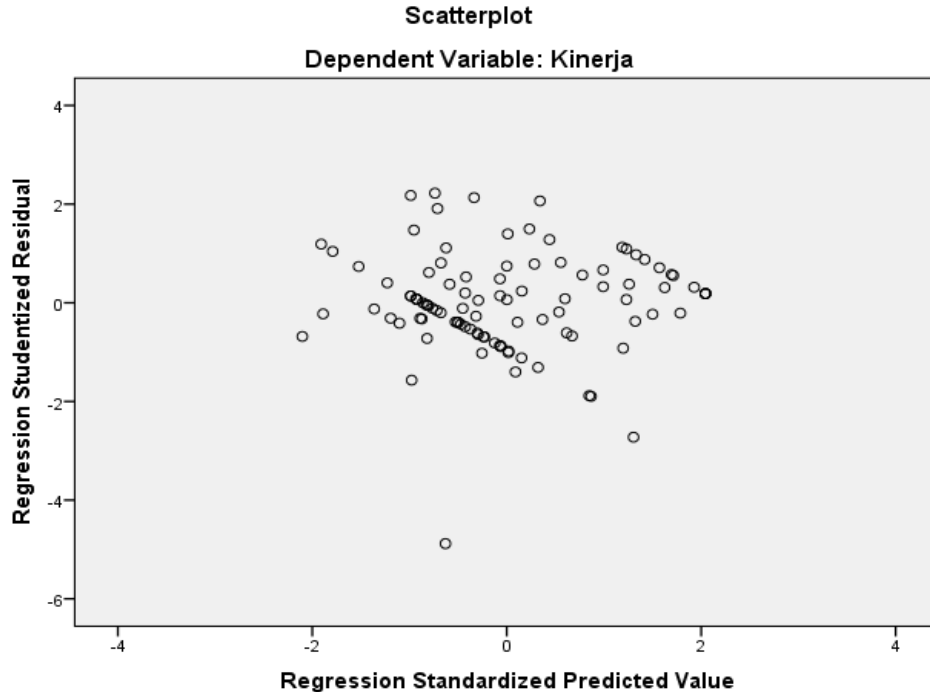
b. Dependent Variable: Performance

Source: SPSS data processing

From the table mentioned above Durbin Watson (DW) coefficient of 1.655, while mark Durbin-Watson (DW) statistics table For variable independent k=3 with sample as many as 100 dL values of 1.6131, while mark dU as much as 1.7364 for alpha 5%, with thus The DW value lies at $du < dw < 4-du$ or $1.7364 < 1.655 < 2.2636$ with thus can concluded No There is negative autocorrelation or positive.

4.1.2.3. Heteroscedastic test results

Figure 2. Heteroscedastic Test Results



Source: SPSS data processing

From the scatterplot image it can be seen point point spread randomly either above or above scale number zero on the Y axis. This can be concluded that No happen heteroscedasticity in the regression model

4.1.2.4. Normality Test Results

Normality Test Results One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		102
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.94906290
Most Extreme Differences	Absolute	.079
	Positive	.068
	Negative	-.079
Test Statistics		.079
Asymp. Sig. (2-tailed)		.124 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Souce: data SPSS processing

Based on table on seen that KS value of 0.079 with alpha = 0.124. Which means the regression error data normally distributed , because alpha 0.124 is well above 0.05.

4.1.2.5. Analysis Results Regression Multiple

1) Equality regression linear multiple

Based on results processing with SPSS obtained

$$Y = 0.135 + 0.203X_1 + 0.029X_2 + 0.378X_3$$

Analysis results show that:

- **Competence** own coefficient regression 0.203, which means every increase score competence One unit will increase score performance employee of 0.203 on the Likert scale , with assumption other variables remain constant.
- **Compensation** own coefficient regression 0.029, which shows that every increase compensation One unit will increase performance employee of 0.029 on the Likert scale , with assumption other variables remain constant.
- **Motivation** own coefficient regression 0.378, which means every increase motivation One unit will increase performance employee of 0.378 on the Likert scale , with assumption other variables remain constant.

Among the three variables, **motivation** has the most dominant influence on employee performance, with the highest standard beta coefficient of 0.378, compared to competence (0.203) and compensation (0.029).

Table 4 Correlation and Determination Values between Competence, Compensation and Motivation with Employee Performance

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.741 ^a	.549	.535	2,994	1,655

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

b. Dependent Variable: Performance

source: SPSS data processing

Table 5 Results of Simultaneous Test of Constant Values and Regression Coefficients

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1069.684	3	356,561	39,781	.000 ^b
	Residual	878,394	98	8,963		
	Total	1948.078	101			

a. Dependent Variable: Performance

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

source: SPSS data processing

From the analysis in table 4.14, the correlation value (R^2) is 0.549 or 54.9%, which shows that the combination of competency, compensation, and motivation variables affects employee performance by 54.9%. This means that if employee competency, compensation, and motivation increase, employee performance will also increase by 54.9%. Conversely, a decrease in these three variables will cause a decrease in employee performance.

In addition, in table 4.15, the calculated F value of 39.781 is significant at alpha 0.000, which indicates that the alpha value is far below 5%. This indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Thus, it is proven that simultaneously, the variables of competence, compensation, and motivation have a significant effect on employee performance at the office of PT. ALNS ANGLO EASTERN INDONESIA.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
1 (Constant)	.135	4.210		.032	.974
Competence	.203	.060	.286	3.368	.001
Compensation	.029	.060	.044	.482	.631
Motivation	.378	.078	.503	4.857	.000

a. Dependent Variable: Performance(Y)

Source: SPSS data processing

Based on results analysis:

- **Competence** have t count of 3.368 with an alpha of 0.001, which is far below 5%. This means that H0 is rejected and H1 is accepted, proving that in a way partial, competence influential significant to performance employee.
- **Compensation** have t count of 0.482 with alpha 0.631, which is far above 5%. This means that H1 is rejected and H0 is accepted, indicating that compensation does not have a significant effect on employee performance.
- **Motivation** has a t count of 4.857 with an alpha of 0.000, which is far below 5%. This means that H0 is rejected and H1 is accepted, proving that motivation has a significant partial effect on employee performance.

Thus, the second and fourth research hypotheses stating that competence and motivation have a significant effect individually on employee performance can be proven. However, the third research hypothesis stating that compensation has an effect on employee performance cannot be proven in this study at the office of PT. ALNS Anglo Eastern Indonesia.

4.2. Discussion

4.2.1. Competence, compensation and motivation have positive to performance employee of PT. ALNS Anglo Eastern Indonesia

Research result This is that Competence, compensation and motivation influential positive to performance PT. ALNS Anglo Eastern Indonesia employees. Competence, compensation, and motivation own influence positive to performance employees at PT. ALNS Anglo Eastern Indonesia because they each contribute to the achievement results more work good. Competence ensure that employee own required skills and knowledge For Work in a way effective. Good compensation provides incentives and rewards that increase motivation and job satisfaction. Motivation itself drives employees to work harder and achieve desired goals. These three factors complement each other to improve the overall performance of employees and, ultimately, the overall performance of the organization. This supported results study from (Kamaruddin, 2021), (Sumar et al., 2020), (Hidayat, 2021).

4.2.2. Competence influential to performance employee employee of PT. ALNS Anglo Eastern Indonesia

Research result This is that Competence influential positive to performance employees of PT. ALNS Anglo Eastern Indonesia. Employees who have high competence including skills, knowledge and attitudes more capable operate task with effective and efficient. They know method face challenges and solve work with expected standards. With adequate skills, employees can finish task more fast and with better quality good. This is contribute to the improvement productivity and achievement objective organization. This is supported results study from (Junitra & Lastanti, 2022), (Sari & Martha, 2022), different with results study from (Kamaruddin, 2021) who stated that competence No influential to performance employee.

4.2.3. Motivation influential to performance employee employee of PT. ALNS Anglo Eastern Indonesia

Research result This is that motivation influential positive to performance PT. ALNS Anglo Eastern Indonesia employees. High motivation push employee For Work more harder and more dedicated. They tend try more For reach more results good and fulfilling or exceed expectations. Motivated employees feel more satisfied with work them and more involved in activity company. Satisfaction and engagement This leading to improvement performance Because they feel more valuable and have role important in organization. This is supported by the results study from whereas (Putra, 2023), (Lamere et al., 2021) who stated that motivation No influential to performance employee.

4.2.4. Compensation No influential to performance employee employee of PT. ALNS Anglo Eastern Indonesia

Research result This is that Compensation No influential to performance PT. ALNS Anglo Eastern Indonesia employees. Compensation offered Possible No Enough adequate or No in accordance with hope employee. If compensation considered No fulfil need or expectation employee, then He Possible No Enough Motivate they For increase performance. The compensation provided may not be in line with the individual employee's needs or preferences. Every employee has different motivations; while some may be motivated by financial rewards, others may be more influenced by recognition, career development, or non-financial aspects. This supported by the results study (Vitaloka, 2021), (Darmawati, 2014), (Sumarni & Ayu, 2022).

5. CONCLUSION AND SUGGESTIONS

5.1 Conclusion

From the results study This show that how simultaneous , competence , compensation and motivation have positive with achievement performance employees of PT. ALNS Anglo Eastern Indonesia. Partially the competence and motivation influential to performance employees , while compensation No influential to performance employee .

5.2 Limitations

Study Possible only use sample from office center, so that the result No reflect conditions throughout branch or other locations. Other factors that can influence performance employees, such as environment work, management, or culture organization, maybe No taken into account. The methodology used, such as type questionnaire or method data collection, can influence results. For example, the data obtained from survey can influenced by respondent bias. Data obtained from questionnaires or interviews may be affected by respondent bias, for example, they may give answers that are considered “good” or expected by the researcher. The data collected may not reflect the current situation if there have been significant changes in company policies or structures since the data were collected. The findings of the study may not be generalizable to other companies or to different industries, especially if the characteristics of the companies or sectors are very different. These limitations may also arise if the study focuses only on the head office and does not take into account the variability that may exist in other branches or units. Employee performance may be defined and measured differently, and the measures chosen may not fully reflect the overall contribution or results of employees. Performance appraisals can be subjective and influenced by the perceptions of managers or colleagues, which may not always be objective.

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